

Transformational Leadership: Are Leaders Open to a New “CALL”? Challenges, Adaptation, Leadership and Learning

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Abstract

The evolving landscape of organizational leadership necessitates exploring how transformational leadership can be adapted and embraced in contemporary settings. This research investigates whether leaders are receptive to a new “CALL”—Challenges, Adaptation, Leadership, and Learning—in the context of transformational leadership. As organizations face rapid changes and increasing demands for innovation, it is crucial to understand how leaders respond to these challenges and adjust their leadership styles. The study utilizes a qualitative approach, conducting interviews with leaders from various sectors. The research aims to identify key challenges leaders face, how they adapt their strategies, and the learning processes they undertake to foster transformational change. By examining these dimensions, the study not only provides insights into the practical implications of transformational leadership but also offers recommendations for leaders striving to effectively navigate and lead in a dynamic environment. Findings from this research will contribute to a deeper understanding of leaders’ readiness and ability to embrace transformational practices and adapt to emerging challenges. Ultimately, the study aims to enhance leadership development programs and support organizations in cultivating leaders equipped to drive sustainable and impactful change.

Keywords

Transformational Leadership, Leadership Adaptation, Organizational Change Leadership Challenges, Learning and Development

1. Introduction

In today’s rapidly evolving organizational landscape, transformational leadership is a key strategy for driving change and fostering innovation. Transformational leaders inspire and motivate their teams, challenge the status quo, and promote

personal and professional growth (Bass & Riggio, 2006). However, the dynamic nature of modern work environments raises the question of whether leaders are truly prepared to embrace a new “CALL”—Challenges, Adaptation, Leadership, and Learning—as they pursue transformational change. This research aims to explore this question and assess how willing leaders are to adapt their leadership styles to meet new demands.

Transformational leadership theory, first conceptualized by Burns (1978) and expanded by Bass (1985), highlights the importance of leaders in creating a vision for the future and mobilizing followers to achieve it. Transformational leaders are known for building trust, providing clear direction, and fostering creativity and collaboration (Northouse, 2019). However, with the rapid pace of technological advancements and the growing complexity of global challenges, it is essential to examine how well leaders can adjust their approaches to these evolving demands.

Recent studies emphasize the critical role adaptability plays in leadership. Transformational leadership is linked to change-oriented behaviors, responsiveness to external stimuli (Yukl, 2012), innovation (Rosing et al., 2011; Yukl, 2012), and learning at the individual, team, and organizational levels (Lundqvist et al., 2022). Leaders who navigate challenges effectively and adjust their strategies are better positioned to drive innovation and achieve sustainable growth. As organizations face unprecedented uncertainty and change, the ability to continuously learn and adapt is essential. Research shows that leaders who engage in ongoing learning and development are more successful in implementing transformational change (Hargreaves & Fullan, 2019).

The concept of “CALL”—Challenges, Adaptation, Leadership, and Learning—provides a framework for examining how leaders address the complexities of modern organizational environments. This research explores these dimensions to shed light on the practical implications of transformational leadership and offer insights into how leaders can navigate today’s workplace demands. Specifically, the study will focus on the challenges leaders face, how they adapt their leadership practices, and the role of continuous learning in enhancing effective transformational leadership.

In addition to contributing to the theoretical understanding of transformational leadership, this research has practical implications for leadership development and organizational management. As organizations strive to remain competitive and responsive to change, the findings will offer valuable insights for developing training programs that improve leaders’ ability to manage change and drive innovation. By addressing whether leaders are open to embracing a new “CALL,” this study will provide actionable recommendations for enhancing leadership effectiveness in a rapidly changing world.

2. Literature Review

2.1. Introduction to Transformational Leadership in Contemporary Settings

Transformational leadership, first introduced by Burns (1978) and expanded by

Bass (1985), has long been regarded as a critical approach for driving organizational change and fostering innovation. Transformational leadership is centered on a leader's ability to inspire, motivate, and cultivate an environment of creativity and collaboration (Bass & Riggio, 2006). However, with the global work environment changing rapidly due to technological advances and evolving market dynamics, the effectiveness of transformational leadership increasingly relies on leaders' ability to adapt to new challenges and embrace continuous learning.

In today's business environment, characterized by rapid technological change, globalization, and constant disruption, traditional transformational leadership practices are being tested. For instance, a study by (Evolving Leadership to Drive Human Performance, 2024) found that 94% of executives believe that agility and flexibility are critical to their organization's long-term success, reinforcing the necessity for transformational leaders to adapt their strategies and foster a culture of continuous learning to remain effective. This dynamic context raises questions about whether the traditional practices of transformational leadership can navigate these complexities or if they require adaptation to keep up with modern challenges.

2.2. The "CALL" Framework: Challenges, Adaptation, Leadership, and Learning

The concept of "CALL"—Challenges, Adaptation, Leadership, and Learning—serves as a framework for examining how leaders can effectively respond to the demands of today's workplace. This framework highlights the importance of addressing specific challenges leaders face, adapting leadership strategies to meet those challenges, and fostering continuous learning to maintain transformational leadership effectiveness.

1) Challenges in Transformational Leadership. Empirical studies reveal several challenges transformational leaders face in modern organizations. For example, Zaccaro et al. (2001) discuss how leaders are increasingly tasked with managing diverse teams and facilitating collaboration across cultural and organizational boundaries. In their study of team leadership, Burke et al. (2006) emphasized that transformational leaders must promote and support effective team functioning while managing diversity, which is essential in today's globalized workplace. This becomes particularly relevant in cross-cultural teams where differences in cultural values may lead to communication barriers and conflicts.

A key challenge is balancing the need for innovation with the practical constraints of organizational resources. Hargreaves & Fullan (2019) identified that while transformational leadership can drive creativity, maintaining momentum for continuous innovation presents challenges, especially in environments resistant to change. For instance, the implementation of new technologies often meets cultural resistance from employees who fear the unknown. To overcome this, Kotter's (1996) change model emphasizes the importance of early short-term wins, which can help reduce resistance and build credibility, keeping the

organization motivated through long-term change efforts. In addressing these challenges, Case Study: Google's "20% Time" Initiative provides a notable example. Google's leaders introduced a flexible work policy where employees could dedicate 20% of their time to projects outside their regular responsibilities, fostering a culture of innovation and creativity (Baines, 2023). This initiative helped the company introduce ground-breaking products like Gmail and Google Maps, demonstrating the effectiveness of transformational leadership in managing innovation while navigating the challenges of resource constraints.

2) Adaptation as a Key Component. Adaptation is critical in the CALL framework, enabling leaders to adjust their leadership style to rapidly changing circumstances. Research demonstrates that leaders who prioritize adaptability are more effective at guiding their organizations through uncertainty. For instance, a Boston Consulting Group (2020) study found that adaptive leadership was the primary driver of success in 76% of successful digital transformations. Companies such as IBM, which reinvented itself from a hardware manufacturer to a software and consulting giant, exemplify this adaptability. Through effective transformational leadership and the ability to pivot in response to technological shifts, IBM became a leader in cloud computing and artificial intelligence.

Further supporting the role of adaptation, (The Important Role of Leaders in Advancing Human Sustainability, 2024) found that leaders who prioritize adaptability, especially in dynamic business environments, achieve significant organizational improvements. The ability to adjust strategies quickly based on external factors allows transformational leaders to maintain competitive advantage and foster innovation.

The concept of learning agility, defined by DeRue et al. (2012) as the ability to learn from experience and apply that learning to new situations, is closely linked to adaptability. Leaders who demonstrate high learning agility, such as those at Microsoft under the leadership of Satya Nadella, have transformed the company's culture to embrace learning, collaboration, and innovation, helping the organization thrive in a highly competitive tech landscape (Tabrizi, 2023).

3) Leadership and Continuous Learning. Continuous learning is another essential component of the CALL framework. Leaders who are committed to lifelong learning are better equipped to implement transformational changes and inspire their teams to embrace new ideas. Park & Kim (2018) argue that organizations promoting continuous learning not only enhance the capabilities of their leaders but also create a culture of growth and adaptability (The Economic Times, 2023) underscores this by stating that leaders who focus on learning development drive organizational success more effectively. A notable example of this is Unilever's "Future Fit" program, which encourages employees to engage in continuous professional development through personalized learning experiences, positioning the company to adapt to future industry challenges (Plc, 2023).

In healthcare, the need for continuous learning is even more pressing. Al-Ismail et al. (2022) emphasize the importance of continuous professional development

(CPD) in ensuring healthcare leaders stay updated with the latest medical practices and technological advancements. Case Study: The NHS Leadership Academy highlights how integrating CPD into leadership development has led to improved patient outcomes and operational efficiency across the UK's National Health Service (Forsetlund et al., 2009).

3. Practical Implications of the CALL Framework

The CALL framework has practical applications across various industries, offering tailored solutions to specific sector challenges. For example, in the financial services sector, transformational leaders face the challenge of balancing innovation with strict regulatory requirements. By fostering a culture of continuous learning and adaptability, financial institutions can effectively adopt new technologies like blockchain while ensuring compliance (Dennison, 2023) notes that organizations investing in leadership training and upskilling opportunities have demonstrated higher levels of innovation and regulatory compliance.

In the technology industry, where market shifts are frequent, the CALL framework's emphasis on adaptability has been instrumental. Companies like Amazon, which continuously reinvent their business models, demonstrate how transformational leadership that fosters a learning culture can sustain long-term success, even in a highly volatile industry (Reeves, 2016).

In education, transformational leadership is essential for navigating digital transformation and evolving standards. By applying the CALL framework, educational institutions can develop adaptive strategies that incorporate digital tools and personalized learning approaches, ensuring students receive a high-quality education. Walker (2010) emphasizes the importance of aligning leadership with learning culture to create environments conducive to innovation and improvement in student outcomes.

By embedding the CALL framework's principles into their leadership practices, organizations across industries can enhance their ability to manage change, foster innovation, and sustain long-term success in an ever-evolving global environment (Figure 1).

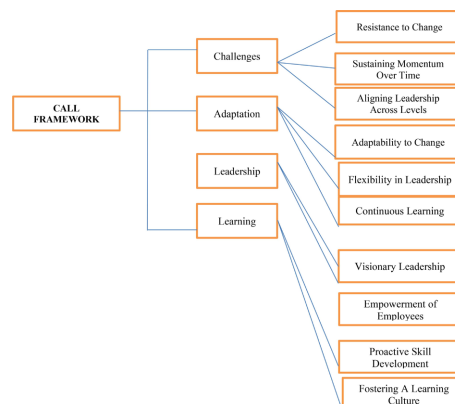


Figure 1. CALL framework.

In the healthcare industry, the CALL framework is particularly relevant given the sector's ongoing regulatory changes, technological advancements, and evolving patient care standards. Healthcare leaders can apply the framework to develop Adaptation strategies that ensure compliance with new regulations while seamlessly integrating cutting-edge medical technologies into patient care. Adaptive leaders are those who can take a perspective from outside or above the situation or organization. Adaptive leaders “*get off the dance floor and go to the balcony*” (Heifetz & Linsky, 2016), can facilitate sustainable change through their understanding of how people and systems work, and interact with one another to co-create change (Obolensky, 2017). Additionally, the Learning component of the framework is crucial in healthcare, where continuous professional development is essential for maintaining high standards of care. CPD is any learning outside undergraduate and postgraduate education and is an essential component of the health service, as it provides support to healthcare workers to keep up to date with best practices and helps to address deficits in their knowledge and practice (Al-Ismail et al., 2022; Forsetlund et al., 2009). By promoting a leadership style that emphasizes adaptability and continuous learning, healthcare organizations can enhance patient outcomes, improve operational efficiency, and build a resilient workforce capable of responding to the industry's dynamic challenges.

The financial services industry also benefits from the application of the CALL framework. The sector is characterized by stringent regulatory environments, technological disruptions (like fintech), and shifting consumer expectations. Leaders in this industry face the challenge of balancing innovation with risk management. By applying the CALL framework, financial leaders can develop adaptive strategies that allow for the safe and effective adoption of new technologies, such as blockchain and AI, while ensuring compliance with regulatory standards. Fostering a Learning culture within financial institutions allows employees to remain updated on the latest trends and regulatory requirements, essential for maintaining a competitive edge and ensuring customer trust. For leaders, staying competitive will require pushing for more learning initiatives within the organization, facilitating upskilling opportunities for their employees while providing and participating in leadership training (Dennison, 2023).

In the manufacturing industry, the CALL framework can address the significant challenges posed by globalization, supply chain complexities, and the need for technological integration. Manufacturing leaders can use the framework to adapt their operations to changing global markets and technological advancements, such as automation and AI-driven processes. Moreover, by fostering a culture of leadership that emphasizes continuous improvement and employee empowerment, manufacturing companies can improve productivity, lower working costs, and keep high-quality standards. This adaptability is essential for remaining competitive in a global marketplace where efficiency and innovation are key differentiators.

Lastly, the education sector can leverage the CALL framework to navigate the

challenges of digital transformation and evolving educational standards. Educational leaders face the challenge of integrating new technologies into traditional teaching methods while meeting diverse student needs. By applying the CALL framework, educational institutions can develop adaptive strategies incorporating digital tools and personalized learning approaches, ensuring students receive a high-quality, relevant education. A positive teacher-learning culture depends on the presence and alignment of three components: structures, values, and relationships. It is the leaders' job to connect and ensure that the proper learning conditions are in place across the school (Walker, 2010). By embedding these principles into their leadership practices, educational leaders can drive innovation in teaching and learning, better preparing students for future demands.

3.1. Research Questions

- 1) What challenges do leaders face when trying to align leadership practices across different levels in an organization, and how do these challenges impact transformational leadership?
- 2) How do leaders adjust their leadership styles to handle changes in the market, technology, and organization, and how does this adaptability contribute to the organization's success?
- 3) How do leaders create a culture of continuous learning in their organizations, and what effect does this have on employee empowerment, innovation, and overall performance?

3.2. Methodology

A qualitative case study is selected to study and understand the participants' aspects regarding deeper understanding of leaders' readiness and ability to embrace transformational practices and adapt to emerging challenges. The flexibility and responsiveness based on context collected from interviews and arising theoretical concepts are central to the suitability of the research design and method. Hays and McKibben (2021) supported the argument that qualitative research lends to a big-picture representation that describes the experienced situations. The flexible design allows the incorporation of clarity on the method and the group of factors influencing the position.

3.3. Population and Sampling

The population for this study is composed of employees who are deeply engaged in the organization's leadership development initiatives, specifically those aligned with the CALL Framework (Challenges, Adaptation, Leadership, and Learning). This includes individual contributors on the path to leadership, assistant managers, talent managers, and current leaders responsible for key organizational functions such as service, operations, and people management. A purposive sampling technique was utilized to select participants who have been with the organization for at least one year, ensuring that they possess a comprehensive understanding

of the organization's learning culture and the factors highlighted in the CALL Framework. This approach ensures that the sample includes individuals who can provide rich, contextually relevant insights into the organization's efforts to overcome challenges, adapt to change, and foster leadership and learning.

3.4. Data Collection

The data collection for this study primarily involved virtual interviews, which aligned with the CALL framework's emphasis on understanding leadership challenges, adaptation, and learning within the organization. The process began by identifying participants through purposive sampling, focusing on individuals actively engaged in leadership development programs, human resource management, talent development groups, and leadership circles. The selection of participants was facilitated by a gatekeeper—a member of the leadership team—who provided insight and permission to use the organization as the subject of the case study. The gatekeeper's involvement was crucial, as they helped identify representatives from various sub-groups within the organization, ensuring a comprehensive and meaningful data collection process.

The interviews were conducted virtually using web-based platforms, primarily driven by the organization's adoption of remote work policies. This virtual approach allowed for flexibility and convenience, enabling participants to engage remotely. The data collection process was meticulously planned, with open-ended research questions designed to explore the phenomenon of transformational leadership within the organization (Creswell & Poth, 2018). Each interview lasted approximately one hour, with time adjustments made to ensure a thorough and unrushed conversation. Consent was obtained from all participants, who were informed of their right to withdraw from the study at any time, addressing any privacy concerns to encourage full participation. The interviews were recorded using audio and visual tools and transcribed using the Chime video-enabled meeting management system. Data analysis was conducted using NVivo 14 qualitative software, which facilitated the identification of emerging themes from the interview transcripts, providing deep insights into the organization's leadership dynamics (Ames et al., 2019; Campbell et al., 2020).

4. Results and Discussion

These research questions were central to guiding the study, focusing on how leaders navigate the complexities of transformational leadership within their organizations. The questions explored critical areas within the CALL framework, including the challenges leaders face in aligning practices across levels, their ability to adapt to changes, and their efforts to foster a continuous learning culture. By addressing these questions, the study aimed to uncover insights into leaders' strategies to overcome obstacles, adapt to evolving conditions, and empower employees through learning and development. The responses to these questions provided a deeper understanding of how transformational leadership can be effectively

implemented to drive organizational success. The responses from the ten leaders provided a comprehensive view of the challenges they face when trying to align leadership practices across different levels within their organizations. These challenges, as explored through the research question, reveal various issues that impact the effectiveness of transformational leadership.

4.1. Research Question 1

One of the most common themes among the leaders' responses was the difficulty of maintaining consistency in leadership practices across various levels of the organization. Many leaders pointed out that differences in leadership styles between senior management, middle managers, and frontline supervisors often lead to misalignment. This misalignment can create confusion and mixed messages among employees, undermining efforts to implement transformational changes. One leader explained, "When leadership practices are not aligned, it creates a disconnect that can slow progress and cause resistance among the workforce". The driving force that bears responsibility and has the authority to take decisions and make resource allocation choices that can align the above levels is leadership (Powell, 1992). Such decisions can shape the firm's culture, strategic direction, core competency development, and strategy execution (Beal and Yasai-Ardekani, 2000).

Another significant challenge identified by the leaders was the communication gap between different levels of management. Several leaders noted that effective communication is crucial for ensuring that all levels of leadership are working toward the same goals. However, they also acknowledged that this is often easier said than done. Successful delivery of the manager's message is determined by the perception and interpretation of the employee (Hynes, 2008). Communication breakdowns can lead to misunderstandings and a need for clarity about the organization's vision and transformational objectives. As one respondent mentioned, "If the message from the top is not communicated down the line, it can cause misalignment and make it difficult to drive change." A manager or leader persuades his or her followers, creates and manages a value system, and supports, motivates, and inspires them to work beyond expectations through effective leadership and communication. Good communication skills are one of the most critical aspects of leadership in the workplace (Luthra & Dahiya, 2015).

In addition to these challenges, the leaders emphasized the influence of organizational structure and hierarchy on leadership alignment. Berson and Avolia (2004) argue that upper-level leaders' actions influence the ways lower-level leaders translate and disseminate information about a new strategy. Similarly, Podolny, Khurana, and Hill-Popper (2005) argue that the roots of executive leadership are in creating meaning within the organization. If these messages need clarity and consistency across leaders at different levels, they may reduce members' ability to understand the importance of and implement strategic initiatives (Cha & Edmondson, 2006; Osborn, Hunt, & Jauch, 2002). The mechanisms by which leaders

provide meaning about critical elements in the work environment may affect this alignment.

Some leaders observed that strict hierarchies and siloed departments could build barriers to alignment, making it more challenging to implement cohesive leadership approaches across the organization. One leader shared, “Our organizational structure sometimes gets in the way of aligning leadership practices because different departments operate in silos, which makes it difficult to create a cooperative approach.” Overall, the leaders’ responses underscored the complex nature of aligning leadership practices across different organizational levels. The challenges they face—from inconsistent leadership styles to communication gaps and structural barriers—highlight the need for a more integrated approach to leadership. These insights emphasize the importance of solid communication, adaptive leadership strategies, and organizational structures supporting alignment to implement transformational leadership initiatives successfully.

4.2. Research Question 2

The ten leaders’ responses highlighted diverse strategies they use to modify their leadership styles in response to changes in the market, technology, and organizational dynamics. A common theme among the leaders was the importance of flexibility and adaptability in their leadership approach. Many leaders emphasized that staying attuned to market trends and technological advancement is essential for making informed decisions and driving their teams effectively through changes. For instance, one leader mentioned, “I regularly update my knowledge on industry trends and technology to ensure that I am leading my team with the most current information.” This proactive approach to learning permits leaders to expect changes and adjust their strategies accordingly, ensuring that their organizations stay competitive and responsive to external shifts. As noted by several leaders, this adaptability is not just about personal growth but also about promoting a culture of dexterity within their teams, which helps the entire organization navigate change more smoothly.

The leaders also discussed how this adaptability directly contributes to organizational success. By adjusting their leadership styles to meet the organization’s growing needs, leaders can better align their teams with the company’s strategic goals. One leader explained, “When I adapt my leadership style to the organization’s current needs, I see a direct impact on team performance and overall business outcomes.” This alignment is critical during essential changes, such as the adoption of new technologies or shifts in market demand. The ability to depend and lead flexibly improves team engagement and morale and forces innovation and efficiency, showcasing the strength of adaptable leadership. The leaders’ responses highlight the critical role of adaptable leadership in maintaining organizational resilience and achieving sustained success in a rapidly changing environment.

4.3. Research Question 3

The responses from the leaders provided significant insights into how trans-

formational leaders foster a culture of continuous learning within their organizations and the impact this learning culture has on employee empowerment, innovation, and overall organizational performance. A key result from the discussions was that transformational leaders actively foster continuous learning by building environments where knowledge sharing is cherished and sustained. Leaders noted that they facilitate learning opportunities such as workshops, mentoring programs, and cross-departmental collaborations to support employees in cultivating unique skills and staying updated with industry trends. As one leader noted, “By providing consistent opportunities for professional development, we not only enhance our team’s skillset but also encourage them to take ownership of their learning and growth.” This emphasis on continuous learning aligns with the principles of transformational leadership, where leaders inspire and motivate employees to pursue personal and professional excellence (Bass & Riggio, 2006).

The leaders’ responses also underscore the correlation between a strong learning culture and increased innovation. They noted that employees are more likely to accept the initiative and contribute to innovative solutions when they are empowered to learn and grow. This empowerment fosters a sense of ownership and responsibility among employees, increasing engagement and productivity. As one leader shared, ‘When our employees feel empowered to learn and innovate, they bring fresh ideas to the table, which drives our organization’s success.’ The practical benefits of continuous learning were further highlighted, with leaders noting that continuous learning allows employees to feel creative and challenge the status quo, leading to innovative processes and products. This finding supports existing literature, which indicates that knowledge sharing is one of the management dimensions required to create a competitive advantage (Magnier-Watanabe & Senoo, 2009). This is the primary key to organizational learning and innovation (Ahmad, 2018) and is a crucial driver in creating values for business excellence and performance (Aboramadan et al., 2019; Exposito & Sanchis-Llopis, 2018).

When it comes to overall organizational performance, the leaders’ responses underscore the long-term benefits of fostering a culture of continuous learning. They indicated that establishing such a culture positively impacts the company’s success. By investing in employee development, organizations benefit from a more experienced and flexible workforce that is better prepared to meet the challenges of a rapidly changing business climate. As one leader pointed out, “Our commitment to continuous learning has resulted in higher employee satisfaction, lower turnover, and ultimately, better business outcomes.” This perspective is consistent with research highlighting the link between the theory established that an investment in human resources through training improves both firm and employee performance (Becker, 1964). He asserted that employee training is focused on enhancing employee performance and retaining employees in the organization. The leaders’ responses underscore the strategic value of fostering a culture of continuous learning in achieving transformational leadership goals and driving long-term organizational success.

5. Recommendations

To enhance the article's contribution to the field and make it more valuable to both practitioners and researchers, the following detailed and actionable recommendations can be added, providing clear steps organizations can take to implement the CALL framework effectively:

5.1. Leadership Alignment through Integrated Communication Strategies

Considering the challenges highlighted by the CALL framework, particularly around leadership alignment, a primary recommendation is to prioritize the development of integrated communication strategies. The study by [Vries et al. \(2009\)](#) demonstrated that effective communication is essential for leaders to convey organizational vision and gain the trust and confidence of their followers. Misaligned leadership practices across various levels of an organization can undermine transformational efforts, creating confusion and reducing the impact of change initiatives.

To address this, organizations should:

- **Establish Regular Cross-Level Leadership Meetings:** These meetings ensure alignment across departments and organizational levels by allowing leaders to exchange insights, review shared objectives, and align on messaging. For example, quarterly leadership forums can provide a platform for leaders to discuss challenges and update each other on organizational strategies.
- **Develop Standardized Leadership Training Programs:** These programs should focus on fostering a unified leadership approach by emphasizing key competencies such as communication, emotional intelligence, and the ability to inspire and engage teams. Training programs that incorporate role-playing and feedback loops can further help leaders practice alignment in real-time scenarios.
- **Implement Leadership Alignment Metrics:** Use surveys and performance metrics to track alignment across leadership teams, identifying gaps and ensuring consistent messaging. This data can be used to tweak leadership programs and communication approaches. Organizations like GE have used similar approaches in leadership reviews to ensure alignment with corporate vision and strategy ([Kotter, 1996](#)).

5.2. Supporting Adaptability through Continuous Leadership Development

In response to the growing complexity of modern markets, technological advances, and organizational changes, ongoing leadership development programs are crucial. These programs ensure leaders remain agile and responsive to new challenges, proactively positioning their teams for success. Leaders must integrate skills like strategic thinking, agility, teamwork, and digital literacy to navigate the challenges of today's business landscape.

To support leadership adaptability:

- **Design Adaptive Leadership Workshops:** These workshops should focus on skills such as strategic foresight, change management, and innovative thinking. Leaders need to learn how to make rapid, data-driven decisions while encouraging creativity and collaboration within their teams. Case studies from companies that successfully navigated disruption, such as Netflix or Apple, should be incorporated into training.
- **Foster a Digital Leadership Culture:** In the digital age, leaders must be equipped with digital tools and processes to succeed. Offering leadership courses on digital transformation, AI, and cybersecurity ensures that leaders are prepared to guide their teams through technological changes. For example, Cisco provides digital leadership training that focuses on navigating the complexities of digital transitions and maintaining innovation (Roubini Thoughtlab et al., n.d.).
- **Implement Agile Leadership Frameworks:** Introducing frameworks like SCRUM or Lean Leadership helps leaders adapt to shifting goals and dynamic environments by promoting agility in decision-making. These frameworks offer a structured approach for leading teams in highly volatile markets.

5.3. Embedding Continuous Learning into Organizational Culture

A continuous learning culture has been shown to significantly enhance organizational innovation, employee engagement, and performance. Leaders are pivotal in cultivating this environment by modeling lifelong learning and encouraging their teams to engage in ongoing development opportunities.

To fully leverage continuous learning:

- **Develop Structured Growth Opportunities:** Link employee development programs to the organization's strategic objectives, ensuring that learning directly contributes to business outcomes. Programs such as mentorship, job rotation, and cross-functional projects provide employees with opportunities to acquire new skills and perspectives while advancing organizational goals. For instance, Unilever's "Future Fit" program offers personalized learning opportunities that are tied to business objectives, fostering growth and innovation.
- **Incentivize Continuous Learning:** Reward employees who demonstrate commitment to learning by offering promotions, salary increments, or public recognition. For example, organizations could implement learning awards or highlight continuous learners in internal communications to promote the value of ongoing development.
- **Encourage Learning at All Levels:** Leaders should actively participate in learning initiatives to inspire their teams. Leaders who regularly engage in professional development signal to their employees that learning is valued at all levels of the organization. This can include executive participation in learning challenges or certification programs that align with the organization's evolving goals.

By incorporating these strategies, organizations can build a robust learning culture that supports both leadership development and employee growth. This will

not only help reduce turnover and improve engagement but also position the organization for long-term success in a rapidly changing world. These actionable recommendations, based on empirical studies and best practices from leading organizations, will enhance the practical application of the CALL framework, making it a valuable tool for both researchers and practitioners in the field of leadership development. By following these steps, organizations can ensure sustained transformational success and build resilient, adaptive leaders prepared to meet future challenges.

6. Conclusion

This research has provided valuable insights into the complexities of transformational leadership across multiple organizations, focusing on implementing the CALL framework, which emphasizes Challenges, Adaptation, Leadership, and Learning. The study highlighted significant obstacles that young and experienced leaders face when aligning leadership practices across different levels of their organizations. Misalignment, often resulting from varying leadership styles and communication gaps, was identified as a critical barrier to the effective implementation of transformational initiatives. The findings suggest that young leaders, who may still be developing their leadership styles, and experienced leaders, who may be entrenched in established practices, must focus on creating consistency and clarity in leadership practices. This consistency is crucial for overcoming organizational silos and ensuring that transformational change is successfully implemented across all levels.

The research also underscored the importance of adaptability in leadership, particularly in response to rapidly evolving market conditions, technological advancements, and shifting organizational dynamics. Both young and experienced leaders must demonstrate flexibility and a proactive approach to learning to guide their teams through transitions effectively. This adaptability is crucial for young leaders as they navigate their early careers and establish their leadership presence. For experienced leaders, staying adaptable ensures their extensive experience remains relevant and aligned with current organizational needs. The study's results reinforce the idea that implementing the CALL framework helps leaders of all experience levels maintain organizational agility and foster a culture of innovation, which is essential for long-term success in today's fast-paced business environment.

Finally, the study highlighted the critical role of fostering a continuous learning culture within organizations, as guided by the CALL framework. Whether young or experienced, transformational leaders who actively promote learning and development create environments where employees feel empowered to innovate and contribute to the organization's success. The research confirmed that a strong learning culture leads to higher employee engagement, improved innovation, and better overall business outcomes. By aligning continuous learning initiatives with organizational objectives, leaders at all stages of their careers can ensure that their

teams are prepared to fulfill the challenges of a rapidly changing world. Ultimately, the findings of this research underscore the importance of the CALL framework in guiding leaders across various organizations to overcome obstacles, adapt to evolving conditions, and cultivate a culture that drives sustainable organizational success.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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