

***ADVANCES IN WOMEN'S LEADERSHIP STYLES:
IMPLICATIONS ON SUBORDINATES' COMPETENCIES IN AN NGO
– AN EMPIRICAL INVESTIGATION***

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INTRODUCTION

As proportion of women in the workforce became increasingly noticeable, gender differences among senior and junior staffers turned out to be noteworthy in a work place, from factory floor to fighter planes, from hospitals to banks. Women today hold less than 3 per cent of most senior management positions in the US, less than 2 per cent in Europe and around 4 per cent in India, (where this percentage could be still higher). In India, in spite of the consistent excellent academic performance even at higher studies level, women are under represented at higher position or in any field of the work life. Canada-India institutional cooperation project on an assessment of issues and barriers encountered by women within the system concluded that women expressed lack of confidence to move forward in the system or to take initiative to overcome the barriers within the system (Kulkarni, 2002). Asian countries have experienced strong women leaderships like Indira Gandhi, Mother Teresa, Aung San Su Kye, Chandrika Kumaratunga, Benajir Bhutto, Kiran Bedi, etc.

Things are changing and changing fast - both in India and elsewhere. Women have occupied highest political offices such as President, Prime Minister in 48 countries and more than 60% of the cases belong to short time span of last decade and a half. Advanced countries and frontline corporates have already commenced the process of abandoning their traditional pattern of leadership. Similarly, among the CEOs in leading major corporates today, almost all are the first woman whom the board has ever selected.

It is an anatomical fact that male brains are about 10 per cent larger than female brains. On the contrary women have more nerve cells in certain areas. Women also tend to have a larger corpus collusum – the group of nerve fibers that connects left and right hemispheres. That makes women faster at transferring data between the computational, verbal left half and intuitive, visual right half and therefore women outperform men at communication and interpersonal skills. In today's workplace, when organizations compete in global market place, the ability to motivate staff is mandatory. Studies show that both male and female styles of leadership can be effective but they differ in their styles of functioning. Typically, when comparing managers, the dialogue is framed as men's command-and-control styles versus women's team building or consensual approach.

TRANSFORMATIONAL VS. TRANSACTIONAL LEADERSHIP OF THE CEO

Effectiveness of leadership, among other things, is characterized by the abilities to motivate people, build relationships and influence outcomes. The behaviour that is modelled by the leader and the top management profoundly shape and thereby determine competency level of their juniors. Transformational leader as compared to transactional leadership has a major impact on the quality and efficiency level of their subordinates (Burns, 1978; Bass, 1985; and Bycio, Hackett and Allen, 1995). Research included two leadership styles, transformational (Inspirational leadership, intellectual stimulation, individualized consideration and charisma) and transactional leadership (contingent rewards and management-by-expectation). What distinguishes these 'Transformational' leaders from transactional leaders is their relatively greater passionate commitment to a new vision for the organizations' future and their ability to share that vision. Transformational' leaders arouse heightened awareness and interests in the group or organization, increase confidence and strengthen concerns for existence to concerns for achievement and growth which lead to the development of competencies among the lower levels (Vaishali & Kumar, 2001).

All over, women interventionists, in their capacity as leaders, are working through many NGOs towards gender empowerment and development. As leaders, they are actively involved in the process which requires them to perform a variety of functions at different levels within the organisational structure of the NGOs. Effectiveness in delineating these functions, among other things, is directly related to leadership qualities expected of these women leaders at different levels vis-à-vis the competencies possessed by them. In an NGO, which practices openness, participation, delegation and transparency, transformational leadership at the top could be clearly visible. This promotes and develops their transformational leadership traits and develops the behavioural competencies in their span of control. It leads to matured and effective leadership among women leaders working at these various levels down the line. It enhances credibility and effectiveness of the NGO in terms of its ultimate objectives such as development of gender, empowerment of women, improvement in the quality of life at large, etc.

Apart from competencies the appropriate personality job fit also contributes to the performance, satisfaction and motivation level of the employees. But each organization depending on the nature of work may need a desired personality type to suit its culture or visa versa. Gerald (1998) stated that opportunities for individuals to shape organizational culture are increased by the fact that certain personality types (as measured by MBTI) tend to cluster into disciplines and fields of employment. For example, a disproportionate number of extroverts are found in the fields of marketing, public relations and acting; while a disproportionate number of introverts are found in the fields of engineering, library work, and computer programming. Similarly, a disproportionate number of police, detectives are sensing types while a disproportionate number of writers, social scientists and research assistants are intuitive types. Even an NGO with its nature of work will shape the personality of the employees.

OBJECTIVE OF THE RESEARCH:

- ◆ To investigate the leadership style at the top in the third sector organization - is it transformational or transactional

- ◆ In the process of identifying growth of leadership among women working in the third sector, competency mapping is essential to locate the deficiencies and remove them. The study also measures the competency level of the followers
- ◆ To study the leadership style in the third sector organization. To investigate whether as compared to transactional leaders, transformational leaders have a profound impact on the followers' behaviour competencies
- ◆ Present research examined desired or required personality profile for the Indian NGO with the help of Myer briggs type indicator (MBTI).

Keeping in view the above literature in view it was hypothesized that

- ⇒ *As compared to transactional leadership the CEO of the NGO will have transformational leadership qualities*
- ⇒ *As compared to transactional leadership style of the CEO transformational leadership will have an impact on the subordinates behavioral competencies*
- ⇒ *An dominant personality profile will emerge for the NGO*

SAMPLING

This research investigated into the leadership style of a woman CEO of Annapurna Mahila Mandal (AMM). Data was collected from 37 officers and the CEO of AMM, AMM is an NGO working in Pune City of Central India. AMM through a network of services in the slums (including micro-finance) aims at comprehensive empowerment of poor – mainly women. The services are offered through following programmes:

Arthapurna: (Economic Empowerment Program Through Microcredit for Poor Self Employed Women.)

Udyampurna: (Economic Empowerment of Poor Young Men Through Business Loans & Training.)

Tantrapurna: (Vocational Training Program for School & College Dropouts.)

Shantipurna: (Family Counseling, Legal & Health advice center.)

Sandhipurna: (A Job Placement Service for the Slum Dwellers.)

Swasthyapurna: (Health Insurance for Slum Dwellers.)

Vatsalya purna: (Low Cost Creches in Slums.)

Gruhapurna (proposed): (Housing Loans for Slum Dwellers).

Programmes are called partners who participate in decision making through Common Goals Groups (CGGs) and cluster meetings. CGGs consist of 5 to 10 poor who guarantee loans made to each member. AMM's membership is around 3000 (approximately 500 CGGs) with loan portfolio above Rs.100 million and loan recovery of near 100%.

AMM functions through 6 different layers. The layers are: i) Board of Trustees, ii) General Secretary and CEO, iii) Programme In Charge, iv) Supervisors, v) Field workers and vi) Group Leader. Most of these positions requiring 'leadership qualities' of varied nature are held by women.

QUESTIONNAIRE USED FOR THE RESEARCH:

The present research focuses on the impact of leadership style of the CEO produced on her span of control's behavioural competencies. Whether the CEO is more of transformational or transactional leader was investigated, by empirical testing the data collected, using Bass (1989), *multifactor leadership questionnaire* (MLQ). MLQ

measure two leadership styles i.e. transformational and transactional leadership. This instrument was given to all the employees except the CEO. The employees rated their CEO on both the leadership styles.

Managerial competency questionnaire was also given which measures conceptual thinking, customer service orientation, information seeking, strategic orientation, planning & organizing, achievement orientation, developing others, directiveness, impact and influence, interpersonal understanding, organizational awareness, team leadership, managing risk. This instrument was only given to the CEO. Though this tool was utilized for collecting data, because of low reliability of the tool, this scale was not used for analysis.

Behavioural Event Interview (BEI) was used for interviewing different layers starting from Board of trustees, followed by general secretary and CEO programmes in charge and supervisors. Similar investigation was conducted using both BEI for each level of leaders down the line except the group leaders.

Four competencies were measured with the help of abridged version of *Work Personality Questionnaire – emotional intelligence* (WPQ-ei - Smith, 1999). This tool measures competencies required in the work setting of which 4 competency scales were adapted to Indian requirements, i.e., self-awareness, motivation, empathy and social skills.

Well-researched personality instrument i.e. *Myers Briggs Type Indicator* (MBTI) was used to measure personality profile. The MBTI is a self-report personality inventory designed to give people information about their Jungian personality preferences. Isabel Briggs Myers and Katherine Cook Briggs began developing the MBTI in the early 1940s to make C. G. Jung's theory of human personality understandable and useful in everyday life. MBTI results indicate the respondent's likely preferences on four dimensions: Extraversion (E) OR Introversion (I), Sensing (S) OR Intuition (N), Thinking (T) OR Feeling (F), Judging (J) OR Perceiving (P) MBTI was used to understand which among the 16 profile is the best fit for an NGO. The data was also used to understand the relationship between personality type and leaders' competencies.

RESULTS AND DISCUSSION:

Statistical analyses such as descriptive statistics, correlation, multiple regression and moderating regression were applied to the data to understand the leadership styles of the women CEO.

Women CEOs tend to have more of a desire to build than a desire to win, they are more willing to explore, compromise as also solicit others' opinion. These are indicative transformational style of functioning. Transformational leaders are better visionaries and more inspirational in approach. They tend to communicate a clear and acceptable vision and goals, with which employees can identify and tend to engender intense emotion in their followers. Rather than exchanging rewards for performance, transformational leaders attempt to build ownership on the part of group members, by involving the group in the decision process. When transformational leaders are successful, they are able to move followers from external to internal control, that is, the desired behaviours or behavioural patterns become internalized rather than being driven through extrinsic exchange. In contrast transactional leaders views the leader-follower relationship as a process of exchange. They tend to gain compliance by offering rewards for performance or threatening punishment for non-performance and non-compliance.

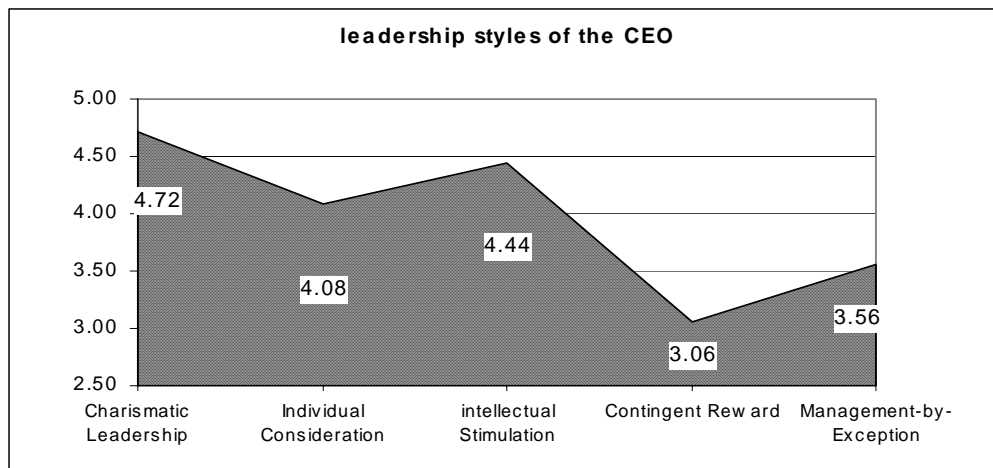
Not much research has been carried out to identify whether women are more of transformational leaders or transactional leaders. Druskat (1994) found that female subordinates rated female leaders as displaying significantly more transformational behaviour and significantly fewer transactional behaviours than male leaders who were rated by male subordinates. In a study (sample consisting of 97 % women) Bycio, Hackett and Allen (1995) discovered similar patterns and magnitudes of relationships for transformational leaderships and its outcomes vis-a-vis transactional leadership and its outcomes. Bass, Avilio and Atwater (1996) found that female leaders were rated by both female and male subordinates as displaying transformational leadership behaviour more frequently than male leaders.

Yammarino (1997) showed that female leaders form unique one-to-one interpersonal relationships with their male and female subordinates. A key implication for most leadership theories is that female leaders appear to form, operate and maintain relationships with subordinates on a dyadic basic and suitably differentiating among them.

Leadership Style of CEO of Annpurna Mahila Mandal (AMM)

Result of the present study show that in the functional style of the CEO, there is a strong presence of transformational leadership in her style of functioning. The results are presented in both graphic and tabular form in figure 1 and table 1.

FIGURE 1 showing the graphic presentation of leadership styles of the CEO



MLQ results show a very high score of 4.72 (on scale of 1 – 5) on charismatic leadership, equally high score of 4.44 on intellectual stimulation followed by individual consideration (4.08). All the three components together constitute transformational leadership. The components of transactional leadership i.e. contingent reward and management-by-exception were rated comparatively lower in her style of functioning with scores of 3.06 and 3.56 respectively. From the table presented below and the interpretation of the results show the first hypothesis which

stated "As compared to transactional leadership the CEO of the NGO will have transformational leadership qualities" was accepted.

Table 1: Mean and standard deviation of ratings of CEOs leadership styles.

LEADERSHIP STYLE	Mean	Std. Deviation
Charismatic Leadership	4.72	0.32
Individual Consideration	4.08	0.69
intellectual Stimulation	4.44	0.52
Contingent Reward	3.06	0.96
Management-by-Exception	3.56	0.80

Levels of Employee Competencies at AMM

The present research intended to investigate the impact of CEOs leadership style on the subordinates' level of competencies. Four competencies were measured with the help of abridged version of WPQ-ei (Smith, 1999), i.e., self-awareness, motivation, empathy and social skills. With the help of basic statistics these competencies were compared.

FIGURE 2: Shows the comparative levels of 4 competencies as possessed by subordinates.

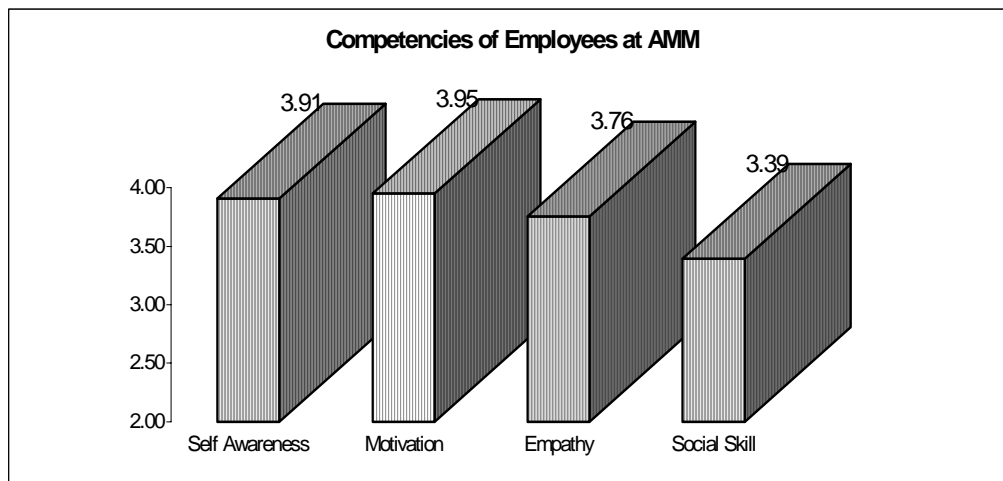


Table 2: Means and standard deviation of scores obtained by employees on 4 competencies.

COMPETENCIES	Mean	Standard Deviation
Self Awareness	3.91	0.50
Motivation	3.95	0.46
Empathy	3.76	0.48
Social Skill	3.39	0.51

Results in figure 2 and table 2 show that score on motivation as competency was highest with a mean score of 3.95 followed by *self-awareness* (3.91), *empathy* (3.76) and lowest competency level of *social skill* (3.39), which also is above average on a 5-point scale.

Self-awareness means knowing ones self – one's own abilities, competencies, emotions, needs and drives. High scorers on self-awareness implies that the followers try to understand what their plus points are and the deficiencies where they need to improve. They are on the lookout for feedback and try to learn from experience. They are aware of their limits and know how to work with people whose strengths they lack. Low scorers connote lack of insight into themselves. They are less honest to themselves and more likely to reject criticism. They find it hard to admit to mistakes/ failures and consequently are slower to learn from experience. The employees at AMM are relatively high on this competency. Largely, they are humble and belong to middle class families with an average income of Rs. 5000/- (USD 100) per month. In the course of interaction using behavioural event interview, it was observed that they thoroughly shared the vision and the purpose for which the organization is dedicated. Moreover, since they do not have many models of development available for them to emulate, they get encouraged to evolve the methodology by the process of self-learning, sharing and seeking feedback from others.

High scorers on *motivation* component are the ones driven to achieve. They get completely involved in their work, embrace the organization's goals, seize opportunities and are obsessed about getting results. They persist in the face of

setbacks and are prepared to go the extra mile. They are passionate about their work and are continually looking for ways to do things better. Low scorers do what they are required to but lack the zeal and drive to achieve. They are often more interested in social / family life than career progression. They are also less inclined to stretch themselves. They tend to be more content with the status quo and are less motivated to look for better ways to do things. The motivation competency has emerged to be the highest among AMM's employees. It will not be any over-statement to term it as life-line of an organization of this nature. A significant number of employees across the hierarchy have undergone a structured course of Masters in Social Work, which is indicative of their inclination for such a cause. Moreover, their self-motivation has to be necessarily high, since the tangible returns for such a vocation in India are too meager for keep-up the people's motivations intact.

Empathy means considering people's views and feelings along with other factors when making decisions. High scorers on empathy connote democratic / participative style. They take a close interest in their co-workers/colleagues and their customers. They make time for people and listen to their views and concerns. They understand that they have to involve people to secure their commitment. Low scorers on empathy signify self-reliance and independence. They tend to take decisions on their own and ignore other's ideas and opinions. They tend to be rather self-absorbed and find it hard to really listen to others. Constituents of AMM have emerged as high scorers on this competency. Since the fundamental purpose is endowed with humility to uplift the poor in the slum areas, it requires demonstrating and hard convincing at the beneficiary level. The schemes have to be evolved and structured in a manner which could be easily understood and is practicable for the uneducated poor masses. This requires an extra inch of sensitivity as also concern and an ability to be able to communicate at the appropriate level. Obviously, this is not feasible without that extreme sense of empathy.

Social Skills can be defined as 'friendliness with a purpose'. Social skills allow a person to put their emotional intelligence to work. High scorers on social skills spend

time on developing relationships with people. They possess the skill to communicate and bringing people together. They work well in-groups / teams and enjoy social situations. They have natural leadership qualities. Low scorers on social skills prefer to work alone in isolation. They do not generally possess communication skills and often keep their views and opinions to themselves. They prefer to in the background on social occasions. They do not make natural leaders. As for the AMM workers, though rated lowest amongst the four competency in question, the score is above average on 5-point scale. This competency is believed to strengthen with maturity. Since the average age of the respondents is fairly low, they carry a strong possibility to develop it as they gain experience. This competency coupled with empathy is the key to the success of such a cause.

Impact of CEOs Leadership Style on Employee Competencies

Further, regression analysis was computed to understand the impact of five leadership style on the four competencies of employees. As presented in the results in table 3, charismatic leadership, the first component of transformational leadership style, could predict three competencies, i.e. motivation, self-awareness and empathy. Charismatic leadership did not predict social skills. Thus, the results indicate that AMM CEO's leadership style is of charismatic leadership. This gains respect and complete trust of their followers, it communicates expectations to followers and uses symbols to focus efforts toward the mission. Results show that charismatic leadership influences three competencies of her followers namely motivation, self-awareness and empathy.

Table 3: Regression of perceived charismatic leadership score of CEO on employee competencies.

IV: Charismatic Leadership	Beta	t	Sig.
DV: Motivation	0.61	4.34	0.00
DV: Self-awareness	0.38	2.26	0.03
DV: Social skills	NS	NS	NS
DV: Empathy	0.38	2.32	0.03

NS : Not Significant

The next regression analysis was computed to understand the effect of the second leadership component of transformational leadership, i.e. intellectual stimulation on all the four behavioural competencies. Intellectual stimulation which refers to leader's capability to stimulate his or her followers to be more curious and creative in thinking and problem solving could predict two behavioural competencies i.e. motivation and self-awareness, as shown in table 4. Leaders demonstrating this type of transformational leadership promote intelligence, independent thinking, rationality, and the development of problem solving skills, solicit new ideas and creative problem solutions from their followers, and encourage novel and new approaches for performing work. Thereby they promote self-awareness and increases motivation.

Table 4: Regression of leader's intellectual stimulation ability on employee competencies.

IV: Intellectual Stimulation	Beta	t	Sig.
DV: Motivation	0.48	3.17	0.00
DV: Self-awareness	0.49	3.19	0.00

The third dimension of transformational leadership of AMM's CEO was individualised consideration. This is reflected by leaders who listen attentively and pay special attention to followers' achievements and growth needs. Results in table 5 show that this variable had the strongest influence on AMM's employees' competencies as it predicted all the behavioural competencies.

Table 5: Regression of CEOs individualised consideration scores on employee competencies.

IV: Individualized Consideration	Beta	t	Sig.
DV: Motivation	0.54	3.67	0.00
DV: Self-awareness	0.39	2.45	0.02
DV: Social skills	0.44	2.80	0.01
DV: Empathy	0.42	2.63	0.01

Individualized consideration involves relationships between leaders and followers on two dimensions: developmental orientation and individual orientation. In developmental orientation, leaders assign tasks that will enhance an individual's potential, abilities, and motivation. Leader high on individualized consideration gives personal attention just at the right time in order to carry along the follower's interest, understanding of, and commitment toward the vision and mission. Coaching, advising, and showing consideration even for personal/private concerns of the follower are part of this concept as well. This dimension is reflected by behaviours that provide meaning and challenge to followers' work. It includes behaviours that articulate clear expectations and demonstrate commitment to overall organizational goals. In addition, team spirit is aroused through enthusiasm and optimism. Thus, AMM CEO who is been rated high on this parameter of individual consideration takes care of her subordinates and thus nurtures their competencies.

Regression analysis was also computed for two components of transactional leadership - contingent reward and management-by-exception - both failed to predict any of the four behavioural competencies. Thus, it is clear that the CEOs transformational leadership style of functioning is more effective than her less dominant transactional style. Transformational leadership causes the followers to become emotionally involved, so that the followers believe that they can contribute to the mission of the organization and set themselves high performance goals. Transformational leadership goes beyond the attempts of leaders who seek to satisfy the current needs of followers through transaction or exchanges via contingent reward behaviour (Graen & Scandura, 1987; Hollander, 1985). The above finding suggests that the second hypothesis which stated that "*As compared to transactional*

leadership style of the CEO transformational leadership will have an impact on the subordinates behavioral competencies" was partly accepted by the results.

Dominant Personality Characteristics of Employees at AMM

To assess the dominant patterns of personality characteristics among the employees of AMM, Myer-Briggs type indicator (MBTI) was administered. MBTI distinguishes the over normal population into 16-personality types on the basis of their broad preferences in functioning in day-to-day lives. These categorizations are based on 4-dyadic preferences on introversion (I)-extraversion (E), sensing (S)-intuition (N), thinking (T)-feeling (F) and judging (J)-perceiving (P). The preferences exhibited the individual on a structured format type in either of the following eight categorizations:

ISTJ **ISTP** **ESTP** **ESTJ** **ISFJ** **ISFP** **ESFP** **ESFJ**

INFJ **INFP** **ENFP** **ENFJ** **INTJ** **INTP** **ENTP** **ENTJ**

The 35 employees of AMM who responded to the MBTI are categorized only into two types – 17 ESTJ and 17 ISTJ, with only single exception of ENFP type. People with SJ as strong preferences have been termed as “guardian” type by Keirsey (2001). He suggests that they are more security seeking. Within this, he suggests that the ones with extraverted source of energy are more “supervisory” in functioning while ones with introverted source of energy are “inspectors” by attitude.

Characteristics of ESTJs

For ESTJs the primary mode of living is focused externally, where they deal with things rationally and logically. Their secondary mode is internal, where they take things in via their five senses in a literal, concrete fashion. They live in a world of facts and concrete needs. They honour traditions and laws, and have a clear set of standards and beliefs. They value competence and efficiency, and like to see quick results for their efforts.

The ESTJs are take-charge people. They have such a clear vision of the way things should be, that they naturally step into leadership roles. They are self-confident and aggressive. They are extremely talented at devising systems and plans for action, and at being able to see what steps need to be taken to complete a specific task. They are usually a model citizen, and pillar of the community. S/he takes their commitments seriously, and follows their own standards of "good citizenship". ESTJs value security and social order above everything, and feel obligated to do all that they can to enhance and promote these goals.

They are conscientious, practical, realistic, and dependable. While the ESTJ will dutifully do everything that is important to work towards a particular cause or goal, they might not naturally see or value the importance of goals; which are outside of their practical scope. However, if the ESTJ is able to see the relevance of such goals to practical concerns, they will for sure put-in every effort into understanding them and incorporating them into their quest for clarity and security.

Characteristics of ISTJs

For ISTJs the primary mode of living is focused internally, where they take things in via their five senses in a literal, concrete fashion. They are quiet and reserved individuals who are interested in security and peaceful living. They have a strongly felt internal sense of duty, which lends them a motivation to follow through on tasks. Organized and methodical in their approach, they can generally succeed at any task, which they undertake. They place great importance on honesty and integrity. They are "good citizens" who can be depended on to do the right thing for communities. While they generally take things very seriously, they also usually have an offbeat sense of humour and can be a lot of fun - especially at family or work-related gatherings.

They are extremely dependable on following through with things, which they have promised. For this reason, they sometimes get more and more work piled on them. The ISTJs will work for long periods of time and put tremendous amounts of energy into doing any task, which they see as important to fulfilling a goal. However, they

will resist putting energy into things which don't make sense to them, or for which they can't see a practical application. They prefer to work alone, but work well in teams when the situation demands it. They like to be accountable for their actions, and enjoy being in positions of authority.

ISTJs are likely to be uncomfortable expressing affection and emotion to others. However, their strong sense of duty and the ability to see what needs to be done in any situation usually allows them to overcome their natural reservations, and they are usually quite supporting and caring individuals with the people that they love. Once the ISTJs realizes the emotional needs of those who are close to them, they put forth effort to meet those needs.

They have an excellent ability to take any task and define it, organize it, plan it, and implement it through to completion. They are very hard workers, who do not allow obstacles to get in the way of performing their duties. They do not usually give themselves enough credit for their achievements, seeing their accomplishments simply as the natural fulfillment of their obligations.

Considering the description of the profiles of ESTJ and ISTJ, it is evident that it requires a certain pattern of preferences among the people engaged in such vocations of extreme commitment. They necessarily need to pave their own ways and ensure that their vision and mission fructifies. They are to be the ones with strong conviction and self-motivation with not so high ambitions. And to compliment these, with a strong set of values and standards. People with these profiles, hence, are best suited for the community service. In the third hypothesis it was stated that *An dominant personality profile will emerge for the NGO*, was rejected as not one but two profile emerged as dominant profiles namely ESTJ and ISTJ.

CONCLUSION

Since last decade and a half, women are increasingly assuming leadership roles in various walks of life including the NGOs movement. Women leaders working in

NGOs are required to perform a variety of functions at different levels. Effective delineation of these functions is directly related to their leadership qualities needed vis-à-vis the competencies possessed by them.

Leaders make a difference to organization and its performance. Their style of functioning determines the impact on their own and subordinates effectiveness. Transformational leadership among women leaders of NGOs (as could be seen from the example of AMM) brings under sharp focus their desire to 'build' rather than 'win'; a greater willingness to explore collaboration as also promote participative style of working, of which, charismatic leadership, individual consideration, intellectual stimulation could be described as the main features. They are able to develop high level of self-awareness, motivation, empathy and social skills as competencies among the employees/workers of the NGOs.

The present research can be concluded by stating that transformational as compared to transactional leaders have greater influence on the performance and competencies of their employees. This style of leadership is not just the need of corporate sector but an essential for a third sector organization. Hence, to sum up, promotion of transformational type of leadership in the NGO sector, particularly in the developing nations, could be considered as a highly desirable pre-requisite and hence should warrant specific attention

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