Transformational Leadership: Leaders at Every Level

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Objectives

- Define transformational leadership
- Understand personal strengths and opportunities in transformational leadership style
- Identify 2 personal actions to improve transformational leadership skills
- Define emotional intelligence
- Understand the impact of burnout and stress
- List ways to decrease impact of stress and prevent burnout
What is transformational leadership?

- Leadership model developed by James MacGregor Burns
- Ability of the leader to “transform” followers to a higher level
- Followers are “lifted” to become the best version of themselves
- Encourages people to achieve more than just the basics
- Inspire others and act as role models, creating acceptance of the mission and purpose of the team
**Maslow’s Hierarchy of Needs**

- **Physiological:** Breathing, food, water, sex, sleep, homeostasis, excretion
- **Safety:** Security of body, of employment, of resources, of morality, of the family, of health, of property
- **Love/Belonging:** Friendship, family, sexual intimacy
- **Esteem:** Self-esteem, confidence, achievement, respect of others, respect by others
- **Self-Actualization:** Morality, creativity, spontaneity, problem-solving, lack of prejudice, acceptance of facts

**Abraham Harold Maslow** (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, Motivation and Personality.

**Self-Actualization** - A person’s motivation to reach his or her full potential. As shown in Maslow’s Hierarchy of Needs, a person’s basic needs must be met before self-actualization can be achieved.
POP QUIZ!
1. Transformational Leadership Is....

A. Focuses on the exchange between leaders and their followers.

B. Process of engaging with others to create a connection that increases motivation and morality in both the leader and the follower.

C. Focuses on the leader’s own interests rather than the interests of their followers.
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B. Process of engaging with others to create a connection that increases motivation and morality in both the leader and the follower.

C. Focuses on the leader’s own interests rather than the interests of their followers.
2. Transformational leadership motivates others by...

a. Raising consciousness about the value and importance of specific and idealized goals

b. Transcending self-interest for the good for the team or organization

c. Addressing higher-level needs

d. All of the above
2. Transformational leadership motivates others by...

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b. Transcending self-interest for the good for the team or organization

c. Addressing higher-level needs

D. All of the above
3. Transformational leadership is characterized by

a. A hands-off, let things ride type of approach

b. Exchanges between leaders and followers in which effort is exchanged for a reward

c. Motivational, inspirational, and intellectually stimulating approach

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4. Transformational leadership is a tool that can be used to:

a. Strengthen teams

b. Strengthen one’s own personal work

c. Help leaders to improve their own performance

d. A & C

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e. All of the above
5. Which of the following leaders is considered by historians to be a transformational leader?

a. Walt Disney

b. Dwight Eisenhower

c. Joseph McCarthy

d. Cesar Chavez

e. Rosa Parks

f. All of the above
5. Which of the following leaders is considered by historians to be a transformational leader?

a. Walt Disney

b. Dwight Eisenhower: situational leader

c. Joseph McCarthy: transactional leader

d. Cesar Chavez: servant leader

e. Rosa Parks: quiet leader

f. All of the above
Transformational Leadership for Teams

- Looks out for best interest of the group
- Team spirit/camaraderie
- Transcend own self-interest for the good of the group
- Objective is for the whole group to be successful
- “In order for you to succeed, others must succeed as well”
- Creates environment of shared responsibility
- Creates a culture of trust, respect, and community
Benefits of Transformational Leadership at Work

- Improved employee or “follower” performance
- Job satisfaction
- Organizational commitment
- Organizational citizenship behavior
- Staff attitude towards adopting evidence-based practices
- Stronger group cohesion
- Reduced emotional exhaustion
- Improves safety performance
- Facilitates culture change
- Promotes positive team work
Transformational Leadership is Characterized by…. 

- Idealized influence
  - Extent that leader is admired, respected, trusted
- Inspirational motivation
  - Leader promotes common vision, provides meaning in work
- Intellectual stimulation
  - Leader stimulates staff to think in new ways
  - Support innovation/creativity
- Individual consideration
  - Leader takes into account specific needs of individual employees
  - Promotes growth and development
Overview of Transformational Leadership Cycle

- Begin where you are
- Lead with purpose
- Create awareness
- Go with the energy
- Inspire a shared vision
- Learn by doing and reflection
Transformational Leadership Assessment

- Take a few moments at your table to complete this assessment.
- For questions that ask about “my staff” or “my employees”, substitute “my team” or “my colleagues”
- When you are done with the assessment, please score your inventory
Transformational Leadership Inventory Discussion

- Remember that scoring is not to make us feel good or bad... our scores are what they are
- Find a partner (or triad)
  - Did anything surprise you about your scores?
  - What are your thoughts as you review your scores?
Personal Strengths in Transformational Leadership

- At your table, take turns sharing what your strongest area is.
  - How do you make this area strongest?
  - What skills do you have?
  - How do you live this out in your work and personal life?

- Spokesperson from table...
  - What did you learn?
  - What commonalities or differences did you see?
What can we learn from each other...

- **Work ethic** - work hard, selfless working style, people skills, ability to network, get work done

- **Inspiring communication** - enhance communication skills, build communication on a vision, attend programs to improve communication (crucial conversations, toastmasters)

- **Leading the way** - be a role model, emulate behaviors you want to see in others

- **Multi-skilled** - look for opportunities to learn new skills

- **Associate Development** - helping employees/colleagues to grow and develop personally and professionally
Practicing Transformational Leadership in your work and profession

- Reflect on what you have heard, your personal scores, and where you want to be
- Think about your work areas/team
  - If everything were PERFECT, what would it look like?
- Take a few moments to write down:
  - What are two behaviors or actions that you can commit to in order to improve in transformational leadership
- Find a partner
  - Share what two behaviors you are committing to and what it will help improve
Emotional Intelligence

-the capacity of individuals to recognize their own, and other people's emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior.
5 Components of Emotional Intelligence

- Self awareness: awareness of emotional response to a situation
- Self-regulation: turn an instinctive emotional response to lesser response (or no response)
- Social Skill: conscious focused energy on managing relationships
- Empathy: take other individual’s emotions into account
- Motivation: to propel self towards a specific goal
Benefits of Emotional Intelligence

- Helps in handling stress
- Enables others to motivate teams
- Allows leaders to gain trust
- Aids in managing conflict
- Helps us distance ourselves from our emotions enough to function at a higher level
Scenario:

You have been reading research to try to find new ways to engage patients into treatment. After reviewing the literature, you would like to pilot a project in your work area. In order to develop an effective pilot program, you need to engage your colleagues and gain their support and buy in. You know that several of your colleagues will be openly resistive. At your table, discuss how you will handle the situation from an emotionally intelligent perspective including modeling:

Self-awareness
Self-regulation
Social skill
Empathy
Motivation
Burnout and Stress

- Common in those providing care to others
- It’s contagious
- Leads to:
  - Poor job performance
  - Increased absenteeism
  - Employee turnover
  - Reduced client satisfaction with services
  - Poor quality of work
  - Poor physical and psychological health
Compassion fatigue is a construct of 10 concepts:
- Exposure to client
- Empathic ability
- Empathic concern
- Empathic response
- Residual compassion stress
- Sense of achievement
- Disengagement
- Prolonged exposure
- Traumatic recollection
- Degree of life disruption and other life demands
Protective Factors for Stress, Compassion Fatigue, and Burnout

- Self-care daily
- Work/life boundaries
- Debrief with colleagues
- Enjoy your non-work relationships
- Develop strong professional relationships
- Use humor
- Engage in self-reflection regularly
- Establish personal philosophy of role
- Create rituals for managing loss
What Will You Commit To?

- Find a partner
- Share what you are currently doing for self-care?
- Are there areas for improvement?
- What is ONE thing you commit to doing to take better care of yourself?
References


Questions?
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