

**Shifting From Transactional Leadership (T2) to  
Transformational Leadership (T3) Behavior with a  
Full Range Leadership Development Program (FR-LDP) OD Intervention**

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**Abstract**

Today's business leaders need to consider alternative ways to shift mindsets and behaviors in organizations for them to be effective in these exponential times. The main purpose of this study was to shift middle managers of the Myanmar ABC Company from transactional leadership (T2) to transformational leadership (T3) behavior using a Full Range Leadership Development Program (FR-LDP) with Appreciative Inquiry, Whole Brain Literacy and Action Learning OD Interventions. The action research model was applied using both quantitative and qualitative approaches. Data was collected with the use of 360-degree feedback assessment of MLQ 5X Short leaders and rater instruments, observations, and in-depth interviews. The action research was conducted in three phases of ODI to determine the differences between the pre and post-ODI. The findings of the study showed that the Full Range Leadership Development Program (FR-LDP) intervention program was effective and productive in shifting 27 middle managers from T2 to T3 behavior in the culture of the collectivist society of Myanmar. Specifically a) It shifted from high T2 at pre-ODI to low T2 practice in post-ODI; b) It shifted and improved from low T3 in pre-ODI to high T3 practice in post-ODI; c) There were concomitant findings from Kirkpatrick's four level learning evaluation model based on their reaction, learning, behavior and result; d) T3 behavior is relevant and most applicable in the collectivistic culture of Myanmar because of the underlying assumptions that are associated with the characteristics of transformational leadership and the traits and key characteristics of collectivistic culture in charismatic perspective.

*Key words:* Full Range Leadership Development Program, Transactional Leadership (T2), Transformational Leadership (T3), OD Intervention, Appreciative Inquiry, Whole Brain Literacy and Action Learning

**Introduction**

In order to build a strong and sustainable organization, change is imperative because change affects every business. Change is necessary for any business regardless of size, small or large, and change can range from minor staff restructuring to mergers and acquisitions. Even though change is necessary at any point in the lifetime of organizations for its future success, there are always potential challenges for change which organizations should scrutinize in initiating its implementation. According to a 2014 survey from Deloitte, 86% of business leaders know that their organizations' future