

the follower (Chiok Foong Loke 2001 and Cummings 2004). The first leader in the case study could not meet the expectation of the organization as result of laissez faire leadership style. This led to the emergence of another leader with a transformational leadership approach.

The transformational leader established good working relationship with the followers when he assumed the position of leadership. This is assumed to have helped him to gain the trust, support and co-operation of the followers. With the transformational leadership approach, some of the expected reform in the department was achieved such employment of new academic staff, provision of good learning environment, accreditation of the department, first graduation of the students and continuous follower development. The transformational leader attempts to develop the follower to higher standards to enhance their performance responsibility (Howell and Avolio 1993 and Shamir et al 1993).

Some critics of the transformational leadership, claims that the leader uses the leadership role as a personality traits rather than behavioural situation where the follower can learn (Bryman 1992). In contrast, literature asserts that, if transformational leadership is based on traits leadership approach, it would be difficult to develop especially in changing followers' trait (Northouse 2013). Thus, a transformational leader inspires and shares the vision with the follower and both of them get involved in the implementation of the leadership role (Northouse 2013). The leader in the case study can be seen to be liberal and accommodating which enabled him to be able to accomplish the above stated task.

Perhaps the authors will be given the opportunity to the leader of the department; they would like to apply the transformational leadership style. This may enable them to bring more innovations to support the effort of their current leader.

Recent studies indicate that, the transformational leader applies the following behaviour in the process of delivering the leadership role. These includes: Role model by defining the leader's value to the followers and live exemplary live. The leader inspires the followers and creates enabling working environment to enhance good working relationship between them to understand the shared vision. Furthermore, the leader faces the process with innovative ideology to facilitate the method of achieving the desired change. The leader also motivates and inspires the followers by delegating the duties to them. The transformational leader encourages the followers by identifying with them, attain to their need, appreciating and celebrating their success (Bass and Riggio 2006; Kouzes and Posner 2007 and Gladwell 2008). This can help them to develop their leadership potentialities.

Therefore, the application of the transformational leadership approaches learnt from the current leader may help the authors to improve in their leadership role by involving the followers actively in the leadership and management of the department. Northouse (2013) suggests that, team work reduces friction and promotes the success and development of any organization.

5. Conclusion

The reform in nursing education in Nigeria is an on-going process. The situation of department of nursing Ebonyi State University actually requires a transformational leader to speed up the leadership process of achieving the desired goal of the department. One of the definitions of leadership is that, "leadership is seen as process of getting things done by influencing the group of individual" (Northouse 2007, p.123).

A transformational leader as one of the modern leadership theory focuses on the transformation of the follower and working as a team towards the achievement of the organizational goal. Evidence has shown that, among other leadership theory, transformational leadership has been accepted to be more effective leadership style (Storey 2010). Identification of an appropriate framework to apply with transformational leadership such as the constellation model may enhance the performance of a transformational leader.

The success of any organization depends on the type of leadership approach applied. For example, the case studies have indicated that a leader should be innovative, motivational, and transparent and have the ability to adopt a team work approach in order to accomplish the expected organizational goal. This was seen in the case study explained in the essay. The new leader applied good leader-follower approach in discharging his duty. This has made his administration to have more significant change more than the former leader who was assumed to be not inspirational and motivational.

The authors' participation in the case study helped them to develop better understanding of leadership theory. Reflecting on the case study, they discovered that, it is necessary for a leader to integrate flexibility and team work approach in the process of discharging leadership role. Again, the authors believe that, application of transformational leadership theory may contribute to better performance of both the leader and the followers in achieving the organizational goals.

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