

Transformational Leadership

Presented at the
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- Richard Turere - 13 Year Old Kenyan Boy - Ted Talks 2013
- <http://www.youtube.com/watch?v=cjapPH6wyGA>

Transactional Leadership

Contingent Reward

- Effort by followers is exchanged for specified rewards

Management-by-Exception

- Corrective criticism, negative feedback, and negative reinforcement

Bernard Bass, 1985

Transformational Leadership (4 I's)

Idealized Influence/Charisma

- Leaders serve as ideal role models for followers; leaders "walk the talk" and are admired for this.

Inspirational Motivation

- Leaders use symbols and emotional appeals to focus team efforts to achieve more than they would in their self-interest.

Intellectual Stimulation

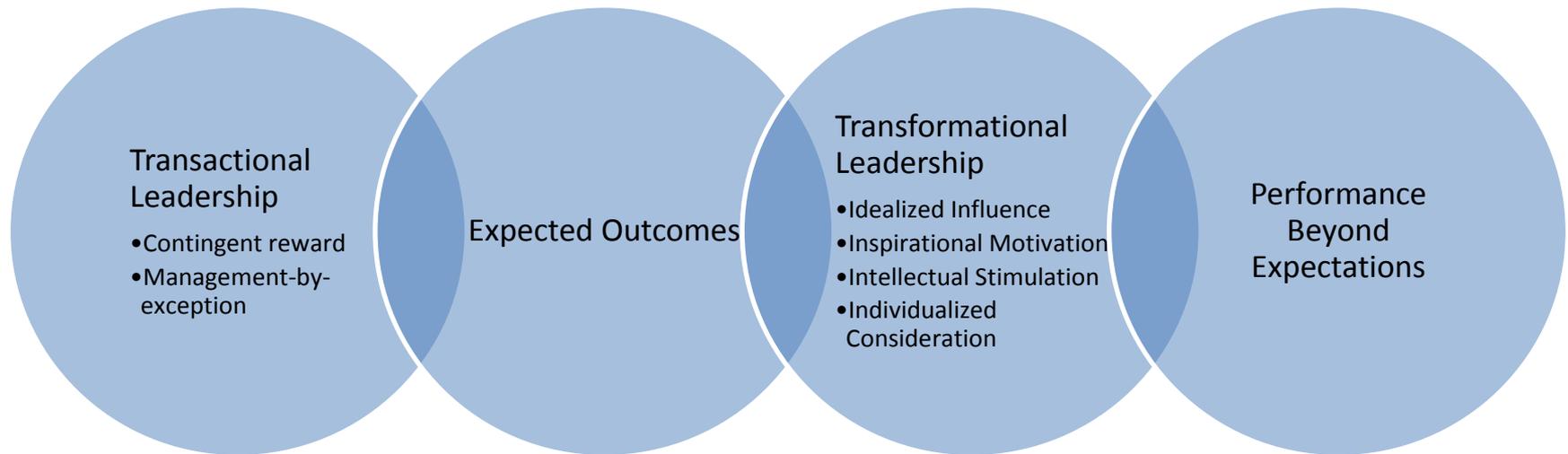
- Leaders stimulate teams to be creative and innovative and to challenge beliefs and values.

Individualized Consideration

- Leaders act as coaches and advisers while trying to assist followers in becoming fully actualized.

Bernard Bass, 1985

Additive Effect of Transformational Leadership



Adopted from B. M. Bass and B. J. Avolio, 1990

Other Transformational Perspectives

Bennis and Nanus (1985)

- Clear Vision of a Future State
- Mobilize People
- Create Trust
- Positive Self-Regard

Kouzes & Posner (1987, 2002)

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

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Show Trust to Build Trust

- Disclose information about who you are and what you believe
- Admit mistakes
- Acknowledge the need for personal improvement
- Ask for positive and negative feedback
- Openly acknowledge the contribution of others
- Show that you're willing to change your mind when someone else comes up with a good idea
- Avoid talking negatively about others
- Say "we" instead of "I"

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5 Practices & 10 Commitments

Model the Way

- Clarify values by finding your voice and affirming shared ideals.
- Set the example by aligning actions with shared values.

Inspire a Shared Vision

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

Challenge the Process

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.
- Experiment and take risks by constantly generating small wins and learning from experience.

Enable Others to Act

- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.

Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.

Inspiring a Shared Vision

- Transformational leaders don't impose their visions of the future on people; they inspire people to believe that they can make a difference.
- Successful visions should grow out of the needs of the community/organization.
 - How does your vision serve the common good?
 - How does the vision fulfill others' ideal images of the future?
 - What are the shared aspirations among your community?

Transformational Leaders

Bass

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- Intellectual Stimulation
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The Change Imperative

Discussion Question:

A leader may exhibit transformational traits but until a significant positive change has been achieved, is that leader transformational?