INTRODUCTION

DEFINITIONS...

TRANSFORM

- To change in composition or structure
- To change the outward form or appearance of
- To change in character or condition

LEAD

- To guide on a way, especially by going in advance
- To provide a course or direction
- To serve as a channel for

Merriam-Webster Dictionary, m-w.com
Though some researchers have conceived of these two styles of leadership as separate and distinct – with individuals preferring one to the exclusion of the other – further research suggests that both are necessary for strong leadership.

“Transformational leadership styles build on the transactional base in contributing to the extra effort and performance of followers.”

(Bass, 1997)
INTRODUCTION

THE TRANSFORMATIONAL LEADERSHIP MODEL

Idealized Influence
This aspect represents the extent to which a leader is able to inspire and influence followership. This is primarily accomplished by:
• relating positively with followers
• sacrificing on behalf of the group
• appealing to values

Inspirational Motivation
This aspect represents the extent to which a leader is able to convince followers to identify with him or her and work together toward a common end. This is primarily accomplished by utilizing:
• an attractive vision of the future
• symbolic communication
• optimism and enthusiasm

Intellectual Stimulation
This refers to the ability of the leader to challenge followers’ assumptions, and involve them in collective problem solving. This is primarily accomplished by:
• seeking input
• encouraging innovation and creativity
• empowering action

Individualized Consideration
This refers to the degree to which the leader treats each follower as an individual rather than a collective group member. This is primarily accomplished by:
• recognizing and attending to unique individual needs
• active listening
• individual coaching
DEFINING YOUR VISION

VISION IS THE CATALYST

A clear and compelling vision is the catalyst for change, engagement, and progress.

VISION...

- Aligns people
- Facilitates goal setting and action planning
- Is the embodiment of your core values
- Is both process and product

“A vision describes a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists. A vision is a target that beckons.”

- Bennis and Nanus (1985)

VISION vs. MISSION STATEMENTS

Vision and Mission are two distinct and quite different statements about an organization, and it is crucial for you as a leader to understand and be able to communicate about the differences.

A vision concerns an organization’s future path - “where we are going”

- Kind of organization to be created

The mission statement of an organization focuses on its present purpose - “who we are and what we do”

- Current product and service offerings
### Key Elements

- Articulates your aspirations
- Provides a panoramic view of “where we are going”
- Charts a strategic path
- *Is distinctive and specific*
- Captures emotions and steers people in a common direction
- Is challenging and a bit beyond reach

### Effective Vision

<table>
<thead>
<tr>
<th>Imaginable</th>
<th>Conveys a picture of what the future will look like</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desirable</td>
<td>Appeals to long-term interests</td>
</tr>
<tr>
<td>Feasible</td>
<td><em>Is realistic</em></td>
</tr>
<tr>
<td>Focused</td>
<td><em>Is clear enough to help guide decision-making</em></td>
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<tr>
<td>Flexible</td>
<td><em>Is general enough for individual initiative, and adjustment to changing conditions</em></td>
</tr>
<tr>
<td>Comprehensible</td>
<td><em>Is easy to communicate – can be explained within 5 minutes</em></td>
</tr>
</tbody>
</table>

### Ineffective Vision

<table>
<thead>
<tr>
<th>Vague or Incomplete</th>
<th><em>Short on specifics</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unappealing</td>
<td></td>
</tr>
<tr>
<td>NOT Feasible</td>
<td><em>Is unrealistic</em></td>
</tr>
<tr>
<td>Too Broad</td>
<td><em>So all-inclusive that any direction or opportunity could be included</em></td>
</tr>
<tr>
<td>Too Rigid</td>
<td><em>Is too formulaic or dictatorial; doesn’t allow for inputs</em></td>
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<tr>
<td>Too Reliant on Superlatives</td>
<td><em>Doesn’t say much beyond “best”, “most successful”, “leader”</em></td>
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Often the examples we see are “Organizational Vision” statements, but there are several levels of vision accompanying the various levels and roles within an organization.

**PAYOFFS OF AN EFFECTIVE VISION**

- *Crystallizes* long-term direction
- *Reduces risk* of rudderless decision-making
- Creates a *committed enterprise* where people enthusiastically pursue efforts to make the vision a reality
- Provides a beacon to keep *strategy-related actions* of all on a common path
- Helps *prepare for the future*
DEFINING YOUR VISION

FOCUSING ACTIVITY: VISION NOTES

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DEFINING YOUR VISION

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Transformational Leadership Overview
Despite what many may believe, vision statements don’t strike as a spontaneous realization – it is not some miraculous apparition borne from a mysterious origin. In truth, vision statements aren’t created out of thin air!

In formulating a vision, leaders need to...

- Gather information from inside and outside their part of the organization
- Process the information to creatively, and intuitively integrate it
- Conceptualize the vision through an iterative process
- Evaluate the vision in the short and long term

Look inward to identify what you are passionate about...
Include others’ aspirations...
Explore your past...
Discover a common purpose...


