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Key behaviours of transformational leadership

Transformational leaders challenge followers with an attractive vision and bind that vision to a strategy for its achievement. They engage and motivate followers to identify with the goals and values of the organization. The transformational leadership includes four types of behavior: Transformation leaders inspire their employees to do more. Individualized consideration or compassionate leadership Intellectual stimulation Inspiring motivation Idealized influence or charismatic leadership Individualized consideration Individualized consideration is the degree in which the leader assists the needs of each follower, acts as a mentor or coach to the follower, and listens to the worries of the follower. This behavior may include the following actions: Discuss and empathize with the needs of individual employees Make interpersonal connections with employees Showing a true compassion Encourage the continuous professional development and personal growth of Intellectual Leader StimulationTransformational employees to encourage followers to be innovative and creative. Intellectual stimulation arises as leaders who establish safe conditions for testing and sharing ideas. They face old problems in a new fashion and inspire employees to think about their conventional methods critically and share new ideas. This type of behavior includes: Encourage employee creativity Challenge Aiming status quo for consistent innovation Prevent employees from agreeing with leadershipwhen appropriate to achieve the objectives Motivation IspirativationLeaders with a stimulating vision challenge followers to leave their areas of comfort, communicate optimism about future goals, and provide meaning for the task at hand. Purpose and meaning provide the energy that pushes a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more efforts in their tasks; are encouraged and optimistic about the future and believe in their abilities. Behaviours that demonstrate inspiring motivation include: Inspire employees to improve their results Explain how the organization will change over time Promote a strong sense of purpose among employees Connect individual employees and organizational goals Help employees to succeed even more than expected Leader Idealized InfluenceTransformational act as role models for their followers. Transformation leaders must embody the values that followers should learn and interiorize. The foundation of transformative leadership is the promotion of a coherent vision and values. Transformation leaders guide followers by providing them with a sense of meaning and challenge. They promote the spirit of teamwork and commitment in the following ways: Promote a broad and inclusive vision Driver for example Showing strong commitment to goals Create trust and trust inRepresenting organizational goals, culture and mission Page 2The global leadership theory seeks to merge the best aspects of transational and transformative leadership into a single global approach. Transactional leadership focuses on exchanges between leaders and followers. Transformational leadership deals with how leaders help followers overcome individual interests to pursue a shared vision. These two approaches are neither mutually exclusive, nor leaders do not necessarily expose only one or the other set of behaviors. Depending on the objectives and the situation, a leader can move from using one approach to another if necessary. The management researcher Bernard Bass developed the Multifactor Leadership Questionnaire (MLQ), consisting of 36 elements that reflect the leadership aspects associated with both approaches. The MLQ also includes several features of a more passive leadership approach known as laissez-faire. Managers are asked to think of a leader with whom they work and assess how often the individual exposes leadership behaviors. The MLQ is used to help leaders discover how their followers perceive their behaviors, so they can develop their leadership skills. The questionnaire is more effective with eight to twelve respondents, as this feedback gives leaders a wide range of perspectives from people who interact with them. Page 3Leadership is a process of motivating people and mobilizing resources to achieve common goals. Leaderthe path to reach the goal and bring the group to achieve the goals along the way. The leader may or may not have formal authority. According to the theory of the section of leadership, some traits play a vital role in creating leaders, such as intelligence, adaptation, extroversion, consciousness, openness to experience, and general self-efficiency. A key aspect of contemporary leadership theory indicates emotional leadership as a possible approach to achieving organizational goals. Defining Emotional LeadershipAs leadership is all about affecting people to achieve a common goal, a "emotional" approach can be a very important step in the process. The mood or emotions of a leader have an effect on the group in three main ways: Leaders can influence followers through the mechanism of "emotional contagion". Those who are in optimistic mood can influence their group positively by instilling a positive perspective. For example, a charismatic leader can inspire feelings of trust in the ability of a group to achieve challenging goals. The affective tone of the group refers to the collective mood of individuals. Groups with positive mood leaders have more positive feelings towards each other than towards groups with leaders who transmit the opposite. The perceived effectiveness of group processes such as coordination, collaborative effort and task strategy can also affect the emotions of followers. Public expressions of mood influence how members of the group think and act in relation to other members of the group. Fordemonstrate positive emotions such as happiness or satisfaction can signal that leaders recognize a solid progress towards goals. those signals influence how followers think about their work, which can benefit their work together. emotional intelligencestrong's emotional leadership depends on having high levels of emotional intelligence (i.e.) andi is the ability to identify, evaluate and control emotions of themselves, others and groups. the two most important approaches to understanding the ie are the ability and trait models ei. the skill model andi sees emotions as useful sources of information that help a person to give meaning and navigate the social environment. the model proposes that individuals vary in their ability to process information of an emotional nature and in their ability to connect those emotions to how they think. There are four key emotional skills: perceiving, using, understanding and managing: perceiving emotions – the ability to detect and decipher emotions in faces, images, voices and cultural artifacts, including their emotions. perceiving emotions is a fundamental aspect of emotional intelligence, as it makes possible any other processing of emotional information. using emotions – the ability to exploit emotions to facilitate various cognitive activities, such as thinking and troubleshooting. emotionally intelligent people can fully capitalize on their changing mood according to the task at hand. understanding emotions – theunderstand emotional language and appreciate complicated relationships between emotions. For example, the understanding of emotions includes the ability to be sensitive to slight variations between emotions, as well as the ability to recognize and describe how emotions evolve over time. management of emotions – the ability to regulate emotions both in ourselves and in others. the emotionally intelligent person can take advantage of emotions, even negative ones, and manage them to achieve the goals envisaged. since the skill model and the focus on behaviors that can be learned, it is oato as a basis of leadership development activities. the model and the trait focuses not on skills, but on the characteristics of personality and behavioral provisions such as empathy, consideration and self-awareness. trait ei refers to the self-perceptions of individuals of their emotional capacity, you measure by looking at emotional well-being, self-control, emotional and sociability. the characteristics of the ie can be challenging to accurately assess why they are based on self-reportation, rather than on the observations of actual behaviors. personality traits are generally considered resistant to significant change, so the model is oato to help people better manage their emotional skills in the constraints of existing behavioral trends. Many observers identify the obama president as a good example of an emotional leader. page 4the effective leadership requires to communicate and engage with followers. theleadership style makes it a priority to inform followers about important issues related to their goals and tasks and to clarify understanding. Interactive leaders are proactive in the search for information and opinions from followers. Reaching employees in this way helps build their commitment to achieve team and organizational goals. Interactive leaders take the opportunity to meet the followers to explain their vision and persuade them of their value. This meeting facilitates change of behavior; the best people understand what you expect, the more they can change how they act. While interactive leaders can use technology to share information, they also seek richer exchanges than face-to-face communication allows. Examples of Interactive Leadership Interactive leaders engage followers in a variety of ways. When making group decisions, they can request information, perceptions, and recommendations from team members. To emphasize the commitment to openness and build trust, an interactive leader freely shares information rather than keeping it as a power base on others. Interactive leaders evaluate individual contributions and maintain relationships that foster mutual respect. They also make themselves visible and accessible to followers; some maintain an open-door policy to report that they are open to dialogue and hearing from others. In this way, interactive leaders are role models that expose the quality of reciprocal interactions thatwith others. an interactive leader shares information and answers questions to clarify goals and tasks. page 5The moral or ethical leadership involves the commitment to do what is right according to beliefs and social and cultural values on acceptable behavior. ethical leaders distinguish themselves by making decisions at the service of long-term benefits that can be uncomfortable, unpopular and even unsuccessful in the short term. moral leaders have a clear understanding of their values and are held responsible for them. leaders who are ethical demonstrate a level of integrity that emphasizes their reliability, and this confidence allows followers to accept the vision of the leader. moral leadership means making decisions that respect the rights and dignity of others. moral leaders consider the points of view and needs of all those who have an interest in the results of a decision, rather than simply the most powerful. In this way, moral leaders hate their power to convince others of the right of their choices. nelson mandela, president of South Africa from 1994 to 1999, is an example of moral leadership. Mandela fought to end apartheid and establish equality in his country. moral leadership is important to protect the reputation of an organization. ethical leaders show their organizations, as well as themselves. Acting ethically preserves the legitimacy of an organization as it uses social resources to achieve its objectives. moral leadership goes beyondit's legal. laws establish clear boundaries of what is acceptable, but ethics often entails more ambiguous questions. These dilemmas are where the judgement of a leader comes into play. the personal character of leaders influences their ability and will to act on moral principles. moral leaders gain respect for followers, which are therefore more likely to identify with their leaders and goals they set. moral leaders also play an important role in communicating the values of an organization. They do so as role models of ethical behavior and the way they speak of the moral dimension of their decisions and actions. In this way, moral leaders assume responsibility for the moral climate in their organizations and help others understand, share and act according to these values. page 6 concept version 8 created by boundless boundless what are key behaviors for transformational leaders. what are the four elements of transformational leadership. what are the 4 types of transformational leadership. what are the 4 components of transformational leadership. what are the characteristics of a transformational leader

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