

What kind of a leader are you?



Transactional Leadership



Transformational Leadership



Steve Jobs & Douglas Conant



Your leadership style.



Dimensions of leadership

Styles of Leadership

Transactional

Focuses the relationship between the leaders and follower.

Transformative

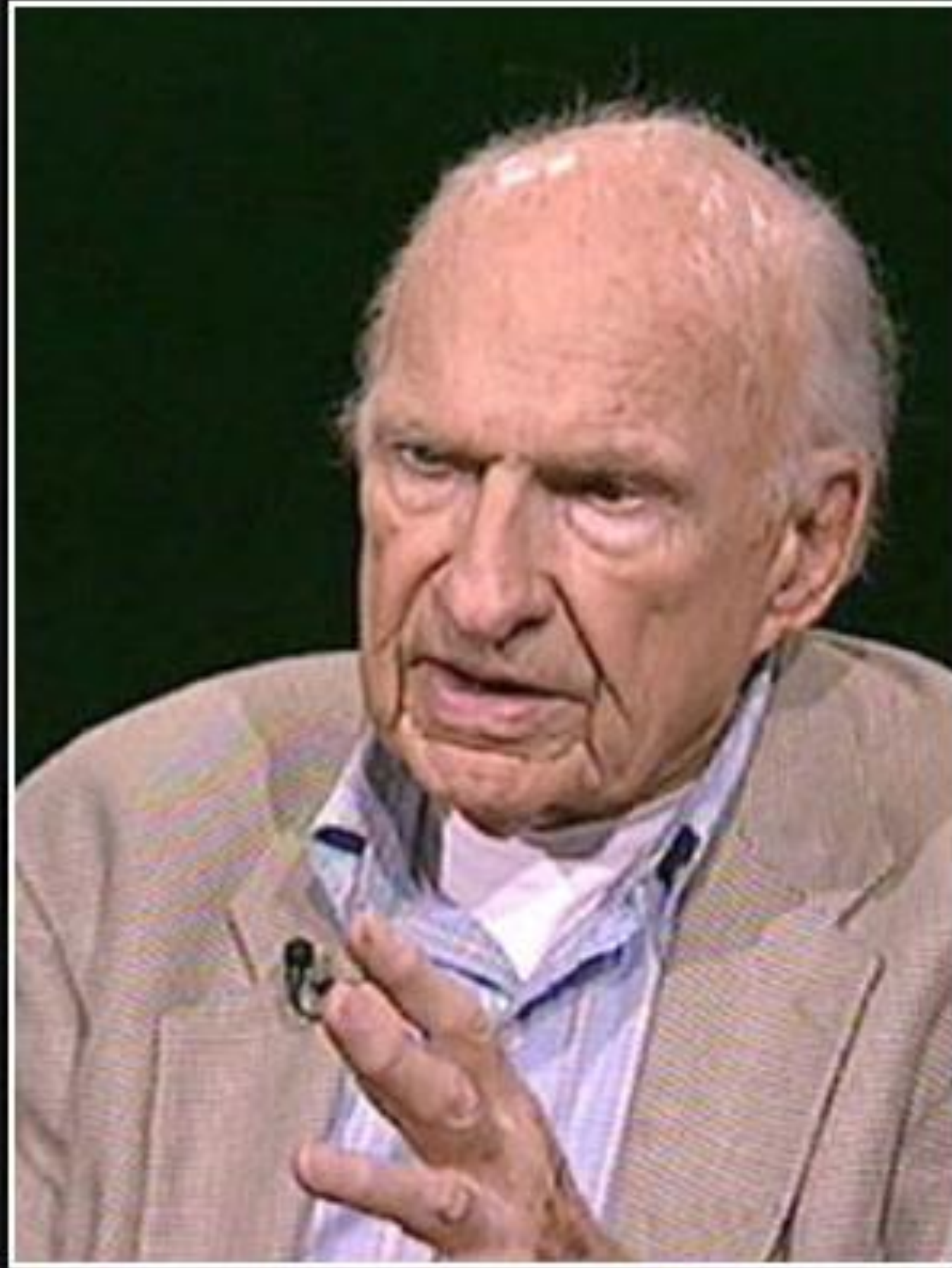
Focuses on the beliefs, needs and values of their followers

Evolved

As you gain experience you learn to adapt, shape and evolve

Your Style

Realising your purpose and leading from there !



The practice of leadership is not the same as the exercise of power.

— *James MacGregor Burns* —

“Leadership is an engagement between the leader and follower”

Building self-awareness

What kind of a leader are you?

Transactional Leadership

- First described by Max Weber in 1947 and then by Bernard Bass in 1981.
- This style is most often used by management.
- Focuses on basic management processes: short-term planning, organizing and controlling.
- Transactional leadership involves motivating and controlling through appealing to their own self-interest.
- The main goal of the follower is to obey the instructions of the leader.
- The leaders believes in motivating through a system of reward and punishment.

“The power of transactional leaders comes from their formal authority and responsibility inside the organization”.

Do you manage by exception?

Dimensions of transactional leadership

Contingent rewards

- Link the goal to a reward
- Set SMART objectives

Passive management by exception

- Intervene only when standards are not met
- The use punishment as a response to unacceptable performance

Active management by exception

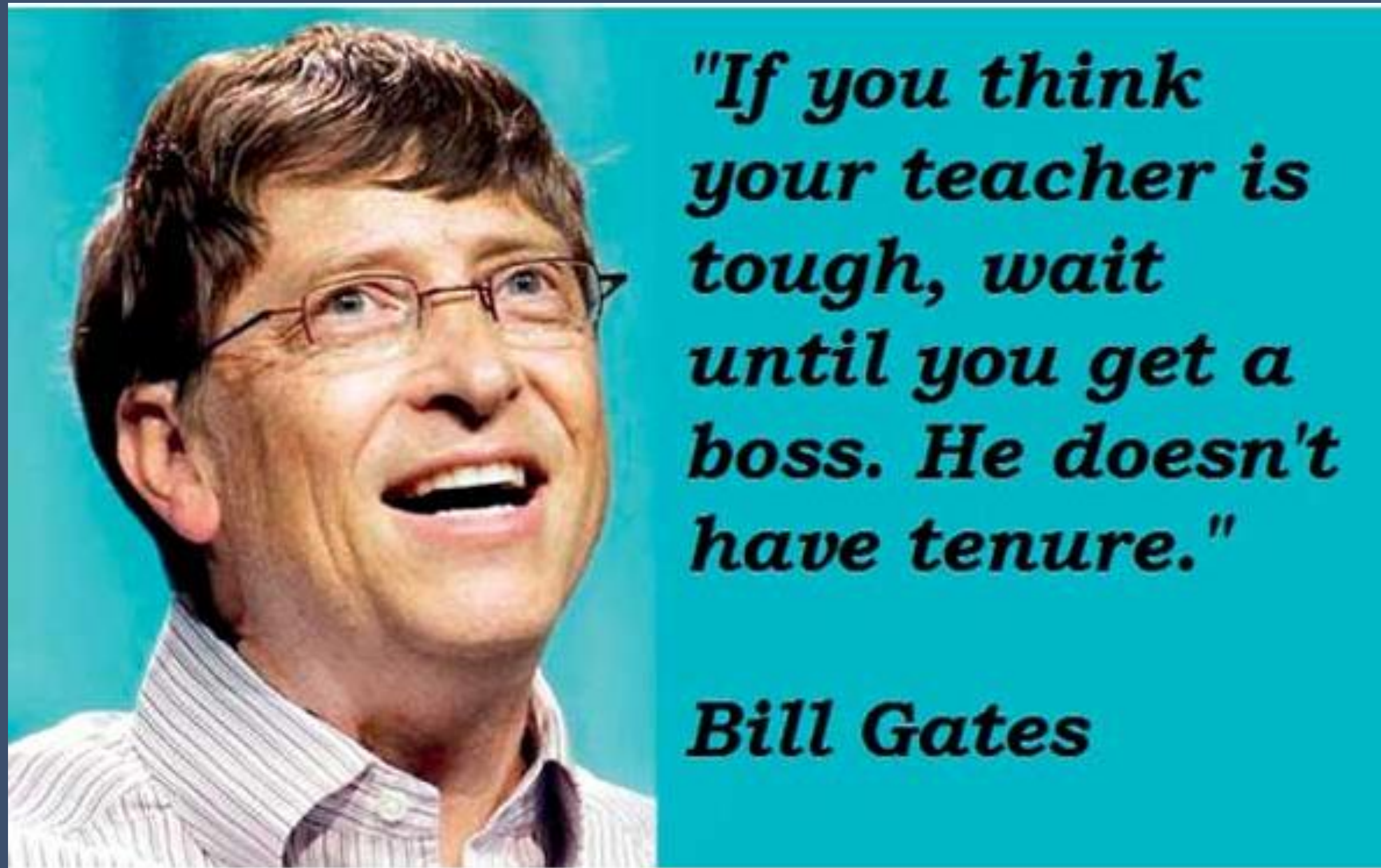
- Monitor the work of their team
- Watch for deviations
- Take corrective action

Laissez Faire

- The leaders encourages an environment where the team get to make the decisions.
- The leader abdicates responsibility and avoids decision making.
- Group lacks direction.

Transactional leaders satisfy lower level needs

Behaviours of Transactional Leaders

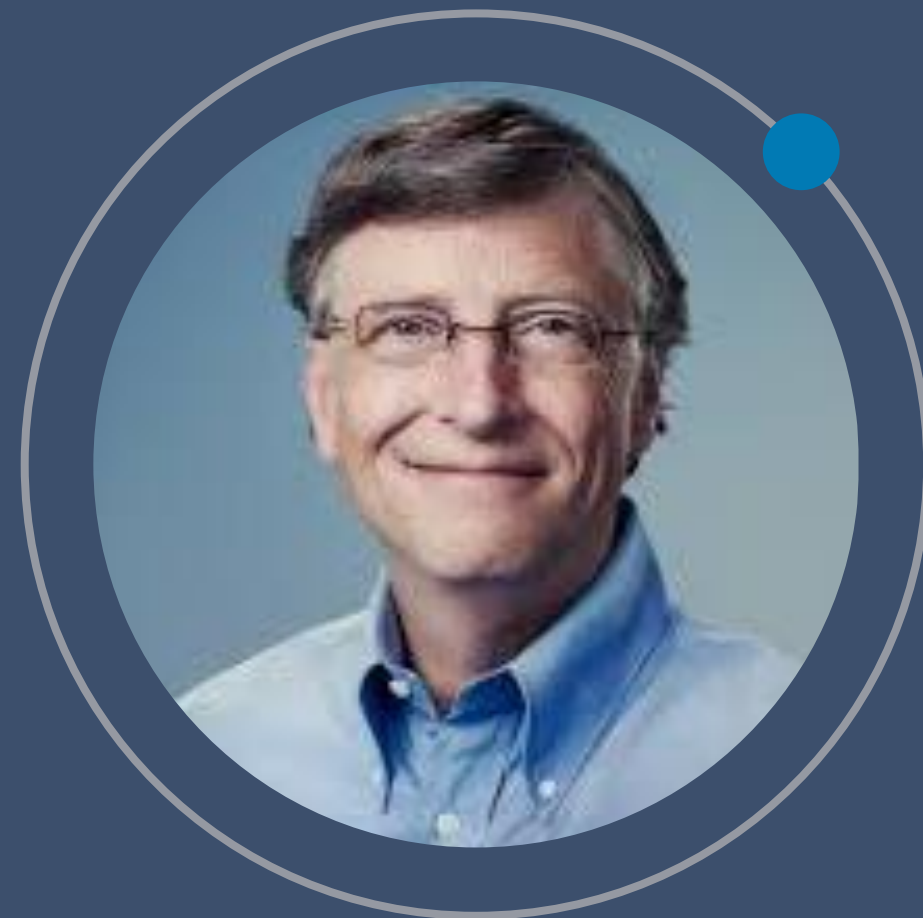


- Set goals and provide explicit guidance regarding what they expect from organizational members and how they will be rewarded for their efforts and commitment
- Provide constructive feedback on performance
- Focus on increasing the efficiency of established routines and procedures and show concern for following existing rules rather than making changes
- Establish and standardize practices that will help the organization become efficient and productive
- Respond to deviations from expected outcomes and identify corrective actions to improve performance

Transactional leadership can be very effective in the right settings.

Your great Subtitle in this line

Transactional Leaders



Bill Gates
Microsoft



Margaret Thatcher
UK Prime Minister



Howard Schultz
Starbucks



Vince Lombardi
Football Coach

Your great Subtitle in this line

Disadvantages of Transactional Leadership



“

“Leadership is about having principles. A leader must have a vision and principles that will endure for all time and must always be true to these principles applying them to changing circumstances”.

”

- Unyielding leadership
- Does not encourage creativity
- Accountability of employees
- Insensitivity

Transactional leaders are not a good fit for places where creativity and innovative ideas are valued.



Insert common manager

Set goals and articulate explicit agreements

Why transactional leadership works

Transactional leaders are willing to work within existing systems and negotiate to attain goals of the organization



Motivation through rewards

Get team members up to speed quick and incentivize them



Achieve short term win quickly

Ensures that its visions for the company or organization will be realized.



Provides a clear structure

Team is informed what expected of them an how they operate under a chain of command.



Increase production and cut costs

Do tasks in the shortest time possible

Transformational Leadership

- The transformational leader conceives of leadership as helping people to create a common vision and then to pursue that vision until it's realized.
- Elicits that vision from the needs and aspirations of others.
- Focuses on creating a shared vision.
- Transactional leadership involves providing and working toward a vision, but also has elements of empowerment, of taking care of people, and even of task orientation.
- Not simply to provide inspiration and then disappear. It is to be there, day after day
- Transformational leaders work harder than anyone else,

“It's not about perfect. It's about effort. And when you bring that effort every single day, that's where transformation happens. That's how change occurs.” —
Jillian Michaels

Do you empower others?

Dimensions of transformational leadership

Role models

- Have charisma
- Willingness to take risks and follow a core set of values, convictions and ethical principles

Inspire

- Monitor the work of their team
- Watch for deviations
- Take corrective action

Empowers creativity and autonomy

- Support the team/followers
- Involves them in decision making
- Challenges assumptions and solicits ideas

Focus is not the follower

- Focus is on specific needs and desires
- The leader tries to determine what motivates each individual.
- Coaches and mentors them.

Transformational leaders may also use sharing power, setting an example, and/or persuasion to help move a group toward its goal.

Behaviours of Transformational Leadership



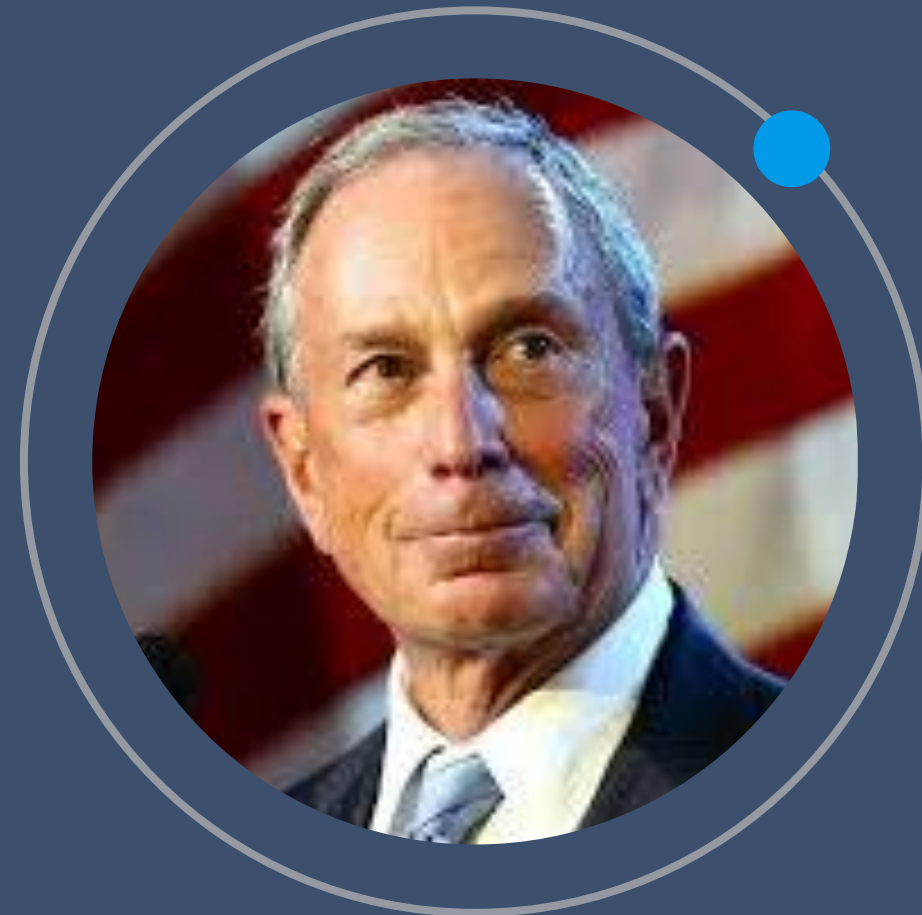
- Being courageous.
- Providing authentic optimism.
- Collaborating through empathy.
- Operating from a base of values and principles.
- Having a passion for purpose.

Your great Subtitle in this line

Transformational Leaders



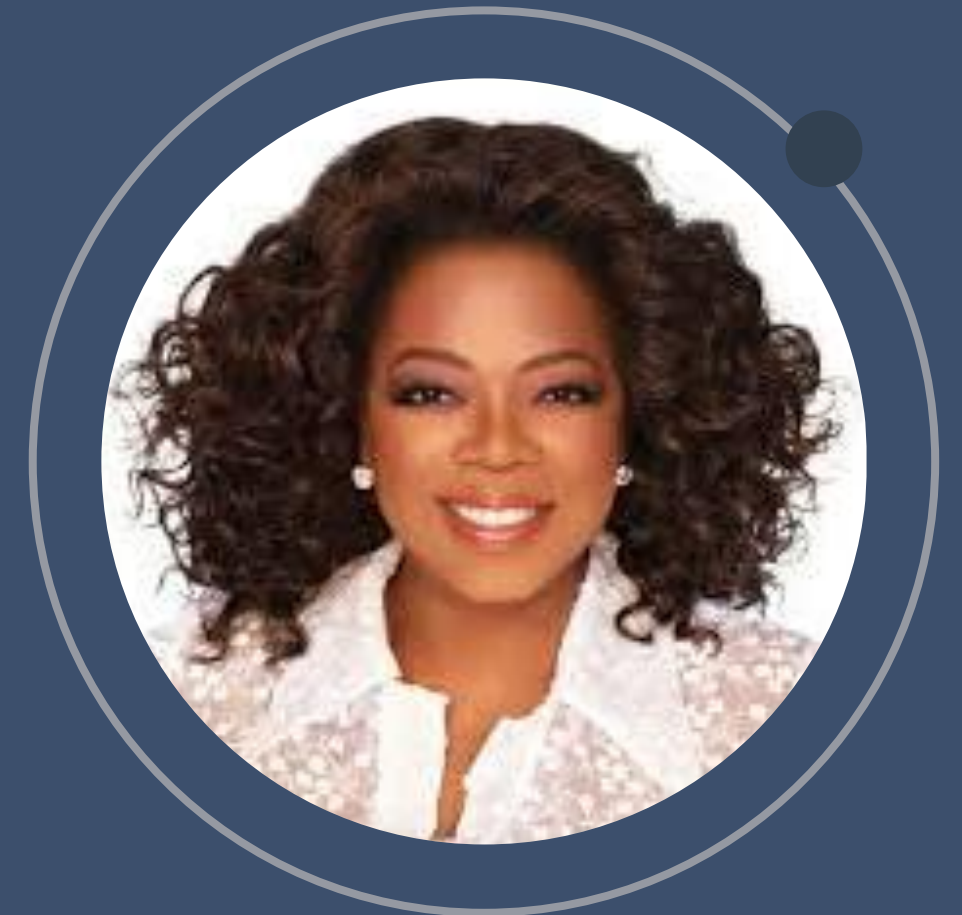
Dr. Martin Luther King
Civil Rights Leader



Michael Bloomberg
New York Mayor &
Philanthropist



Walt Disney
Film Maker



Oprah
TV Visionary

“On every issue, we must follow the evidence where it leads and listen to people where they are. If we do that, there is no problem we cannot solve.

- Mike Bloomberg



Set goals and articulate explicit agreements

Why transformational leadership works

Transactional leaders are willing to work within existing systems and negotiate to attain goals of the organization



Engages the full person

Motivates people to undertake any endeavour



retain employees and customers

Employees are more likely to feel a corporate fit and stay



They empower, create and innovate

Manage change and improvement will bring some of your best returns



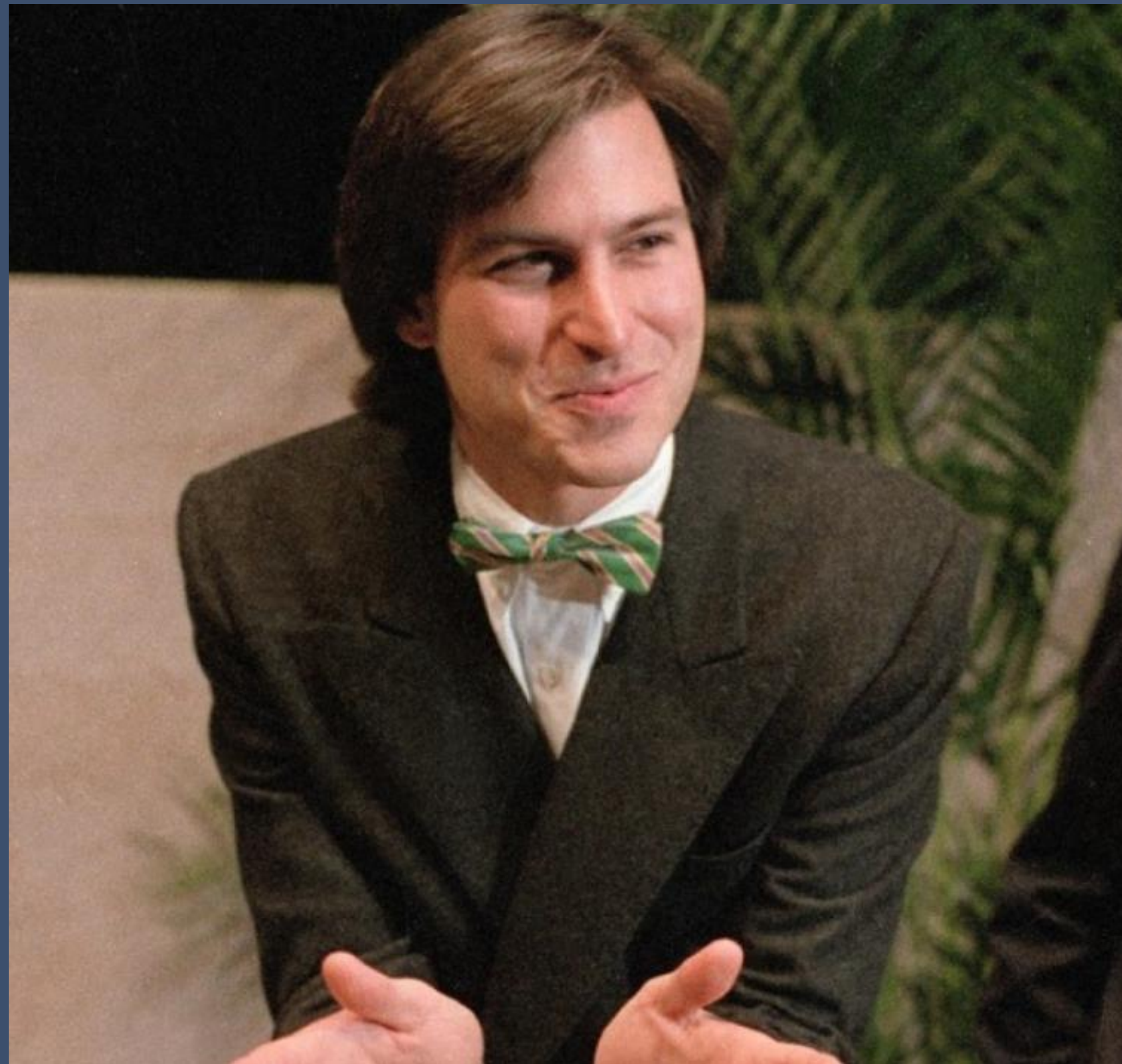
Leaders learn and grow others

Improve the outcomes of existing employees and equip new employees for productive work.

Your great Subtitle in this line

Steve Jobs: The early narcissist

15



Extremely Demanding

Extremely passionate about his products

Infectious enthusiasm

One-on-one recruiting pitches to auditorium-scale demagoguery

Sun Microsystems went so far as to have a policy that no contract could be agreed to while Steve was in the room.

“The best thing ever to happen to Steve is when we fired him,” Arthur Rock

16

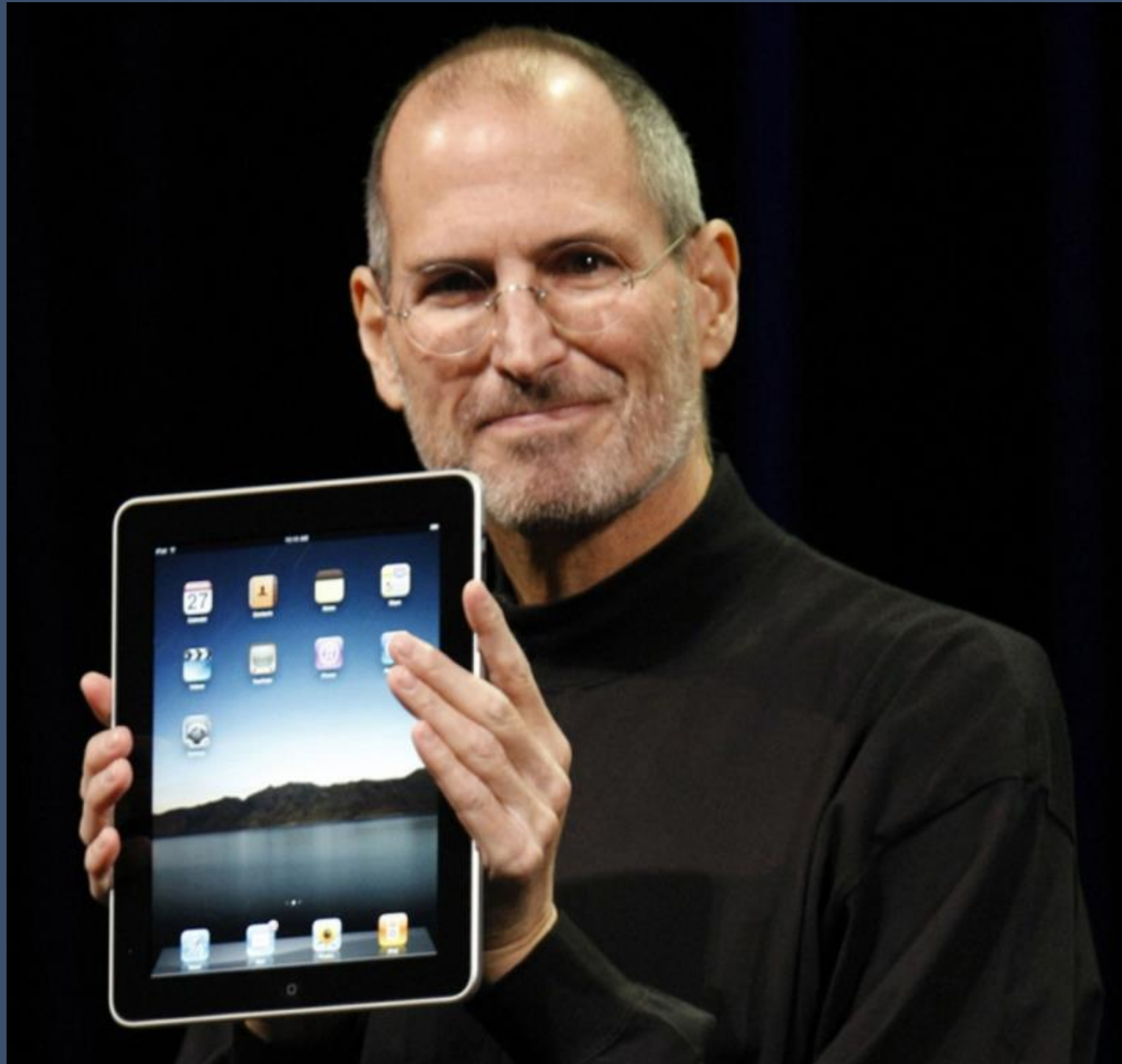
The humble narcissist

Everyone has influence

Talented People

Be on guard against arrogance

Optimistic, visionary,



Evolved Leadership Approach

Stirring it up



Douglas Conant, CEO, Campbell Soups

“Employees were disheartened, management systems were dysfunctional, trust was low, and a lot of people felt and behaved like victims”.

Declare yourself – people are not mind readers

“Okay, we’re going to make it safe to challenge the status quo. We’re going to make it safe to offer opinions that run counter to the current thinking. We’re going to have a culture that places real value on fresh ideas.”.

Deliver on your promise

You must hold yourself accountable to the new standard. You must model the new behaviors at every opportunity. You must walk the talk.

The ConantLeadership Flywheel:



Building self-awareness

Determining your own style of leadership



How do you determine your own style?

- Be realistic and use what is appropriate in the moment
- At times you need to be decisive
- At times you might look for buy-in and collaborate
- Depending on where you are you need to observe what's going on around you.
- Determine what people expect and what will they be open to
- Then slowly start to turn the wheel!

Advanced Diploma in Leadership and Management

Q & A