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Chapter 1 : Effective Leadership: A Perspective for Fitness Managers and Trainers | Article | PTontheNet

Transformational Leadership and Organizational Effectiveness in Recreational Sports/Fitness Programs Leadership has drawn great attention from scholars in various fields in recent years. Yukl () wrote that "the study of leadership has been an important and central part of the literature of management and organization behavior for several.

Transactional leaders have formal authority and positions of responsibility in an organization. This type of leader is responsible for maintaining routine by managing individual performance and facilitating group performance. This type of leader sets the criteria for their workers according to previously defined requirements. Performance reviews are the most common way to judge employee performance. Transactional, or managerial, leaders work best with employees who know their jobs and are motivated by the reward-penalty system. The status quo of an organization is maintained through transactional leadership. Differences between transactional leadership and other leadership styles Transactional leaders differ from charismatic and transformational leaders in both structure and method. In transactional leadership, the emphasis is on managing the performance of the individual and determining how well he or she performs in a structured environment. While the transactional approach features positive and negative reinforcement, transformational leadership emphasizes motivation and inspiration. Transactional leaders are reactive; transformational leaders are proactive. Transactional leadership appeals to the self-interest of individuals, while the transformational style prioritizes group progress. History of the transactional leadership theory Max Weber, a 20th-century German sociologist, made an extensive study of leadership styles and divided them into three categories: It posits that workers are not self-motivated and require structure, instruction and monitoring in order to complete tasks correctly and on time. This was a time when the government concentrated on rebuilding and required a high level of structure to maintain national stability. In the s and 90s, researchers including Bernard M. Contingent reward, the process of setting expectations and rewarding workers for meeting them Passive management by exception, where a manager does not interfere with workflow unless an issue arises Active management by exception, in which managers anticipate problems, monitor progress and issue corrective measures Many current leadership theorists agree that principals of transactional and transformational leadership can be combined for ideal outcomes for both management and the workforce. Examples of transactional leadership The transactional model is likely to succeed in a crisis or in projects that require linear and specific processes. This model is also useful for big corporations, such as Hewlett-Packard, a company known for its extensive use of management by exception. Many high-level members of the military, CEOs of large international companies, and NFL coaches are known to be transactional leaders. Transactional leadership also works well in policing agencies and first responder organizations. Here are four examples of transactional leaders. Norman Schwarzkopf was born in and graduated from West Point. He went to Vietnam as an advisor to the South Vietnamese army. During that war, he was wounded twice and awarded three Silver Star medals. In , he became a brigadier general; he attained a four-star ranking in General Schwarzkopf was commander-in-chief of the U. He used the rules and regulations of the military to coordinate operations on several continents. He signed a five-year contract with Green Bay in Under his leadership, the team never had a losing session. Over the course of his career, he led the team to a record and five championships. The Super Bowl trophy is named after him. He used to run the Packers through the same plays in practice over and over again. Bill Gates Bill Gates was born in Seattle in In his early teens, he met Paul Allen at the Lakeside School, where they both developed computer programs as a hobby. Bill Gates is now one of the richest people in the world. As a transactional leader, he used to visit new product teams and ask difficult questions until he was satisfied that the teams were on track and understood the goal. Howard Schultz Howard Schultz was born in and grew up in the Brooklyn housing projects. He escaped the projects with a football scholarship from Northern Michigan University. After college, he started selling coffee makers to companies that included the Starbucks Coffee Tea and Spice Company, which originally sold coffee beans

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rather than made-to-order drinks. He was hired by the company in 1982. In 1987, Schultz opened the first Starbucks coffeehouse based on the concept of an Italian espresso bar. Schultz wanted to grow Starbucks, but the owners wanted to stay small. Schultz left and opened his own company in 1989. With the help of investors in 1992, he bought Starbucks and merged the two companies. As a transactional leader, he was responsible for the vision and implementation of the Starbucks model. Transactional leadership quotes Norman Schwarzkopf: The second is that automation applied to an inefficient operation will magnify the inefficiency. Focused on short-term goals Favor structured policies and procedures Thrive on following rules and doing things correctly Revel in efficiency.

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Chapter 2 : Leadership Institute

Enroll your managers, principals/directors, and new partners in the Transformational Leadership Program™ (TLP) to transform them into your firm's future leaders. This year-long, in-depth program begins with self-assessments as soon as you enroll. The TLP is designed to help your future leaders.

As I have progressed as a leader, I am more intentional about where I serve on committees, my practice development efforts and my client focus. This project provided a consistent forum for learning and internal networking for our tax team and increased visibility and deeper relationships across the firm for me. Because of the TLP, I approach opportunities with more genuine self-confidence and strive to work at my highest and best use, elevating my contribution to the firm. I get to work on a project with Shannon! Our partnership has allowed our CPAmerica member firms to identify and address the most pressing opportunities and challenges facing their practices today and in the future. Their information-sharing, discussion-oriented approach invites collaboration among our firm members. The best practices and tools that Convergence shares are always valuable for firm leaders seeking to drive growth and improvement. We truly value their thought leadership in driving positive change in our profession. The TLP provided me with the structure and support I needed to achieve this goal. My input and leadership make a difference for our firm and I encourage all emerging leaders to identify opportunities to step up into greater leadership, too. I am thankful to the entire ConvergenceCoaching team for helping me move forward towards my dream! While this was one outcome, the most impactful result of TLP related to discoveries I made about my strengths and weaknesses as a leader. By better understanding myself and how my behavior impacts others, I have worked to modify my approach, shed old habits and try new techniques to keep striving to be a more inspiring people developer and leader. After completing TLP, I was promoted to partner in my firm and was recently given responsibility for leading the tax service line for my region. I believe that my enhanced self-awareness and leadership strategies played a role in my earning these new opportunities. I also wanted to develop more ownership and accountability within our group. During the program, I worked with my coach and in-firm mentor to try a number of different business development strategies and began to see sustained success. I also shared the things I learned during the program with our group members so they could apply the ideas in their careers. After completing the program, I was fortunate to become a partner and I am continually working to apply the ideas I learned in the program to this new leadership role. This enabled me to become more effective when leading different personality types and enabled me to successfully delegate work to my team members. As a result, our people have the opportunity to grow and develop, and in return, now that I have been promoted to partner, I am able to focus more strategically, adding value to my client relationships and through my business development activities. It was made abundantly clear that while technical competence and engagement delivery are important skills, there are equally valuable abilities to possess – team building, employee engagement and business development. I learned more about motivation and engagement with individuals as well as worked to develop my people and business development skills. In acknowledging that everyone has different personal values, I can now appeal to those separate values. Without good people, you cannot have a successful firm. The program content is clear, practical, and readily actionable for managers. One of the best elements is the goal setting and accountability check-ins that follow each webinar and the in-person workshops. This has engaged our managers to interact with staff in new ways and be attentive to teaching, coaching, and setting clear expectations. The relationships that develop out of effective interaction between managers and staff are key to employee retention. Our managers appreciate the ability to work more effectively with employees and their clients, too. They have also received tools for improving productivity, goal setting, client service, and personal branding. While managers have regular interaction with staff in the normal course of business, the program has given them valuable time with their peers to learn from and support each other. In fact, they have asked for more organized peer socializing opportunities which shows that these relationships are quite

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important to their job satisfaction. We have a deeper understanding of the necessary tactical drivers like developing referral sources, tracking activities and maintaining and reviewing an accurate pipeline. Through the learning we gained from the leadership assessments, individual coaching, and virtual and in-person training, our partner team is now operating at a higher level. Our firm continues to grow and the skills and abilities that our people gain related to communication, people management and business development will enable us to be more unified and collaborative in leading our team and clients toward success. Using the skills and tools that I learned, I am better able to face difficult situations from a collaborative stance. Additionally, I was promoted to senior manager. I am happy to be more involved in the leadership of our firm. I am confident that the program aided in my promotion to principal, which was the realization of a long-time goal. During the program, I led a team to build the foundations of our international tax practice and now lead both it and our technology practice group. The program allowed me to push my boundaries and adopt a learning philosophy that will also keep me on a path toward personal development. Prior to the retreat, Jennifer Wilson and Tamera Loerzel invested a great deal of time and work in getting to know us – surveys, phone calls, etc. When Jennifer arrived for the retreat, she was so well prepared and versed on who we were. We really appreciated and valued the insight that she had to offer. Jennifer presented the information with a style that is direct and candid but not offensive. Everyone really grasped what she shared. Both engagements improved the teamwork within our leadership group and helped us to think about changes we can make in our strategies, processes and behaviors to grow our firm and ensure success well into the future. While it is a work in process, we are inspired by the increased partner unity and the real possibility for a sustainable future in our firm. Their work has been essential in opening up communication, elevating thinking and helping to define and drive our firm toward a unified vision. We have also sent nine future leaders in our firm to the TLP and benefitted greatly from their participation in that program. We made some important strategic decisions for the firm, and the partners are energized by our direction and ready to charge up the hill, clear about their commitments and expectations. The retreat was very productive, with a high degree of engagement and creativity that allowed us to devise an inspiring vision and a practical approach to implementing the first initiatives to reach it. Our experience working with them has been outstanding. Convergence guided firm attendees in creating a shared vision and an outline for their strategic plans. Members are still raving about the event, and we really appreciate the outstanding work that Tamera Loerzel and Jack Lee did to make the day impactful for our participants! I wish everyone could participate. I was not sure how deep we would go on the important issues, but your experience and obvious preparation took us a long way toward accomplishing our objectives. Now we know what we have to do to follow up and implement the plan we created. I look forward to continuing our relationship with you to pull it all together and make even more progress with our goals. The facilitation was motivating and inspired new behaviors, which led us to invite them back to teach a full-day leadership session. They demonstrated the ability to facilitate straight talk and provided insights into the issues that were hampering trust. In addition, we selected them to assist us in formalizing our Executive Partner succession process. Their ability to help us clearly define the needs of the position and to design a process that provided all of the partners the ability to have input into the selection process was critical to our success. TLP really enhanced my ability to delegate, engage team members, develop new business and lead with confidence. ConvergenceCoaching understands how to individualize coaching in order to capitalize upon strengths and achieve personal development goals. However, we had one specific requirement of Jen and her team: Not only did ConvergenceCoaching rise to the occasion, they surpassed our expectations in so many ways. An all-day staff retreat was the culmination of our project, and through many interactive exercises, ConvergenceCoaching brought forth, in writing, our reason for being. I now have so many tools to move toward becoming who I can and should be. The material provided a common understanding of crucial concepts such as ownership and accountability so that we speak the same language as a team. We also gained concrete ideas for enhancing our people and project management. We are excited to be planning another training event with them for the near future! There was nothing cookie cutter about their approach to working

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with our partners, and before our partner retreat, they really did their homework! During our retreat, we focused on leadership, succession and growth and identified new leadership behaviors for our partner group. We left the retreat reinvigorated, with an inspiring vision of the future and a roadmap to follow for our partners and our up-and-coming team members. The retreat was everything we hoped it would be and more. We engaged ConvergenceCoaching to facilitate our two-day partner retreat and appreciated their thoughtful approach to preparing our agenda. Tamera invested a significant amount of time understanding each of our partners prior to the retreat and this led to a deeper, more focused process. After the retreat, we left with clarity about how to evolve the structure for our key industry and service niches with a defined plan, owners and actions for each and an organizational structure to drive us forward in achieving our growth goals.

Chapter 3 : What is Transactional Leadership? Structure Leads to Results

We believe very strongly that each team member is a leader of leaders, and when a leader and fitness coach improves their quality of life, they will inevitably improve the quality of life for everyone they encounter throughout their life.

There have been many research studies on transformational leadership and influence on followers. Though there has been considerable research on transformational leadership behaviors, the studies primarily focused on leadership in a business environment. Very few studies have focused on the transformational leadership behaviors of college athletic directors. Most of the research studies on the transformational leadership behaviors of college athletic directors are quantitative studies. The purpose of this study was to use a qualitative exploratory methodology approach to explore the transformational leadership behaviors of college athletic directors of top-rated college athletic programs. The results of the study revealed the transformational leadership behaviors of the college athletic directors. Among all 20 college athletic directors, three main themes were revealed from the analysis of the data: More than 3, institutions of higher education sponsor college athletic programs Won et al. College athletes and coaches are integral to successful college athletic programs, but it is as equally important to consider the contributions made by the athletic director to success of teams and programs. Athletic directors bear responsibilities that are crucial to the success of the overall program, including ensuring that their teams adhere to the rules and regulations established by the National Collegiate Athletic Association NCAA , satisfying the expectations of donors and alumni, and hiring coaches who can build and maintain winning college athletic teams Won et al. Rising costs in both education and athletics mean there is a need for colleges to have college athletic directors who can motivate coaches to accomplish more with fewer resources Yusof, There has been previous research conducted with a focus on college athletic directors. Branch implied that the pressure to win and remain ethical in college athletics may impede the nurturing of personal relationships between college athletic directors and associate college athletic directors. A quantitative study by Rocha and Chelladurai on the importance college athletic directors placed on goals revealed that college athletic directors emphasized both developmental goals and performance goals. The findings of the study showed that the college coaches perceived that the college athletic directors placed equal emphasis on developmental and performance goals. An implication of the study is that college athletic directors communicate to the college head coaches the importance of both the developmental goals and the performance goals to the college athletic programs. While these previous research studies shed light on the leadership behaviors of college athletic directors, all of these studies were quantitative in nature, affording little insight into the behaviors of these leaders. This qualitative research study examined the transformational leadership behaviors of college athletic directors. Leaders who practice transformational leadership behaviors motivate followers to achieve the goals of the organization and perform beyond expectations Bass, Transformational leaders have a positive influence on the performance of followers Bass, Also, a study investigating the top-rated college athletic programs would further the scholarly literature in the field of transformational leadership and college athletics. Semi-structured interviews provided the opportunity for study participants to freely answer questions. Therefore, a more detailed understanding of transformational leadership behaviors of college athletic directors was obtained through semi-structured interviews. As Yusof explained, examining the behaviors of transformational leaders in a qualitative research study allows the actual transformational leadership behaviors of leaders to be determined. A small sample size is appropriate for a qualitative research study. Long, Thibault, and Wolfe addressed the attributes of those who are perceived to have influenced an exclusive sponsorship decision, the methods of influence used to influence this decision, and the extent to which athletic department policies and procedures influenced the process in the athletic department of a Canadian university. The researcher of the present study used Long et al. In this study, saturation of the data occurred before the completion of all 20 semi-structured interviews. There was not a need for additional interviews. Before all of the semi-structured interviews were completed, replication of the

responses from the participants occurred. Theoretical saturation is the continued sampling and analyzing of data until there is no new data and the development of the concept in the theory Morse, Scope refers to the exhaustiveness of the data and the thoroughness of the topic, which means that the phenomenon has been explored from all aspects Morse, There was continuous comparison of the data until no new scopes emerged Holton, Furthermore, the researcher did not observe any new themes before the end of the data collection. Participants may have the same responses to different experiences Morse, , and in this study participants were making similar responses to the interview questions. Sampling technique Purposive sampling was the technique used for this study because of the restrictive criterion for inclusion: Bouchet, Ballouli, and Bennett used purposive sampling in their study of efforts by the University of Miami athletic department to increase ticket sales revenue; using purposive sampling to select participants allowed the researchers to gain unique insight into issues concerning sales force management. Criterion sampling is used when predetermined criterion characteristics are identified for in-depth qualitative analysis Patton, Therefore, criterion sampling was the type of purposive sampling used for the present study. The potential participants were contacted for this study by e-mail. The initial e-mail message included an outline of the research study and a request for the message recipient to participate in the study. The 20 college athletic directors who participated in this qualitative exploratory research study were among the top-rated athletic programs of the NACDA. Of the 20 college athletic directors, 17 were from the NCAA colleges. Three 3 college athletic directors were from NAIA colleges. Of the 20 college athletic directors, 14 were men and six were women. The participants had an average of 8. Semi-structured interviews were conducted to collect the data and MAXQDA qualitative research software was utilized to help analyze the results. Demographics of the participants are represented in Table 1, Figure 1, and Figure 2. Of the 20 college athletic directors, there were 17 athletic directors that represented the NCAA colleges. There were three college athletic directors from NAIA colleges. The pie chart in Figure 1 represents of the number of male and female college athletic directors who participated in this research study. Of the 20 college athletic directors interviewed, 14 were men and six were women, which indicates a dominant ratio of marginally more than 2 to 1. As shown in this bar chart, the male participants had an average of 8. These demographics of division, gender, and years of experience were used to determine whether they were significant to the outcome of the study. All demographic data were analyzed and showed no significant differences in responses relative to division, gender, or experience. Instrumentation Semi-structured interviews were conducted by telephone with the college athletic directors. The semi-structured interviews allowed the participants to share their unique experiences. The individuals of the expert panel were selected based on their expertise in the field of leadership and sports. The panel confirmed that the questions of the interview guide related to transformational leadership behaviors and also made suggestions for rewording of the questions. The feedback from the panel of subject matter experts was used to develop the final interview guide. The questions of the proposed interview guide were then field tested through role-playing by interviewing participants. The participants were from a representative sample but are not part of the actual study sample. The participants provided feedback on the accuracy and understandability of the questions and the interview timeframe. The length of each interview was approximately 30 minutes. The participants verified that the length of the interview was reasonable. The feedback from the role-playing participants was used to complete the final field tested interview guide. In qualitative research, epoche is the process of highlighting noteworthy events in the experiences of a researcher and putting them aside during data collection Bednall, In this study, the experiences of the researcher as a college athlete were set aside to prevent any assumptions of the data collected from the participants. The field test of the semi-structured interview protocol that was used to collect data from the participants helped ensure that the researcher put aside his experiences. Furthermore, no personal views or experiences were discussed during the semi-structured interviews with the participants. In this study, the data was transcribed and the transcripts were analyzed and categorized into meaning units during the coding process. The analysis of the data was from the actual behaviors of all the college athletic directors that participated in the study. Subject matter experts and

role-playing interview participants field-tested the interview guide. Specifically, semi-structured interviews were conducted by phone to collect the data. Participants were interviewed individually at a mutually acceptable time and date. The informed consent form was given to each participant prior to the interview being conducted. These notes were used to help make sense of the data during data analysis, which occurred sometime after the interviews had been completed. The recordings of the interviews were transcribed and the transcripts were coded and analyzed based on the categories developed during the interviews. The following definitions were used for identifying transformational leadership behaviors during data collection: Idealized influence is being a role model to followers, earning respect, gaining trust, taking risks, and displaying high moral and ethical standards Bass, Intellectual stimulation is encouraging creativity from followers and compelling followers to not accept traditional ways of solving problems Bass, The college athletic directors freely discussed the research topic based on the interview guide questions. The transcribed information was reviewed for accuracy prior to data analysis. Data analysis The interviews recordings were transcribed, which allowed the resulting data to be coded and analyzed based on the categories that emerged from the interviews. Data analysis allowed for categories to emerge from the interviews. Their findings revealed that positional power and coaching high-priority sports had the greatest influence over the funding decisions Long et al. As themes emerged from the data, new codes were developed. As part of the present study, the transcribed interviews were compared with the taped recordings to ensure accuracy. Then, the transcripts were numbered to identify each interview transcript. After each transcript had been numbered, the transcripts were analyzed and divided the data into categories during the coding process. Following is a summary of the data analysis process: The field notes were used after the interview to help in making sense of the data. The recordings of the interviews were transcribed, coded, and analyzed based on the categories developed during the interviews Bouchet et al. Transcripts were downloaded into qualitative data analysis software Kihl, The data were interpreted based on the research questions. The four components of the transformational leadership model are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Charts included in Tables 2 through 5 represent the transformational leadership behaviors identified from the data collected in the interviews. Idealized influence involves being a role model to followers, earning respect, gaining trust, taking risks, and displaying high moral and ethical standards Bass, Participant college athletic directors identified several distinct transformational leadership behaviors relating to idealized influence see Table 2.

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Chapter 4 : What is Transformational Leadership? Ideas Produce Results

Leaders graduate from our programs with the skills to lead effectively AND the confidence and motivation to actually do it. Veraison specialises in developing custom designed Leadership Development Programs for partnering organisations from government, local government, non-for-profit and corporate sectors.

Benefits of transformational leadership Transformational leadership defined Transformational leaders are sometimes call quiet leaders. They are the ones that lead by example. Their style tends to use rapport, inspiration, or empathy to engage followers. They are known to possess courage, confidence, and the willingness to make sacrifices for the greater good. They possess a single-minded need to streamline or change things that no longer work. The transformational leader motivates workers and understands how to form them into integral units that work well with others. Transformational leaders specialize in: Work within the system Start solving challenges by fitting experiences to a known pattern Want to know the step-by-step approach Minimize variation of the organization Another way to put it: Leadership expert James Burns defined transformational leaders as those who seek to change existing thoughts, techniques and goals for better results and the greater good. Burns also described transformational leaders as those who focus on the essential needs of the followers. Examples of transformational leadership Transformational leaders excel in a variety of sectors. Here are notable business leaders who used the transformational style. After earning a doctorate in mathematics and physics at Yale in , he spent most of his career working or consulting for the U. During World War II, Deming taught statistical process control techniques to military production workers. After the war ended, the U. Department of the Army sent Deming to Japan to study agricultural production and related problems. He convinced Japanese officials of the potential for industrial uses of statistical methods. Deming was asked to do the same thing for U. Peter Drucker Peter Drucker was a professor and management consultant among other things. He was very interested in how to mesh innovation and entrepreneurship. He felt that entrepreneurship was a vehicle of innovation. Entrepreneurship was not just high technology, but high tech was a vehicle for change, in attitude, values, and behavior. The entrepreneur systematically looked for change, responded to them and took advantage of opportunities as they present themselves. Ross Perot started his career as a salesman for IBM. In the s he started his own company, Electric Data Systems EDS , one of the first businesses that built and serviced computer systems for other companies. In contrast to IBM, Perot trained his workers to do whatever needed to be done for a customer without waiting for approval. There was a strong bias toward action. In the beginning, Perot shunned strategic planning. Over the next few years, however, he hired military officers who could take orders and give orders. Rockefeller was the founder of Standard Oil. It started as a single oil refinery and grew to a huge company. But, Rockefeller also spent a considerable amount of time streamlining the organization as it grew. He was known for his organizational tactics and for using disciplined strategies. In business, transformational leadership is often the most effective leadership style. Transformational leadership quotations Edwards Deming: I want people moving and shaking the earth and they are going to make mistakes. Very well-organized and expect their followers to be creative Team-oriented and expect that followers will work together to create the best possible results Respected, and in turn respects followers Acts as coach of the team. He or she provides training and motivation to reach the desired goals Responsible for their team, but also instills responsibility into team members Engenders respect through rapport and a personal influence Advantages and disadvantages of transformational leadership Transformational leadership works well in organizations where change is needed. Transformational leadership is not the right fit for new organizations where no structure exists. Excellent at communicating new ideas Good at balancing short-term vision and long-term goals Experience building strong coalitions and establishing mutual trust They have integrity and high emotional intelligence empathy with others Transformational leadership cons: Ineffective in initial stage or ad-hoc situations Require an existing structure to fix Bad fit in bureaucratic structures Benefits of transformational leadership One of the best uses of this

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leadership style is in an organization that is outdated and requires serious retooling. It is also a perfect match for a small company that has big dreams and wants to change and adapt to get there. In both of these examples, the board of directors can bring in a transformational leader who will change the structure of the organization and also motivate the current workers to buy into the new direction. Have a question or concern about this article? Submit the form below, and a representative will contact you to answer any questions.

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Chapter 5 : Transformational Leadership Program, © - ConvergenceCoaching, LLC

This is what transformational leadership is all about. Leaders challenge the status quo and become a conduit for sustainable success. Leaders insist on collaboration and empower their people to rise to the occasion.

Transformational leadership Save Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group;[1] it is an integral part of the Full Range Leadership Model. Former US President Franklin Roosevelt was regarded as a transformational leader[2] Origins The concept of transformational leadership was initially introduced by James V. Downton, the first to coin the term "Transformational leadership", a concept further developed by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other advance to a higher level of morality and motivation. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Later, researcher Bernard M. Bass, extended the work of Burns by explaining the psychological mechanisms that underlie transforming and transactional leadership. Bass introduced the term "transformational" in place of "transforming. The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. Finally, in contrast to Burns, Bass suggested that leadership can simultaneously display both transformational and transactional leadership. Definitions Martin Luther King was known for using persuasive appeals based on reason. Emphasizing intrinsic motivation and positive development of followers Raising awareness of moral standards Highlighting important priorities Fostering higher moral maturity in followers Creating an ethical climate share values, high ethical standards Encouraging followers to look beyond self-interests to the common good Promoting cooperation and harmony Using persuasive appeals based on reason Providing individual coaching and mentoring for followers Appealing to the ideals of followers Allowing freedom of choice for followers Transformational leaders are described to hold positive expectations for followers, believing that they can do their best. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. Transformational leaders also focus on and care about followers and their personal needs and development. Idealized Influence II - the leader serves as an ideal role model for followers; the leader "walks the talk," and is admired for this. Inspirational Motivation IM - Transformational leaders have the ability to inspire and motivate followers. Individualized Consideration IC - Transformational leaders demonstrate genuine concern for the needs and feelings of followers. This personal attention to each follower is a key element in bringing out their very best efforts. Intellectual Stimulation IS - the leader challenges followers to be innovative and creative. A common misunderstanding is that transformational leaders are "soft," but the truth is that they constantly challenge followers to higher levels of performance. Characteristics Five major personality traits have been identified as factors contributing to the likelihood of an individual displaying the characteristics of a transformational leader. Different emphasis on different elements of these traits point to inclination in personality to inspirational leadership, transactional leadership, and transformational leadership. These five traits are as follows. Extraversion is generally seen as an inspirational trait usually exhibited in transformational leadership. Neuroticism Neuroticism generally gives an individual an anxiety related to productivity which, in a group setting can be debilitating to a degree where

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they are unlikely to position themselves in a role of transformational leadership due to lower self-esteem and a tendency to shirk from leadership responsibilities. Agreeableness Although not a trait which specifically points to transformational leadership, leaders in general possess an agreeable nature stemming from a natural concern for others and high levels of individual consideration. Measurement One of the ways in which transformational leadership is measured is through use of the Multifactor Leadership Questionnaire MLQ , a survey which identifies different leadership characteristics based on examples and provides a basis for leadership training. Early development was limited because the knowledge in this area was primitive, and as such, finding good examples for the items in the questionnaire was difficult. The current version of the MLQ5X includes 36 items that are broken down into 9 scales with 4 items measuring each scale. Subsequent validation work by John Antonakis and his colleagues provided strong evidence supporting the validity and reliability of the MLQ5X. Although other researchers have still been critical of the MLQ model, since no one has been able to provide dis-confirming evidence of the theorized nine-factor model with such large sample sizes as those published by Antonakis. In regards to transformational leadership, the first 5 components - Idealized Attributes, Idealized Behaviors, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration - are considered to be transformational leadership behaviors. Effectiveness as compared to other leadership styles Studies have shown that transformational leadership styles are associated with positive outcomes in relation to other leadership styles. According to studies performed by Lowe, Kroeck, and Sivasubramaniam, charisma or Idealized Influence was found to be a variable that was most strongly related to leader effectiveness among MLQ scales. Transformational leaders look towards changing the future to inspire followers and accomplish goals, whereas transactional leaders seek to maintain the status quo, not aiming for progress. The MLQ does test for some transactional leadership elements - Contingent Reward and Management-by-Exception - and the results for these elements are often compared to those for the transformational elements tested by the MLQ. Studies have shown transformational leadership practices lead to higher satisfaction with leader among followers and greater leader effectiveness, while transactional practices lead to higher follower job satisfaction and leader job performance. This leads to subordinates having a free hand in deciding policies and methods. Studies have shown that while transformational leadership styles are associated with positive outcomes, laissez-faire leadership is associated with negative outcomes, especially in terms of follower satisfaction with leader and leader effectiveness. The results indicated a hierarchy of leadership styles and related subcomponents. Transformational Leadership characteristics were the most effective; in the following order of effectiveness from most to least: Transactional Leadership was the next most effective; in the following order of effectiveness from most to least: Laissez Faire leadership does not intentionally intervene, and as such, is not measured, and has no effectiveness score.

Chapter 6 : Transformational leadership | Revolv

The evidence that fitness leads to business success and transformational leadership is building, and the assertions that proficiencies from a fitness regimen actually create a business advantage are getting louder.

Bell and Kuei-Mei Cheng Abstract The concept of leadership has gained a large amount of attention in recent years. This paper explores the relationships between transformational leadership and organizational effectiveness in the field of recreational sport and leisure. First, it reviews a discussion on the problem of organizational leadership from the perspective of the transactional- transformational model, particularly the arguments of researchers such as Burns and Bass. It examines the components of transformational leadership, and then investigates several approaches to the conceptualization and measurement of organizational effectiveness. Finally, the controversy concerning the impact of transformational leadership upon organizational effectiveness is discussed, and an argument is made that greater transformational leadership seems to be at least indirectly related to a higher degree of organizational effectiveness. Paton , too, realized that leadership has become the most popular subject within the field of sports management. Earlier, Sourcie had estimated that nearly 25 studies on leadership were completed between and , as reported in Dissertation Abstracts International, while the same source shows that 30 additional doctoral researchers employed leadership as the primary dependent variable of dissertation research between and p. There is great controversy over the definition of leadership and thus over approaches to studying leadership Yukl, The present authors, however, focus exclusively on the transactional-transformational leadership model and the relationship between transformational leadership and organization effectiveness. The paper looks first at definitions of transactional and transformational leadership and the components of transformational leadership. It then reviews discussions of the transactional-transformational leadership model, particularly the differences between and relationships shared by the concepts of transactional and transformational leadership. In addition, it describes the four elements of transformational leadership. Following this, it discusses the relationships between transformational leadership and organizational effectiveness. Finally, through a review of related literature from the field of recreational sports and fitness programs, the authors examine relationships between transformational leadership and organizational effectiveness. As Yukl wrote, Bass offered a more thoroughly detailed theory of transformational leadership that further differentiated transformational from transactional leadership. Influenced by transformational leaders, subordinates become motivated to surpass original expectations Yukl, In addition, Bass viewed transformational leadership as an augmentation and extension of transactional leadership. In his discussion of transformational leadership among the coaches of sports teams, Armstrong laid out four main characteristics of transformational leadership: The final element is idealized influence, which is closely related to charisma Weese, The effectiveness of behavior within organizationsâ€”the effectiveness of their performanceâ€”is known as organizational effectiveness. However, organizational effectiveness is a term that is complicated, controversial, and difficult to conceptualize Chelladurai, It is little wonder there are several different approaches to measuring and studying organizational effectiveness. As Sourcie mentioned briefly, Chelladurai and Haggerty describe four ways to measure organizational effectiveness; these methods are the goal approach, system resource approach, process approach, and multiple constituency approach. The goal approach is the most widely used, according to Weese Thus the process approach for measuring organizational effectiveness is also not without limitations. In light of the limitations and disadvantages associated with these three approaches, a fourth, the multiple-constituency approach, was also proposed Weese, Under the multiple-constituency approach, the opinions of the various constituent groups of an organization are considered in determining the effectiveness of the organization Sourcie, ; Weese, Chelladurai and Haggerty discussed the differences between the multiple constituency approach and the earlier approaches. To date, the multiple constituency model, in creating a synthesis of the earlier goal approach,

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process approach, and system resource approach, appears to best represent the multiplicity of organizational effectiveness. Relation to Organizational Effectiveness Efforts have been made to study the relationship between leadership particularly transformational leadership and organizational effectiveness. There is controversy, however, over whether transformational leadership has a positive impact on organizational effectiveness. Similarly, Weese and Lim and Cromartie found transformational leadership not to relate significantly to organizational effectiveness. In addition, the studies by Weese and Lim and Cromartie recognized that a significant relationship exists between transformational leadership and organizational culture, while rejecting the argument that transformational leadership has an impact on organizational effectiveness. However, both studies also recognized that organizational culture has great influence on organizational effectiveness. Lim and Cromartie, ; Weese, The implication is that transformational leadership and organizational effectiveness do have an indirect relationship. Conclusion Leadership is an important but controversial concept in understanding organizational behavior. Burns and Bass provided a theoretical framework for two aspects of leadership, the transactional and the transformational leadership paradigms. Organizational effectiveness is no less controversial than leadership, and there are four approaches to measure and study it. The most comprehensive approach developed to date appears to be the integrated multiple constituency approach. While the existing studies of relationships between transformational leadership and organizational effectiveness are controversial as well, it seems that leadership has at least an indirect impact on organizational effectiveness. Further empirical research and theoretical exploration needs to be conducted in order to gain better understanding of the topic. Journal of Physical Education, Recreation and Dance, 72 3 , Leadership and Performance Beyond Expectations. Theory, Research and Managerial Applications. Multidimensionality and multiple perspectives of organizational effectiveness. Journal of Sport Management, 1 1 , Measures of organizational effectiveness of Canadian national sport organizations. Canadian Journal of Sport Sciences, 16 2 , Transformational and transactional leadership in interuniversity athletics management. Journal of Sport Management, 10 3 , Study of organizational effectiveness: Pacific Sociological Review, 13, Transformational leadership, organizational culture and organizational effectiveness in sport organizations. The Sport Journal, 4 2 , What progress has been made? Journal of Sport Management, 1, Contrasting leadership styles and organizational effectiveness: Social Science Quarterly, 70 2 , Management Theory and Practice. Effective managerial leadership in sport organizations. Journal of Sport Management, 8 1 , A leadership discussion with Dr. Journal of Sport Management, 8 3 , Do leadership and organizational culture really matter? Journal of Sport Management, 10 2 , The development of an instrument to measure effectiveness in campus recreation programs. Journal of Sport Management, 11 3 , A systematic resource approach to organizational effectiveness. American Sociological Review, 32, Journal of Management, 15 2 ,

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Chapter 8 : The Book « The Fit Leader

This article will help to define leadership, identify three leadership styles, and provide tools to help fitness employees apply effective leadership. What is Leadership? Before we delve into the characteristics and application of leadership, let's take a moment to examine how leadership is defined.