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Editorial

Past and Future Issues of MMR

The MMR has seen a slowdown in article contributions. The Editorial Committee is now restructuring the journal concept and would like to encourage article contributions from researchers, practitioners and scholars.

Beginning 2013, MMR will be published biannually in June and December. Two new sections will be added: *Speeches from Malaysian Leaders* and *Management Practices*. The Editorial Committee welcomes the contribution of research and thoughts on Malaysian management practices and leadership from academics and practitioners. Your insightful views and suggestions are invaluable to addressing Malaysia's human capital development needs and helping Malaysia move forward.

All academic articles will be double-blind reviewed, and practice articles be reviewed by the Editorial Committee for inclusion in the *Management Practices* section.

Editor-In-Chief

Charismatic Leadership - Is It different from Transformational Leadership?

by

Lailawati Mohd Salleh
Universiti Putra Malaysia

ABSTRACT

Charisma is an elusive yet intriguing concept. Many have strived to understand what lies in charismatic leadership but have found no answer. More so, charismatic leadership has often been equated with transformational leadership. This paper attempts to show that charismatic leadership is not transformational leadership by presenting a discussion on charismatic leadership, and outlining the differences between transformational and charismatic leadership.

Keywords: charismatic leadership, transformational leadership, Weber

1. INTRODUCTION

It is interesting to note that, to this day, the mystical, elusive and perplexing concept of charismatic leadership still lingers and touches the hearts of many who are curious to know about this mysterious, hard to define concept. To make the web more entangled, the concept of transformational leadership seems to be part of, similar to, or is considered, charismatic leadership. In their book, *Transformational and Charismatic Leadership: The Road Ahead*, Avolio and Yammarino (2002) made an assertion that the concept is still a question mark. They found that the concepts of transformational and charismatic leadership were used interchangeably. They asked:

“Are they the same or different constructs? The ‘new genre’ scholars argue that they are the same; the ‘transformation’ scholars argue that they are different; the ‘charisma’ scholars argue that they are addressing the important and unique component; and the ‘leadership’ and other scholars are just confused! (p. xxii).”