

- your top three choices. I had a friend who missed the deadline and didn't get her first choice, so you do need to get a move on at that stage. You'll find that certain places are very popular with everyone. Q28
- ROB: And don't you have to write a personal statement at that stage?
- MIA: Yes.
- ROB: Right. I'll get some of the final year students to give me some tips ... Q29
- MIA: I think that's a very good idea. I don't mind showing you what I did. And while you're abroad don't make the mistake I made. I got so involved I forgot all about making arrangements for when I came back here for the final year. Make sure you stay in touch so they know your choices for the optional modules. You don't want to miss out doing your preferred specialisms. Q30
- ROB: Right.

## SECTION 4

Today, I want to talk about self-regulatory focus theory and how the actions of leaders can affect the way followers approach different situations. Self-regulatory focus theory is a theory developed by Tori Higgins. He says that a person's focus at any given time is to either approach pleasure or avoid pain. These are two basic motivations that each and every one of us has, and they cause us to have different kinds of goals. Promotion goals in different life situations emphasise achievement. Prevention goals are oriented towards the avoidance of punishment. Q31

In a specific situation, our thoughts might focus more on promotion goals or more on prevention goals. The theory suggests that two factors affect which goals we are focusing on. First, there is a chronic factor. This factor is connected to a person's personality and says that each person has a basic tendency to either focus more on promotion goals or focus more on prevention goals as part of his or her personality. Second, there is a situational factor which means that the context we are in can make us more likely to focus on one set of goals or the other. For example, we are more likely to be thinking about pleasure and to have promotion goals when we are spending time with a friend. In contrast, if we are working on an important project for our boss, we are more likely to try to avoid making mistakes and therefore have more prevention goals in our mind. Q32

Research has shown that the goals we are focusing on at a given time affect the way we think. For example, when focusing on promotion goals, people consider their ideal self, their aspirations and gains. They don't think about what they can lose, so they think in a happier mode. They feel more inspired to change. Q33

When people are focusing on prevention goals, they think about their "ought" self. What are they supposed to be? What are people expecting from them? They consider their obligations to others. As a result, they experience more anxiety and try to avoid situations where they could lose. Q34

Now that I have talked about the two focuses and how they affect people, I want to look at the idea that the way leaders behave, or their style of leading, can affect the focus that followers adopt in a specific situation. In talking about leadership, we often mention transformational leaders and transactional leaders. Transformational leaders, when interacting with their followers, focus on their development. In their words and actions Q35