Building Leadership Capability: Theory and Practice

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Transactional vs Transformational Leadership

BASIS FOR COMPARISON	TRANSACTIONAL LEADERSHIP	TRANSFORMATIONAL LEADERSHIP
Meaning	A leadership style that employs rewards and punishments for motivating followers is Transactional Leadership.	A leadership style in which the leader employs charisma and enthusiasm to inspire his followers is Transformational Leadership.
Concept	Leader lays emphasis on his relation with followers.	Leader lays emphasis on the values, ideals, morals and needs of the followers.
Nature	Reactive	Proactive
Best suited for	Settled Environment	Turbulent Environment
Works for	Developing the existing organizational culture.	Changing the existing organizational culture.
Style	Bureaucratic	Charismatic
How many leaders are there in a group?	Only one	More than One
Focused on	Planning and Execution	Innovation
Motivational tool	Attracting followers by putting their own self interest in the first place.	Stimulating followers by setting group interest as a priority.

Six Leadership Styles by Daniel Goleman

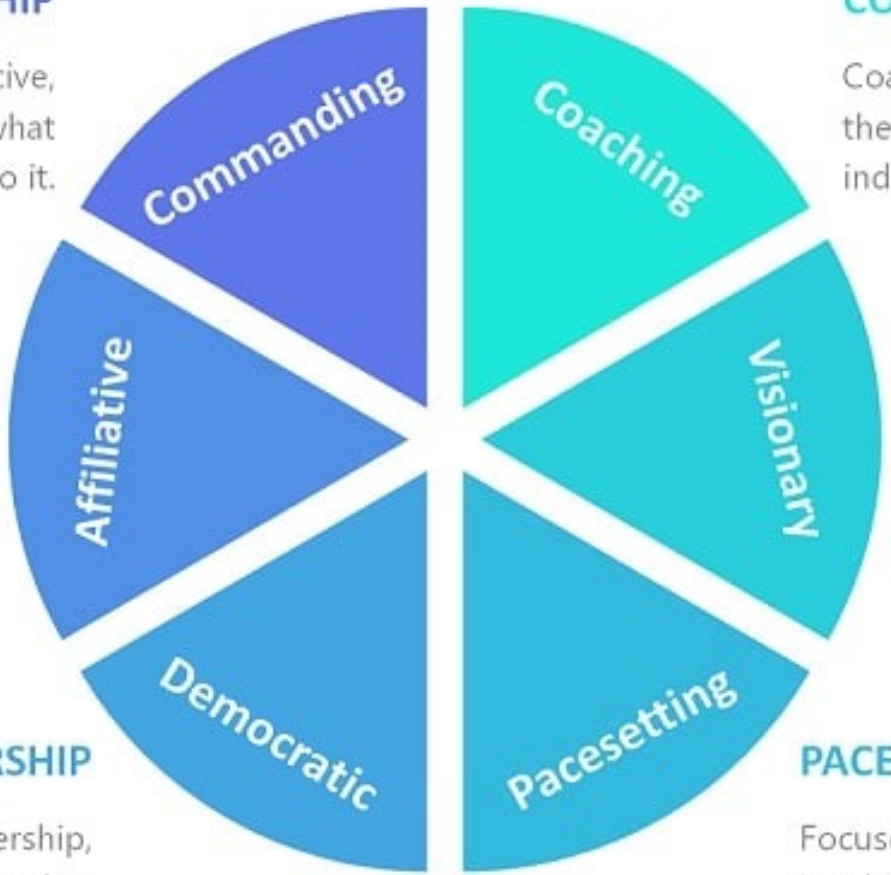
USE AS MANY OF THESE STYLES AS POSSIBLE DEPENDING ON THE CIRCUMSTANCES!
Be extra careful with Commanding and Pacesetting leadership!

COMMANDING LEADERSHIP

Also known as Directive or Coercive, this style is about telling people what to do and when to do it.

COACHING LEADERSHIP

Coaching team members to develop themselves to become better individuals and professionals.



AFFILIATIVE LEADERSHIP

Growing personal bonds and striving towards team well-being. Focus on harmony rather than results.

VISIONARY LEADERSHIP

Built on inspiring and motivating people to pursue a long-term vision.

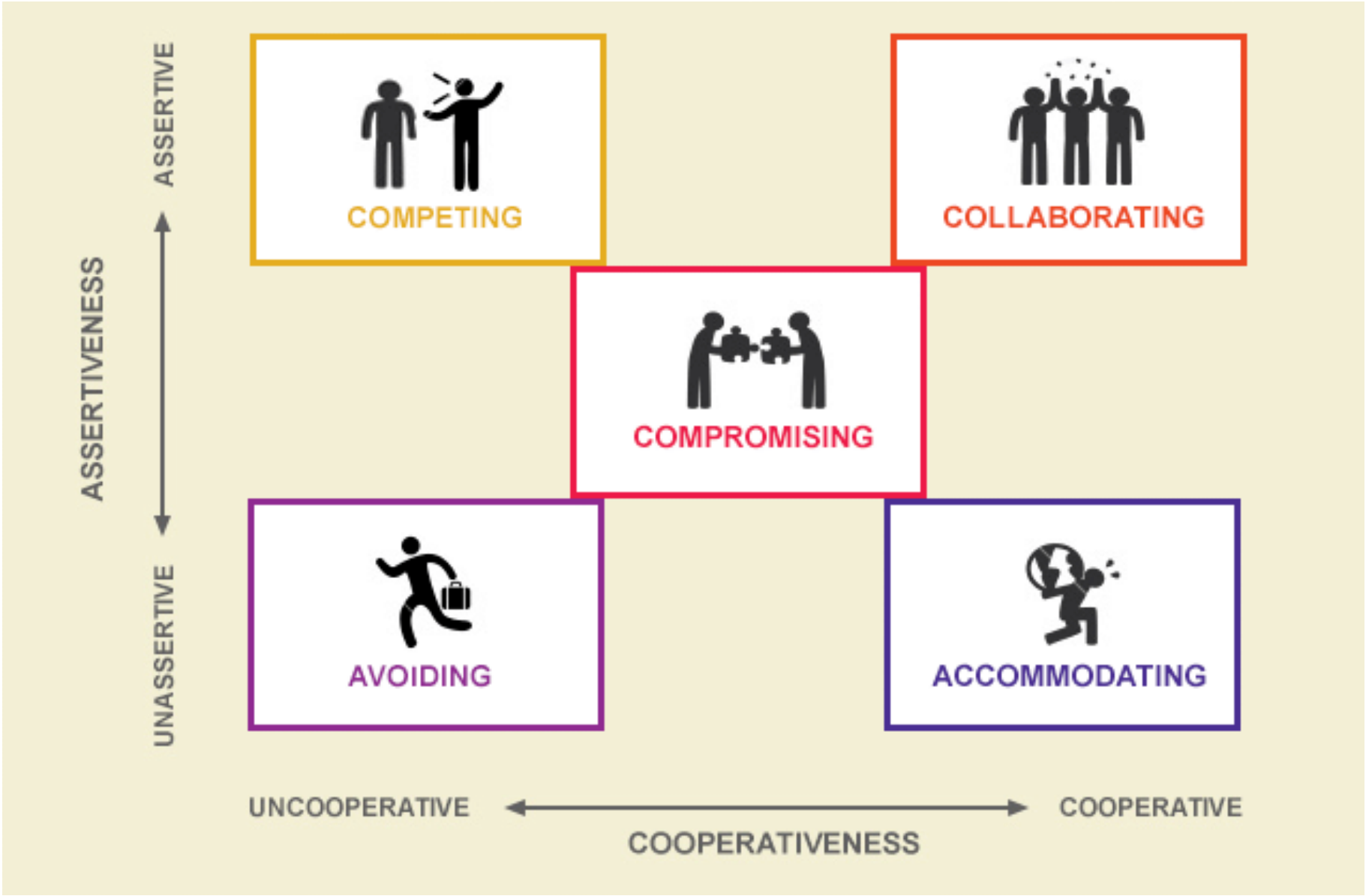
DEMOCRATIC LEADERSHIP

Also known as Participative leadership, this style is about working together through dialogue and seeking consensus.

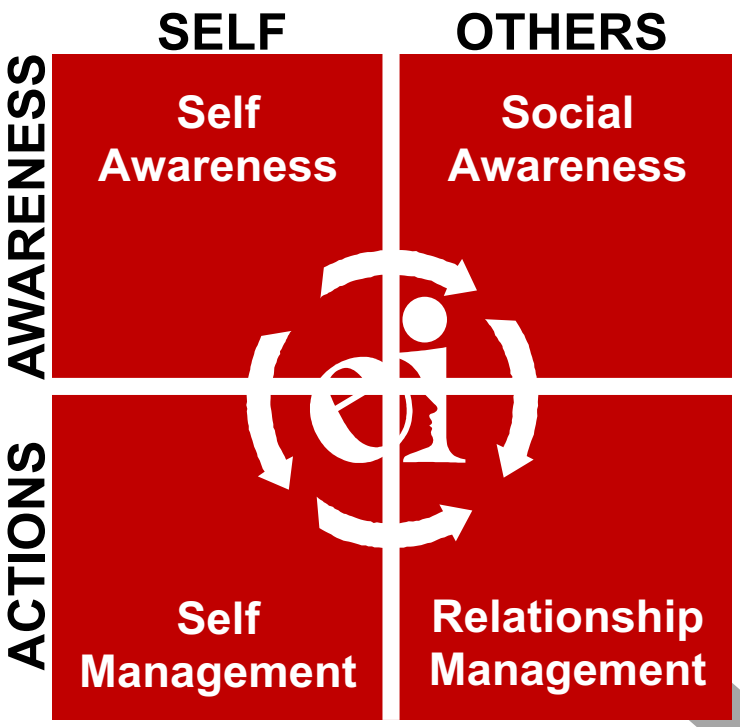
PACESETTING LEADERSHIP

Focused on performance and results. Leader act as a role model for others to follow. Excellent output is required.

- https://www.youtube.com/watch?v=JqiZopj-zLA – Dead Poets Society
- https://www.youtube.com/watch?v=TME0xubdHQc – Braveheart
- https://www.youtube.com/watch?v=QT6FdhKriB8 – Inside Out
- https://www.youtube.com/watch?v=0LC3R9f7cEk – Fellowship of the Ring
- https://www.youtube.com/watch?v=PlKDQqKh03Y – Moneyball
- https://www.youtube.com/watch?v=EOwUH2AXM4o – Incredibles


ASSERTIVENESS
ASSERTIVE
UNASSERTIVE
COMPETING
COLLABORATING
COMPROMISING
AVOIDING
ACCOMMODATING
UNCOOPERATIVE
COOPERATIVE
COOPERATIVENESS

A Simple Model Captures it All



…the characteristics that help us deliver – individually and through others –

- Working co-operatively
- Addressing and resolving conflict
- Influencing individuals and groups
- Motivating a colleague
- Inspiring a team
- Developing or mentoring others

PERFORMANCE

The Heart of EI

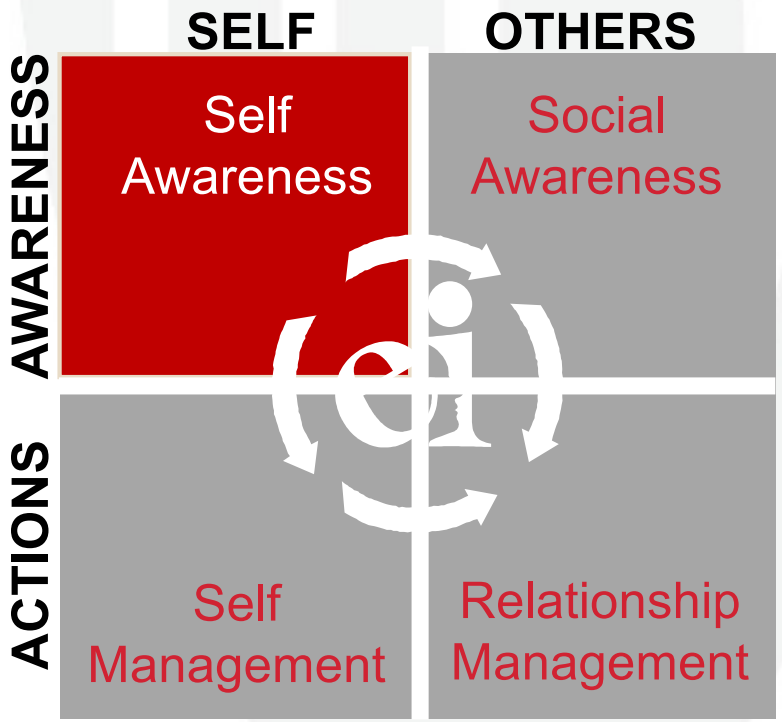
Recognizing how your emotions affect your performance.

Knowing your own inner resources, abilities, and limits.

Honesty in your positive and negative biases, and your own strengths and weaknesses.

Open to feedback.

Sense of humor about yourself.



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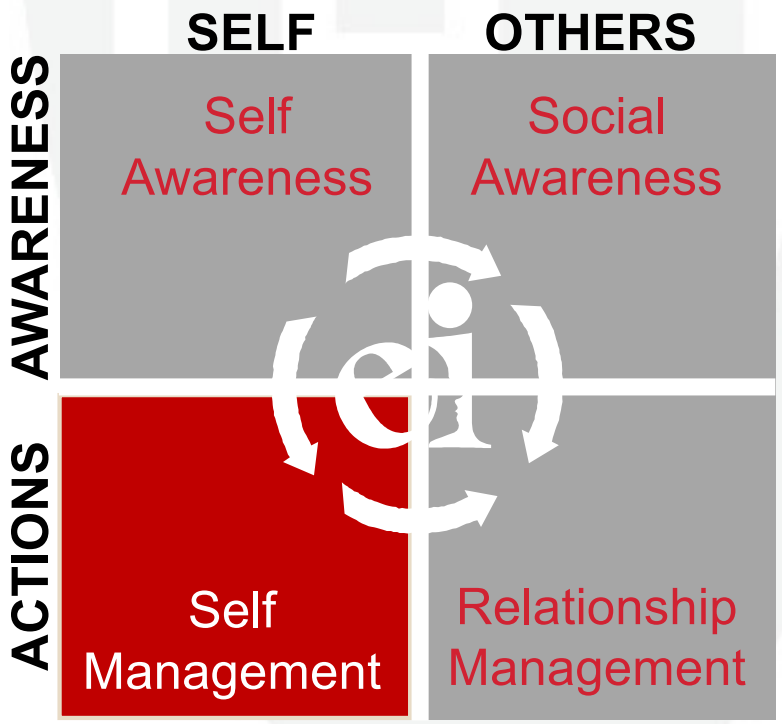
The Fire And The Breaks

Managing Ourselves

- **Emotional Self-Control** – keeping disruptive emotions and impulses in check.
- **Adaptability** – flexibility in handling change.

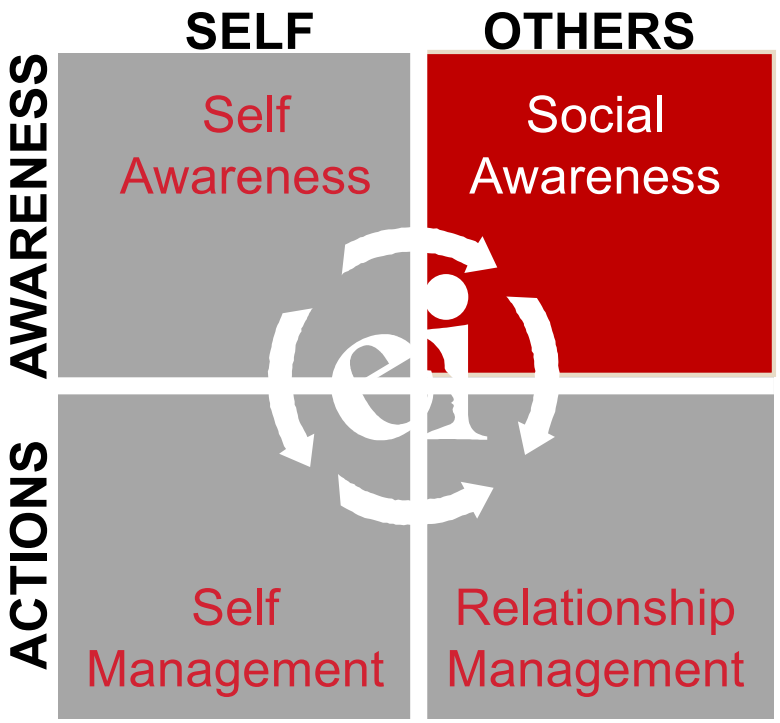
Motivating Ourselves

- **Achievement Orientation** – striving to meet or exceed a standard of excellence.
- **Positive Outlook** – persistence in pursuing goals despite obstacles and setbacks.



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Tuning In



Empathy

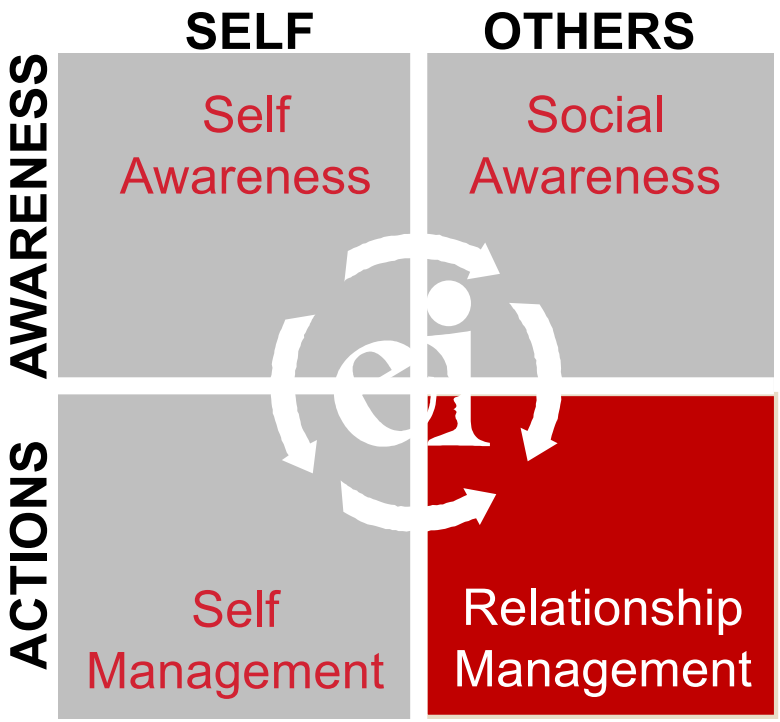
- Sensing others' feelings and perspectives.
- Taking an active interest in their concerns.

Organizational Awareness

- Reading a group's emotional currents and power relationships.

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Making a Difference



Influence

- Having positive impact on others.

Inspirational Leadership

- Inspiring and guiding individuals and groups.

Coach and Mentor

- Taking an active interest in others' development needs and bolstering their abilities.

Coaching Management

- Negotiating and resolving conflict.

Teamwork

- Working with others toward a shared goal.

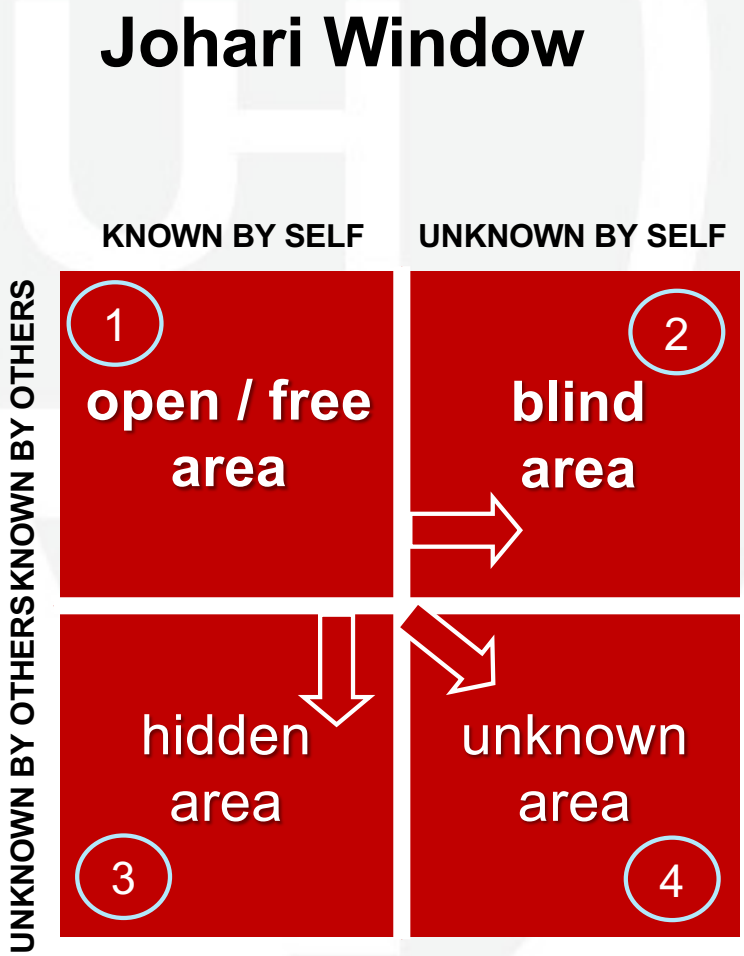
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Raising Capability

Raising awareness is the first step to raising capability.

- Asking for and then receiving feedback reduces your blind area.
- Sharing what you've learned reduces your hidden area.

Emotional Intelligence feedback is the starting point.



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