

# **The Challenge of Developing**

## **Transformational Leadership in the Public Sector**

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### *Abstract*

To effectively practice public value management, public managers need to develop the exploratory, inspirational and demonstrative aspects of behavior associated with transformational leadership. The diagnostic data derived from leadership development programs can provide useful feedback on the extent to which these behaviors are undeveloped. The incentives and opportunities public servants have to develop them will depend on the public service bargains under which they operate. Public management reforms that shift them from serial loyalist bargains under which transformational behaviors may jeopardize trust relations between politicians and public servants to delegated agency bargains in which public servants have some authority to exercise transformational leadership may not be sufficient to facilitate the emergence of public value management unless political commitment to compensate agents for the risk mobilizing networks can be made credible.

***Keywords:*** *public value management; transformational leadership; public service bargains*