Week 4- Researchers indicate that transformational leadership does not happen by chance. Paper details Researchers indicate that transformational leadership does not just simply happen by chance. C = D x M x P > R. WHAT? This is a leadership class…NOT a math class! So let’s break this down a bit because I honestly think this is quite interesting! This formula is a systematic (or rational) approach to change that maintains that the amount of change (C) is a function of the level of dissatisfaction with the status quo (D), the vision of the future and the systems and goals needed to support this vision (M), a change plan or process to implement needed changes (P), and the level of resistance (R) to the new vision of the future (Hughes, Ginnett, & Curphy, 2018). More specifically, C = D x M x P > R. This formula predicts that the more people are dissatisfied with the current situation; the clearer the vision, goals, and change plan; and the better the leader is able to counter resistance, the greater the organizational change. Leaders can also use this change formula to determine where an organizational change initiative is falling short and what to do to increase the odds of success. Now, let’s explore the emotional approach to change. Many of the greatest organizational and societal changes did not come from a leader following the C = D x M x P > R formula (Hughes et al., 2018). Rather, the source of many of the largest societal changes was a charismatic or transformational leader, such as Jesus Christ, Genghis Khan, Gandhi, Kemal Ataturk, Adolph Hitler, or Martin Luther King, Jr. Charismatic leaders are passionate, driven individuals who are able to paint a compelling vision of the future, build strong personal attachments with followers, and increase followers’ emotional levels in order to drive organizational or societal change. These leaders often emerge from the fringes of an organization or society and share a number of common characteristics. Consider a leader that you are familiar with (either famous or not). You can also use yourself in this scenario. Think about a change initiative that they have led. Did they use more of a rational or emotional approach to organizational change, and was the change initiative successful? Why or why not? Hughes, R., Ginnett, R., & Curphy, G. (2018). Leadership: Enhancing the lessons of experience (9th ed.). New York, NY: McGraw-Hill/Irwin.