THE TRANSITIONAL-TRANSFORMATIVE APPROACH: Shifting leadership from the charisma to the context

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Introduction

In the realm of organizational studies, leadership has long been a subject of intense scrutiny, exploration, and theoretical development. Over the years, various leadership theories have emerged, each offering distinct perspectives on how leaders influence and shape organizations. One dominant approach that has garnered significant attention and popularity is the transactional-transformational leadership paradigm. While this approach has undoubtedly contributed to our understanding of effective leadership, it has faced its fair share of critiques from scholars and practitioners alike (Bass & Riggio, 2006; Bass & Avolio, 1994; Avolio & Bass, 1991; Yukl, 1990; Bass, 1985).

The purpose of this article is to discuss an alternative leadership approach, which aims to address the limitations and criticisms of the neocarismatic dominance prevalent in current leadership literature: The transitional-transformative leadership approach.

Drawing from contemporary trends and recognizing the complex, uncertain, geographically distributed, and virtual nature of modern business contexts, this approach places a heightened emphasis on the role of the environment and context in leadership development (Dinh et al, 2014; Yukl 2013; Avolio, Walumbwa, Weber, 2009; Uhl-Bien, 2006).

In today's organizational landscapes, leaders are faced with multifaceted challenges that extend beyond the boundaries of their internal teams. The need to engage talents, integrate ecosystems of entrepreneurs and businesses, and foster innovation has become paramount. To navigate these demands successfully, leaders must assume the role of "transitional objects", a concept inspired by the works of prominent authors such as Winnicott and Bollas. By constructing organizational ambiences or transitional spaces that promote the mobilization of human subjectivities, leaders can create environments conducive to creativity, innovation, and adaptive responses to change (Fischbein & Schnurr, 2019; Hovarth & Bednall, 2019; Bollas, 1987 Winnicott, 1951).

This article will first provide a comprehensive overview of the criticisms leveled against neocarismatic leadership approaches. It will then delve into the concept of transitional-transformative leadership, elucidating its theoretical underpinnings, and highlighting its unique contributions to the field of organizational studies. Additionally, practical implications and potential avenues for future research will be discussed, allowing for a more comprehensive understanding of the transformative potential of this alternative leadership paradigm.

Overall, this article aims to contribute to the ongoing discourse on leadership theories by proposing a paradigm shift that acknowledges the significance of the environment and context in shaping effective leadership practices. By recognizing leaders as architects of transitional spaces, one hope to inspire further exploration and examination of this concept, ultimately fostering organizational environments that embrace complexity, innovation, and human subjectivity.

Beyond the charisma

With the advances of transactional-transformational approach neocarismatic leadership models have garnered significant attention in the field of organizational studies. However, they have also faced criticisms, with one major critique being the limited emphasis placed on environmental factors, their inadequate adaptability to contemporary business contexts, and

insufficient integration of entrepreneurial ecosystems (Uhl-Bien & Arena, 2018; Hitt, Ireland, Lee, 2005; House & Aditya, 1997).

Limited emphasis on environmental factors

Neocarismatic leadership theories tend to focus heavily on the personal qualities, traits, and behaviors of individual leaders, often overlooking the crucial influence of the broader organizational and external contexts. This narrow focus fails to consider the impact of environmental factors such as industry dynamics, market conditions, and technological advancements on leadership effectiveness (Zhu, Avolio, Walumbwa, 2009; Dumdum, Lowe, Avolio, 2002; House & Shamir, 1993).

By neglecting the significance of environmental factors, neocarismatic leadership approaches may fail to provide a comprehensive understanding of leadership in complex and dynamic business environments. These approaches often assume a one-size-fits-all approach, suggesting that charismatic leadership behaviors alone can drive organizational success, irrespective of the specific environmental challenges faced (Northouse, 2018; Yammarino, Dionne, Chun, Dansereau, 2005; Graen & Uhl-Bien, 1995).

In reality, effective leadership requires a deep understanding of the external factors shaping the organization's landscape. Leaders must be able to navigate the complexities of a rapidly changing business environment, adapt their strategies, and align their actions with the demands and opportunities presented by the external context. Ignoring these environmental factors can result in a disconnect between leadership practices and organizational outcomes (Hitt, Keats, DeMarie, 1998; Nadler & Tushman, 1990; Hambrick & Mason, 1984).

Moreover, by not considering the environmental factors, neocarismatic leadership approaches may overlook the importance of fostering collaboration, building partnerships, and engaging with external stakeholders. In today's interconnected and interdependent business world, leaders must recognize the significance of forging relationships beyond the boundaries of their organization. Neglecting to do so can limit the leader's ability to leverage external resources, tap into emerging opportunities, and address challenges collectively (Uhl-Bien & Marion, 2009; Gulati, 2007; Powell & Dent-Micallef, 1997).

To address these criticisms, there is a growing recognition of the need for leadership approaches that integrate a broader perspective, acknowledging the influence of environmental factors (Dinh et al., 2014; Uhl-Bien & Marion, 2009; Hazy, Goldstein, Lichtenstein, 2007).

Alternative paradigms such as transitional-transformative leadership emphasize the role of the environment and context, recognizing that effective leadership requires an understanding of the complex interplay between leaders, followers, and the external world.

Inadequate adaptability to contemporary business contexts

Neocarismatic leadership theories often emphasize a charismatic leader's personal qualities and behaviors as the primary drivers of organizational success. While charisma can undoubtedly inspire and motivate followers, it may fall short in addressing the complexities and challenges of modern business environments (Yukl, 2013; Avolio, Howell, Sosik, 1999; Conger & Kanungo, 1998).

Contemporary business contexts are characterized by rapid changes, uncertainty, and disruptive forces such as technological advancements and globalization. In such dynamic landscapes, leaders must possess the ability to adapt their strategies, decision-making processes, and leadership styles to effectively respond to emerging trends and challenges (Heifetz, Grashow, Linsky, 2009; Tushman & O'Reilly, 2007; Goleman, 2000).

However, neocarismatic leadership approaches often rely on a fixed set of charismatic attributes and behaviors that may not be adaptable to diverse business situations. This lack of adaptability can hinder leaders' effectiveness in navigating the complexities of contemporary contexts (Yukl & Mahsud, 2010; Eisenbeiss, Knippenberg, Boerner, 2008; Grint, 1997).

Furthermore, neocarismatic leaders may struggle to address the diverse needs and expectations of a global and multicultural workforce. In an increasingly interconnected world, organizations often operate in diverse markets, requiring leaders to be sensitive to cultural differences, local practices, and varying stakeholder expectations. Neocarismatic leadership approaches may not adequately address the complexities of leading diverse teams and engaging stakeholders from different cultural backgrounds (Mendenhall et al., 2008; Houseet al., 2004; Adler, 2002).

To overcome these criticisms, there is a growing recognition of the need for leadership approaches that embrace adaptability and flexibility. Contemporary business contexts call for leaders who can navigate ambiguity, foster innovation, and embrace change. Adaptive leadership models, for instance, emphasize the importance of leaders' ability to learn, unlearn, and relearn, enabling them to adjust their strategies and behaviors to match the evolving demands of the business environment (Riggio, 2012; Brown & Eisenhardt, 1997; Heifetz, 1994).

Moreover, leaders must be capable of promoting organizational agility and creating a culture that encourages experimentation, learning, and continuous improvement. This requires leaders to be open to new ideas, encourage collaboration, and empower employees to take calculated risks (Doz & Kosonen, 2008; Edmondson, 1999; Tushman & O'Reilly, 1997).

Insufficient integration of entrepreneurial ecosystems

Neocarismatic leadership approaches have received considerable attention and recognition in the field of organizational studies. However, one significant criticism directed at these approaches is their insufficient integration of entrepreneurial ecosystems and the evolving landscape of fluid, flexible, distributed, and virtual business models, operated through multiple career linkages, with profiles increasingly oriented towards entrepreneurship (Autio, George, Alexy, 2011; Shane & Venkataraman, 2000; Burgelman, 1983).

Traditional neocarismatic leadership theories often focus on individual leaders' charismatic qualities and their impact within established organizations. While these theories have contributed valuable insights into leadership effectiveness, they may not fully capture the demands and complexities of contemporary business environments characterized by entrepreneurship and dynamic business models (Isenbeiss, Knippenberg, Boerner, 2008; Hmieleski & Ensley, 2007; Datta, Guthrie, Wright, 2005).

Entrepreneurial ecosystems encompass a network of entrepreneurs, startups, investors, mentors, and other relevant stakeholders operating in a particular industry or region. These ecosystems foster innovation, collaboration, and the emergence of new ventures. In today's business landscape, leaders must navigate and leverage these ecosystems to remain competitive and seize opportunities for growth and adaptation (Stam & Spigel, 2016; Feld, 2012; Isenberg, 2010).

However, neocarismatic leadership approaches may not adequately address the unique challenges and opportunities presented by entrepreneurial ecosystems. These approaches often focus on top-down leadership within established organizational hierarchies, while the emerging business models emphasize fluidity, agility, and distributed decision-making structures (O'Reilly & Tushman, 2013; Chesbrough, 2003; Sarasvathy, 2001).

Moreover, the contemporary workforce is increasingly characterized by individuals pursuing multiple career linkages, engaging in entrepreneurial ventures, and embracing flexible

work arrangements. Leaders must understand and leverage the diverse skill sets, motivations, and aspirations of these individuals. Neocarismatic leadership approaches, with their traditional emphasis on hierarchical structures and centralized authority, may struggle to effectively engage and inspire this new generation of talent (Grant, 2019; Pink, 2009; Alsop, 2008).

To address these criticisms, there is a need for leadership approaches that embrace the integration of entrepreneurial ecosystems and adapt to the evolving nature of business models. Entrepreneurial leadership models, for instance, emphasize collaboration, open innovation, and the ability to connect and collaborate with diverse stakeholders within and outside the organization. These models recognize the importance of empowering individuals, fostering a culture of innovation, and capitalizing on the potential of entrepreneurial ecosystems to drive organizational effectiveness (Uhl-Bien & Arena, 2018; Lichtenstein et al., 2007; Sarasvathy, 2001).

Furthermore, leaders need to develop a mindset that embraces change, embraces risk-taking, and encourages a spirit of entrepreneurship within the organization. This requires leaders to be open to new ideas, encourage experimentation, and create an environment that supports entrepreneurial thinking and action (Blank & Dorf, 2012; Neck & Greene, 2011; Drucker, 1985).

The charismatic turn

The roots of charismatic leadership can be traced back to the work of German sociologist Max Weber in the early 20th century. Weber introduced the notion of charismatic authority, emphasizing the exceptional qualities and personal magnetism of leaders. According to Weber, charismatic leaders possess a unique ability to inspire and mobilize followers through their vision, charisma, and personal appeal (Weber, 1978, 1947).

Over time, scholars have built upon Weber's ideas and expanded the understanding of charismatic leadership. This has led to the emergence of neocharismatic leadership approaches, which incorporate contemporary perspectives and refine the conceptualization of charismatic leadership (Shamir & Howell, 1999; House & Howell, 1992; Conger & Kanungo, 1987).

Neocharismatic leadership approaches emphasize the importance of leadership development and the ability to cultivate charisma. Scholars in this field recognize that charisma can be nurtured and developed through various means, including self-development, coaching, and training. Neocharismatic leaders are seen as individuals who actively work on developing their charismatic qualities and employ them strategically to inspire and motivate others (Epitropaki & Martin, 2004; Conger & Kanungo, 1998; Shamir, House, Arthur, 1993).

Another aspect of neocharismatic leadership is the emphasis on ethical and transformational leadership. Leaders are expected to not only possess charisma but also use it to bring about positive change and transformation within their organizations and society. This includes fostering a shared vision, empowering followers, and promoting a sense of collective purpose (Northouse, 2018; Avolio & Yammarino, 2013; Bass & Riggio, 2006; Bryman, 1992).

These concepts have evolved and adapted to the changing needs and challenges of leadership in different eras. The understanding of charisma has become more nuanced, recognizing that it is not solely an innate trait but can be developed and harnessed for effective leadership. Additionally, the integration of ethics and transformational elements has expanded the scope of leadership beyond personal charisma, focusing on the broader impact and meaningful change that leaders can bring about (Bass & Riggio, 2006; Bass, 1998; Shamir, House, Arthur, 1993; Conger & Kanungo, 1988; Burns, 1978).

In this context, the transactional-transformational leadership approach has emerged as one of the most widely applied and studied frameworks in both organizational settings and academic research. The transactional-transformational leadership approach has garnered

significant attention due to its effectiveness in driving organizational performance and employee engagement. Scholars and practitioners alike continue to explore and validate its impact across various industries and contexts, highlighting its relevance and applicability in today's ever-evolving business landscape (Bass & Riggio, 2006; Yukl, 2013; Avolio & Yammarino, 2013; Bass & Avolio, 1994).

Transactional-transformational leadership

The foundations of transactional-transformational leadership can be attributed to the influential research conducted by James MacGregor Burns in the 1970s. Burns introduced the concept of transformational leadership, which emphasized leaders who inspire and motivate their followers to achieve higher levels of performance and personal growth. Transformational leaders are characterized by their exceptional ability to articulate a compelling vision, foster trust and loyalty, and stimulate innovation and creativity among their followers (Yukl, 2013; Avolio & Yammarino, 2013; Bass & Riggio, 2006; Bass, 1985; Burns, 1978).

Expanding upon Burns' groundwork, transactional leadership emerged as a contrasting approach. Transactional leaders focus on the exchange-based relationship between leaders and followers, emphasizing contingent rewards and punishments based on performance. They establish clear expectations, closely monitor progress, and provide feedback to ensure tasks are efficiently completed (Northouse, 2018; Yukl, 2013; Bass & Riggio, 2006; Bass & Avolio, 1993).

Over time, scholars recognized the complementary nature of transactional and transformational leadership, leading to the development of transactional-transformational leadership. This approach acknowledges that effective leadership necessitates a combination of transactional and transformational elements that can be tailored to suit the specific needs of the situation and followers (Northouse, 2018; Yukl, 2013; Bass & Riggio, 2006; Avolio & Bass, 2004; Bass & Avolio, 1993).

Transactional-transformational leaders skillfully employ transactional strategies to establish structure and communicate expectations, while simultaneously utilizing transformational strategies to inspire and engage their followers. They create an environment that fosters motivation, encourages personal and professional growth, cultivates creativity and innovation, and empowers followers to contribute meaningfully towards the organization's vision and goals (Northouse, 2018; Yukl, 2013; Bass & Riggio, 2006; Avolio & Bass, 2004; Bass & Avolio, 1993).

Consequently, researchers have delved into the mechanisms and behaviors that underpin effective leadership, shedding light on the pivotal role played by charisma, inspirational communication, and individualized consideration in the transformation of followers and organizations (Epitropaki & Martin, 2004; Conger & Kanungo, 1998; Bass & Avolio, 1994; Shamir, House, Arthur, 1993).

Transitional-transformative leadership

The transitional-transformative leadership approach draws on a diverse range of theoretical foundations to provide a holistic understanding of leadership in complex and evolving organizational contexts (Yukl, 2013; Avolio & Yammarino, 2013). In particular, the works of influential authors such as Winnicott and Bollas shed light on the leader's role as a "transitional object" and the construction of organizational ambiences as spaces for human subjectivity mobilization (Bollas, 1987; Winnicott, 1951).

Winnicott's emotional development theory

Donald Woods Winnicott, a British psychoanalyst, made significant contributions to the field of developmental psychology and object relations theory. His works explored the crucial role of early experiences, the environment, and the mother-infant relationship in shaping an individual's psychological development (Winnicott, 1951).

At the core of Winnicott's theories is the concept of the "transitional object". He emphasized the importance of transitional phenomena and objects, such as a child's favorite blanket or stuffed animal, in facilitating the child's transition from dependence to independence. Winnicott believed that these transitional objects provided a sense of comfort, continuity, and security, allowing the child to navigate the boundary between inner fantasy and external reality (Winnicott, 1971, 1953, 1951).

Winnicott's theories also emphasized the significance of the "holding environment". He highlighted the crucial role of the caregiver in creating a safe and nurturing environment for the child's emotional and psychological growth. Winnicott emphasized the importance of the mother's ability to adapt to the child's needs, attuning to their emotional states, and providing a supportive holding space for their development (Winnicott, 1958, 1951).

Another key concept in Winnicott's work is the "true self" and "false self". He suggested that individuals develop a false self as a defense mechanism to cope with environmental demands and expectations. The false self serves as a protective façade that conceals the true self, which represents the individual's authentic, spontaneous, and creative essence. Winnicott emphasized the importance of facilitating the emergence and integration of the true self in therapeutic interventions (Winnicott, 1971, 1965).

Winnicott's works ideas have evolved and influenced various fields beyond psychoanalysis. His concepts have been applied in child development, pediatrics, mental health, and even organizational psychology. Winnicott's work continues to resonate with contemporary scholars and practitioners, as his emphasis on the role of early experiences, relationships, and the environment aligns with current research on attachment theory, trauma-informed care, psychological trust, and the importance of relational approaches in therapy and organizational dynamics (Pawl & St. John, 2018; Tucker, 2018; Ulh-Bien & Arena, 2017; Garelick & Bokanowski, 2013; Levy, 2012; Solomon & Siegel, 2003Aldridge, 2000).

According to Winnicott (1965), during the early stages of development, children create attachments to transitional objects as a means of bridging the gap between their internal world and external reality. These transitional objects provide a sense of security and comfort, facilitating the child's exploration and creativity. Similarly, in organizational contexts, leaders can act as transitional objects, facilitating the construction of transitional spaces or organizational ambiences.

By integrating these concepts into leadership practices, transitional leadership approach can harness the power of Winnicott's theories to create environments that promote creativity, psychological well-being, and adaptive responses to change. Applying these concepts enables leaders to facilitate the transition and transformation processes within individuals, teams, and organizations, ultimately fostering resilience, innovation, and growth.

Bollas's theory of transformations

Christopher Bollas, a psychoanalyst and cultural theorist, has made significant contributions to the field of psychoanalysis. Bollas's theories shed light on important aspects of human psychology and the therapeutic process. His exploration of the unconscious mind reveals the depth and complexity of the human psyche, emphasizing the influence of unconscious fantasies and communication (Bollas, 1987)

Bollas's work on object relations theory emphasizes the significance of early relationships, particularly the mother-infant bond, in shaping identity formation. He highlights the role of the therapeutic process in facilitating transformative change, emphasizing the importance of the analyst's receptiveness and the creation of a safe and nurturing environment. Bollas's works continue to have a lasting impact, influencing contemporary psychoanalytic theory and practice (Bollas, 1987).

He further expanded on Winnicott's concept by highlighting the importance of transitional spaces in fostering creativity and innovation. Bollas (1987) argued that transitional spaces enable individuals to explore and experiment with new ideas, perspectives, and identities.

Within organizations, these transitional spaces are essential for promoting the development of innovative solutions, stimulating collaboration, and harnessing the diverse subjectivities of individuals (Ulh-Bien, 2018; Ulh-Bien & Arena, 2017; Gibson & Greenwood; Lichtenstein & Brush, 2001). Transitional-transformative leadership emphasizes the leader's role in cultivating and nurturing these spaces. In this sense, Bollas's concept of "transformative space" offers valuable insights for the development of transitional leadership approaches.

Integrating Winnicott and Bollas's concepts

By integrating Bollas's concept of transformative space into leadership practices, transitional leadership approaches can cultivate environments that promote personal growth, authentic connections, and innovation. Applying this concept enables leaders to create spaces that foster self-exploration, support individual development, and encourage collective transformation.

In additon, the transitional-transformative approach aims to provide a fresh perspective on how leaders can facilitate the construction of organizational ambiences. These ambiences act as dynamic environments where individuals can engage in collective sensemaking, co-creation, and innovation. The leader, as a "transitional object", plays a crucial role in establishing trust, facilitating psychological safety, and promoting an atmosphere that encourages experimentation, learning, and growth.

Moreover, the transitional-transformative leadership approach acknowledges the impact of external environmental factors on leadership effectiveness. In complex and uncertain business landscapes, leaders must navigate diverse stakeholders, disruptive technologies, and rapidly changing market dynamics. This approach recognizes that leadership is not solely an individual attribute but emerges through the interaction between leaders, followers, and the broader socio-cultural, economic, and technological contexts. Consequently, leaders must possess a deep understanding of these environmental factors and adapt their leadership practices accordingly.

Futhermore, the transitional-transformative leadership approach draws upon the theoretical foundations of transitional objects and spaces introduced by Winnicott and expanded upon by Bollas. By recognizing the leader as a transitional object and emphasizing the construction of organizational ambiences, this approach provides a novel lens through which to explore leadership in contemporary business contexts. By considering the role of environmental factors and the mobilization of human subjectivities, the transitional-transformative leadership approach offers insights into how leaders can navigate complexity, foster innovation, and enable organizations to thrive in a rapidly evolving world.

In this sense, the concepts of Winnicott and Bollas provide a unique perspective for understanding leadership styles and their underlying dynamics. This diagnostic approach utilizes Winnicott's transitional objects, spaces, and Bollas's transformative experiences to assess and analyze different leadership styles.

To evaluate leadership styles, one can employ the concept of transitional objects as a diagnostic tool. By observing how leaders interact with symbolic objects or artifacts, we gain insights into their ability to bridge the gap between the familiar and the unknown. Leaders who demonstrate a healthy engagement with transitional objects may foster an environment of trust, creativity, and exploration.

Assessing the presence of transitional spaces in leadership contexts is another valuable aspect of this diagnostic approach. By examining how leaders facilitate open communication, encourage diverse perspectives, and promote experimentation, we can identify their proficiency in establishing transitional spaces. Leaders who prioritize creating such spaces may foster innovation, personal growth, and collaboration within their teams.

Additionally, one can employ Bollas's concept of transformative experiences to evaluate leadership styles. This entails examining how leaders encourage self-reflection, support individuals' journeys of self-discovery, and promote authenticity. Leaders who prioritize these experiences may empower their teams to reach their full potential and contribute to organizational success.

The concept of holding, as advocated by both Winnicott and Bollas, can serve as a valuable diagnostic tool for assessing leadership styles. By evaluating leaders' capacity to empathize, actively listen, and provide a safe space for open expression, we can understand their effectiveness in creating a holding environment. Leaders who excel in holding qualities may foster trust, psychological well-being, and collaboration within their teams.

By integrating the concepts of Winnicott and Bollas into leadership diagnostics, one gain a deeper understanding of different leadership styles and their impacts on individuals and organizations. This approach allows to assess leaders' abilities to create nurturing environments, foster personal growth, and enable transformative experiences within their teams.

In this sense, the transitional-transformative leadership approach offers a detailed framework for implementing leadership practices that embrace adaptability, innovation, and personal growth. Based on this framework, organizations can foster environments that support transitional and transformative experiences, promoting effective leadership in today's dynamic business landscape. The step-by-step framework ensures a systematic and comprehensive approach to implementation, guiding organizations towards successful adoption of this approach.

At the core of the transitional-transformative leadership approach are the concepts of transitional objects and spaces, as proposed by Winnicott. Transitional objects are symbolic items or artifacts that individuals use to navigate the boundary between their internal and external worlds. In the context of leadership, transitional objects can be seen as metaphorical tools that help leaders bridge the gap between existing practices and new ways of thinking and operating. These objects can serve as catalysts for change, promoting growth, and stimulating creativity within individuals and teams.

Transitional spaces, as proposed by Winnicott, refer to the psychological environments that leaders create to facilitate growth, exploration, and learning. These spaces are characterized by trust, open communication, and a sense of safety. Within transitional spaces, leaders foster a climate of psychological well-being, encouraging individuals to take risks, express themselves freely, and engage in transformative experiences. By creating such environments, leaders enable personal and professional development, empowering individuals to reach their full potential.

Bollas's concept of transformative experiences complements Winnicott's transitional framework by highlighting the profound impact of significant life events on personal growth and transformation. In the context of leadership, transformative experiences refer to moments of insight, self-discovery, and profound change that can shape a leader's approach and perspective. By embracing these transformative experiences, leaders develop a deeper

understanding of themselves, their teams, and the organizations they lead. This self-awareness and expanded perspective enable leaders to navigate the complexities of the contemporary business landscape with agility and foresight. The implementation of the transitional-transformative leadership approach follows a systematic process as described in Table 1.

TABLE 1
Steps for Transitional-Transformative Leadership Approach

Step 1	Assess Organizational Readiness	• Before implementing the transitional-transformative leadership approach, it is crucial to evaluate the organization's readiness for change. • This involves assessing the existing culture, values, and alignment with the approach's principles. • Identifying areas that require transformation helps ensure a smooth and effective implementation.
Step 2	Develop a Vision and Strategy	• Creating a compelling vision and strategy is essential to guide the implementation process. • The vision articulates the desired state of leadership within the organization, aligning with the principles of transitional-transformative leadership. • The strategy outlines the goals, objectives, and action plans necessary achieve the vision.
Step 3	Create Awareness and Buy-in	• Generating awareness and securing buy-in from key stakeholders is vital for successful implementation. • Communication efforts should emphasize the benefits and rationale behind the transitional-transformative leadership approach. • Engaging leaders and employees in open dialogue and discussions helps generate support and commitment to the new approach.
Step 4	Provide Training and Development	• To equip leaders and employees with the necessary skills and knowledge, comprehensive development programs and workshops are provided. • These programs focus on the principles and practices of transitional-transformative leadership. • Skill-building activities, self-reflection exercises, and learning opportunities enhance leadership capabilities in creating transitional and transformative spaces.
Step 5	Establish Supportive Structures	• Processes Organizational structures, policies, and processes need to be reviewed and revised to align with the principles of transitional-transformative leadership. • This step ensures that the framework is embedded within the organization's operations. • Mechanisms for ongoing feedback, coaching, and mentoring are established to support leaders in their transitional and transformative roles.
Step 6	Foster a Culture of Psychological Safety	• Promoting a culture of psychological safety is vital for the success of the approach. • This involves creating an environment where individuals feel comfortable expressing themselves, sharing ideas, and engaging in transformative experiences. • Open communication, risk-taking, and supportive relationships are encouraged to foster psychological safety.
Step 7	Encourage Collaboration and Innovation	• The transitional-transformative leadership approach places a strong emphasis on collaboration and innovation. • By fostering cross-functional teamwork, the approach encourages the sharing of diverse perspectives, ideas, and experiences. • This collaborative environment promotes innovation and creativity, leading to transformative insights and solutions.

Step 8	Evaluate and Adjust	• Regular evaluation is essential to gauge the effectiveness of the transitional-transformative leadership approach. • Feedback, performance evaluations, and metrics help assess the impact of the approach on leadership practices and organizational outcomes. • Based on these insights, adjustments and refinements can be made to further enhance its effectiveness.
Step 9	Sustain and Reinforce	• Celebrating successes and recognizing individuals and teams who exemplify transitional-transformative leadership behaviors helps sustain the approach's momentum. • Embedding the principles of the approach into the organization's culture, values, and ongoing leadership development initiatives reinforces the transformative impact over the long term.

Source: Elaborated by the authors.

According to Table 1, this process begins with assessing the organization's readiness for change and developing a clear vision and strategy that align with the principles of this approach. Creating awareness and securing buy-in from key stakeholders is crucial to ensure commitment and support throughout the implementation journey.

Providing training and development opportunities equips leaders and employees with the necessary skills and knowledge to embrace the transitional-transformative leadership approach. Establishing supportive structures and processes, such as feedback mechanisms and coaching, nurtures the growth and development of leaders within transitional spaces. Fostering a culture of psychological safety encourages open communication, collaboration, and innovation, while evaluation and adjustment ensure continuous improvement.

This approach recognizes the importance of creating environments that facilitate growth, adaptability, and innovation. It encourages leaders to embrace transformative experiences and foster psychological well-being within their teams. The step-by-step implementation process ensures a comprehensive and structured approach to adopting this leadership model.

Practical implications of transitional-transformative leadership

The transitional-transformative leadership approach carries significant practical implications for leaders and organizations operating in complex and uncertain business environments. By recognizing the importance of environmental factors and the construction of organizational ambiences, leaders can create transitional spaces that encourage exploration, experimentation, and the generation of novel ideas. By promoting a culture of innovation, leaders can drive organizational adaptability and competitiveness.

They also can foster cultivate collaboration. Transitional-transformative leaders understand the value of diverse perspectives and actively foster collaboration among individuals from different backgrounds, departments, and even external stakeholders. They facilitate the exchange of ideas and knowledge, leveraging the collective intelligence of the organization.

Given the evolving nature of business contexts, leaders must continuously adapt their leadership styles and practices. Transitional-transformative leaders are skilled in sensing environmental changes, understanding their implications, and adjusting their approaches accordingly.

In addition, by creating a psychologically safe and empowering transitional environment, leaders can enhance employee engagement, motivation, and satisfaction. Employees feel valued, heard, and supported in their growth and development.

Transitional-transformative leadership can also contribute to organizational resilience by equipping individuals with the skills and mindset needed to navigate uncertainty and change. This resilience enables organizations to withstand disruptions and emerge stronger.

The concept of transitional-transformative leadership opens up exciting avenues for future research in the field of organizational studies. Some potential research directions include: Measurement and assessment, contextual factors, leadership development, comparative studies, multilevel analysis, ethical considerations (Table 2)

TABLE 2
Transitional-transformative leadership: research agenda

Measurement and Assessment	Developing valid and reliable measures to assess transitional-transformative leadership behaviors and their impact on organizational outcomes. This would allow for empirical studies to validate the effectiveness of these approaches.
Contextual Factors	Investigating the specific contextual factors that influence the effectiveness of transitional-transformative leadership. This could include exploring the role of industry dynamics, organizational culture, and technological advancements.
Leadership Development	Designing interventions and programs to develop transitional-transformative leadership competencies. This could involve training programs, coaching, and mentoring initiatives to help leaders enhance their skills in creating transitional spaces.
Comparative Studies	Comparing the outcomes and effectiveness of transitional-transformative leadership with other leadership approaches, such as transactional-transformational leadership. Understanding the unique contributions and advantages of transitional-transformative leadership would further establish its relevance.
Multilevel Analysis	Conducting multilevel analyses to examine how transitional-transformative leadership influences individual, team, and organizational-level outcomes. This would provide a comprehensive understanding of the impact of this approach across various organizational levels.
Ethical Considerations	Exploring the ethical dimensions of transitional-transformative leadership, particularly regarding power dynamics, accountability, and responsible decision-making within transitional spaces.

Source: Elaborated by the authors.

By pursuing these research directions, scholars can deepen our understanding of transitional-transformative leadership and its implications for organizational effectiveness, employee well-being, and innovation.

Conclusion

This article introduces the concept of transitional-transformative leadership as a response to the limitations of neocarismatic leadership approaches. By emphasizing the role of the environment and context, and drawing upon the theoretical foundations of transitional objects and spaces, this approach offers a fresh perspective on leadership in complex and evolving organizational contexts. By constructing organizational ambiences that foster creativity, innovation, and collaboration, leaders can mobilize human subjectivities and enable organizations to navigate uncertainty and thrive. The implications and potential for future research in this area further underscore the transformative potential of the transitional-transformative leadership approach.

In addition, the integration of Winnicott's transitional concepts and Bollas's transformative framework in the field of leadership offers a fresh perspective that addresses key criticisms associated with the predominant neocharismatic approaches, specifically transactional-transformational leadership. This approach provides a more comprehensive understanding of leadership dynamics and effectively overcomes these criticisms.

As discussed, one of the primary criticisms of neocharismatic approaches is the limited emphasis on environmental factors. These approaches often focus solely on individual leader traits and behaviors, disregarding the influence of the environment on leadership effectiveness. However, by integrating Winnicott's and Bollas's concepts, this approach recognizes the significance of transitional and transformative spaces within the environment. It acknowledges that leaders operate within complex, fluid, and distributed contexts, requiring them to adapt their leadership styles to the dynamic organizational ecosystem.

Another criticism is the inadequate adaptability of traditional transactional-transformational models to contemporary business contexts. These models may struggle to address the demands of today's uncertain and virtual business environments, as well as the increasing prevalence of distributed teams. In contrast, the integrated approach emphasizes the importance of creating environments that foster innovation, adaptability, and collaboration. It acknowledges the need for leaders to navigate the complexities of modern organizational contexts more effectively.

Additionally, neocharismatic models often exhibit insufficient integration of entrepreneurial ecosystems and fluid business models. They tend to prioritize internal team motivation, overlooking the significance of engaging external stakeholders and adapting to evolving business models. However, by incorporating Winnicott's and Bollas's concepts, this approach recognizes the leader's role as a facilitator of transformative experiences both within and beyond the organization. It highlights the need for leaders to engage with diverse stakeholders, embrace entrepreneurship, and adapt to changing business dynamics.

Lastly, the integrated approach addresses the limited focus on creativity and innovation present in transactional-transformational models. These models primarily emphasize motivation and goal attainment, leaving little room for fostering creativity and innovation. By drawing on Winnicott's and Bollas's concepts, this approach emphasizes the importance of transitional objects, spaces, and transformative experiences. It acknowledges the leader's role in creating environments that nurture creativity, encourage exploration, and facilitate innovative thinking. This broader perspective enables leaders to foster a culture of creativity and innovation within their teams and organizations.

Additionaly, by integrating Winnicott's transitional concepts and Bollas's transformative framework, this approach effectively overcomes criticisms associated with neocharismatic approaches. It recognizes the influence of the environment, adapts to contemporary business contexts, integrates entrepreneurial ecosystems, and emphasizes the importance of creativity and innovation. This comprehensive perspective offers a more holistic understanding of leadership, better suited to navigating the complexities of today's organizational landscape.

The integration of Winnicott's transitional concepts and Bollas's transformative framework in the study of leadership also offers significant theoretical contributions to the field, particularly in the contemporary context marked by the transition to a digital society characterized by automation and unprecedented innovation.

Firstly, this discussion enhances our understanding of leadership in digital transitions. By incorporating Winnicott's concept of transitional objects and spaces, and Bollas's idea of transformative experiences, scholars can explore how leaders navigate the complexities and uncertainties of technological advancements, digital disruptions, and the integration of automation. This deeper understanding enables us to uncover effective strategies for leading change and fostering innovation in the rapidly evolving digital landscape.

Secondly, the integration of these concepts sheds light on nurturing adaptive and innovative leadership practices. It highlights the importance of creating environments that foster creativity, embrace experimentation, and support individuals' growth and development. In the face of unprecedented innovation, leaders equipped with these concepts can foster a

culture of adaptability, resilience, and continuous learning. They can navigate the dynamic digital landscape with agility, enabling organizations to thrive and remain competitive.

Furthermore, these concepts encourage leaders to embrace digital ecosystems and networks. Transitional and transformative leadership approaches emphasize the importance of collaboration, meaningful connections, and leveraging the collective intelligence of diverse stakeholders within digital contexts. Leaders can explore how to effectively navigate virtual spaces, engage with remote teams, and leverage technology to build inclusive and collaborative digital communities.

Lastly, the integration of Winnicott's and Bollas's concepts promotes human-centric leadership in the digital age. As automation advances, it becomes crucial to prioritize the human aspect. These concepts underscore the significance of emotional support, empathy, and creating holding environments that foster psychological well-being. By focusing on the human element, leaders can ensure that technology-driven advancements are ethically and responsibly integrated into organizational practices, considering the well-being and development of their teams.

By articulating the concepts of Winnicott and Bollas to the study of leadership, scholars contribute high-level theoretical insights to the contemporary context of digital transition, automation, and unprecedented innovation. This discussion enhances our understanding of leadership in digital transitions, nurtures adaptive and innovative leadership practices, embraces digital ecosystems, and promotes human-centric leadership approaches. These theoretical advancements facilitate the development of leadership models and frameworks that are responsive to the challenges and opportunities presented by the digital era.

The transitional-transformative leadership approach is also a comprehensive framework that integrates concepts from Winnicott and Bollas to promote leadership practices that foster adaptability, innovation, and personal growth within organizations. This approach combines Winnicott's ideas of transitional objects, spaces, and holding with Bollas's concept of transformative experiences to create a holistic leadership model that addresses the complexities of today's dynamic business environment.

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