

Transformational Leadership & High-Intensity Interval Training-Book Review

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Transformational leadership is defined as the application of changes that aim at changing the status quo where the followers get to articulate to the problems that are existing in the system and compel a new vision for the organization. The theory of transformational leadership is explained intensely in this book, Transformational Leadership and High – Intensity Interval Training; where the author shows a form of correlation between the ability of leaders to tap into a transformational leadership style with the help of some high energy work out sessions. The book reveals how High – Intensity Interval Training (HIIT) can benefit the leaders by challenging the person and providing a feeling of achievement as well as the ability to be a risk taker both in the gym and in the business world.

#### **How does the book extend, confirm, or contradict what you have read in the text book?**

HIIT aerobic training provides the most challenging of all work outs that are practiced in the world. It has therefore been identified as the perfect style for transformational leaders. The theory in the book is an extended version of leadership studies in the text books as it is an examination of how organization change interacts with transformational change, as well as the performance of the employees. The authors of the book second that transformational leadership has a strong association with the performance of the organization when highly intensive changes are taken up. High intensity changes in an organization include multiple adjustments at once, other than small changes done gradually. This HIIT form of leadership in any organization is rewarding to the leaders as it provides them with the confidence, they need to make better decisions in the running of their daily duties. The rigorous work put in HIIT enables individuals perceive and comprehend the intensity of their roles and thus the ability to transfer the resilience to their challenges in the work place. One of the test subjects in the book confirms this theory; “I

think the biggest thing that it has done is, it has given me a lot of confidence to do the impossible. What I mean when you look at some of the [HIIT] workouts, they're pretty intense and they're pretty long and you have to do sometimes like the "Filthy Fifty." .... It gave me a sense of wow. I can do the impossible. And that's quite uplifting when you think about it that I can do something like this... So, it kind of extends your way of thinking, I think into life too. I can do things. I'm not limited now" (Himelhoch, 2014, p.36). The challenging HIIT work outs has worked for most of the test subjects as it reflects well on to their organization and personal lives.

### **Can the same data be interpreted to alternate ends?**

The book addresses how the work out sessions reflect positively on their work, by giving them resilience and ability to handle challenges effectively. The aspect can also be looked at from a different angle, in that leaders can use HIIT to give them a sense of accomplishment, in that they realize they are able to do things they might have deemed impossible before (Himelhoch, 2014 p. 36). In *Transformational Leadership and High – Intensity Interval Training* it states; "The athletes' sense of accomplishment provides a heightened sense of well-being, pride, confidence, belongingness, perseverance, self-awareness of capabilities, and a belief in their capacity to conquer challenge." (Himelhoch, 2014, p. 37). As opposed to the extrinsic values the book accomplishes to point out, there are some intrinsic ones that went unexplored. Not only does it make one a transformational leader, it also promotes their charisma. A charismatic leader is viewed as one who has a "... a social construct between the leader and follower, in which the leader offers a transformative vision or ideal which exceeds the status quo and then convinces followers to accept this course of action not because of its rational likelihood of success, but because of their implicit belief in the extraordinary qualities of the leader."

(Lussier & Achua, 2013 p. 325). There are two different forms of leadership that can be derived from the book, only that transformational leaders are not always charismatic. Authors state that some great men such as Warren Buffet and Bill Gates are transformational leaders, although not as charismatic. Their ability to change the world through their work makes them transformational, despite being charismatic. While the author did not mention it, charisma is an important aspect when it comes to leadership in any organization. Their accomplishments are not overshadowed by the fact that their transformational or charismatic. These accomplishments from the HIIT workouts are credited for the confidence they have to be good leaders.

### **What provocative issues does the book raise?**

There has been no record of studies that focused on the relationship between the role that the mind and the body play in connection to the relationship in terms of transformational leadership. A Lot of studies in the past have only looked into the effects of behaviors by leaders and the consequences that there are such as the distress by employees that results from the kind of leadership practiced. The closest to HIIT was the little research that was done to examine the correspondence between physical fitness and some forms of leadership. Dr. Himelhoch's work has taken up an uncharted territory and gone a step further into transformational leadership. Organizational performance is affected by toxic behavior that is prevalent in the work environments. The decision-making process of leaders affected by the mental situation of the they are in at any given time. The book addresses the issue of transformational leadership behavior and how the process leads to organizational change both in the social aspect and in behaviors among their peers. The study found that there was a 28% variance between transformational leadership and personal attributes of the leaders such as emotional coping and intelligence. Athletic experience has however not been studied in depth. The taking of risks is an important

factor in facilitating change. The test subjects in this case took risks when they adopted the exercise regimen which was difficult and exhausting both physically and mentally. Jane, one of the subjects in this case expounds on the way the risk she took helped her both in the gym and outside in her personal life during the Transformational Leadership and High-Intensity Interval Training. "... "Oh okay, I did this and I can accomplish this." And then taking that into areas of my life knowing if I never try it, I'll never be successful at it. And so, if I at least try it, you know, I may not be successful at first but you know that with repeated practice I will eventually become successful. I think that has carried over into my professional life as well as other areas in my personal life as well" (Himelhoch, 2014 p. 36). Jane further explains that she understood the risks involved in the HIIT and how they would impact her professional life. The aspect of risk taking is an important characteristic in transformational leadership. The taking of HIIT exercise routines in the professional life is a form of calculated risk, which is the biggest reward to taking up such an activity (Himelhoch, 2014 p. 40).

### **Conclusion**

The concept of High Intensity Interval Training is not only a necessary aspect in transformational leadership, it is also a good chance for the leaders to succeed in their professional lives. The current and future leaders are bound to benefit from the inclusion of HIIT both in their personal and professional lives. It has been uncommon for aerobic works and professional life to be linked. This study has however been successful in providing a viable working environments and overall success in businesses. Therewards are both mentally and physically helpful to the leader, regardless so of the pain and strain. This helps in coming up with new ways that can help challenge one self and help managers be the best they can be.

References

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