

TRANSFORMATIONAL LEADERSHIP: HOW TO EMPOWER FOLLOWERS AND COMMUNITIES

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LEADERSHIP is the action of leading a group of people or an organization, or the ability to do this, based on getting things done (results), directing people (behavior) and inspiring people (motivation).

There are different LEADERSHIP approaches, such as: Trait – it has to do with the characteristics of the leader, Behavioral – it has to do with his/her skills and attitudes, Situational – related to the context, and Transformational – leading to motivation by inspiration and example.

Transformational leadership implies that teachers or students have a Voice and have a Choice

Styles of LEADERSHIP and patterns of behavior:

- Directing
- Coaching
- Supporting
- Delegating

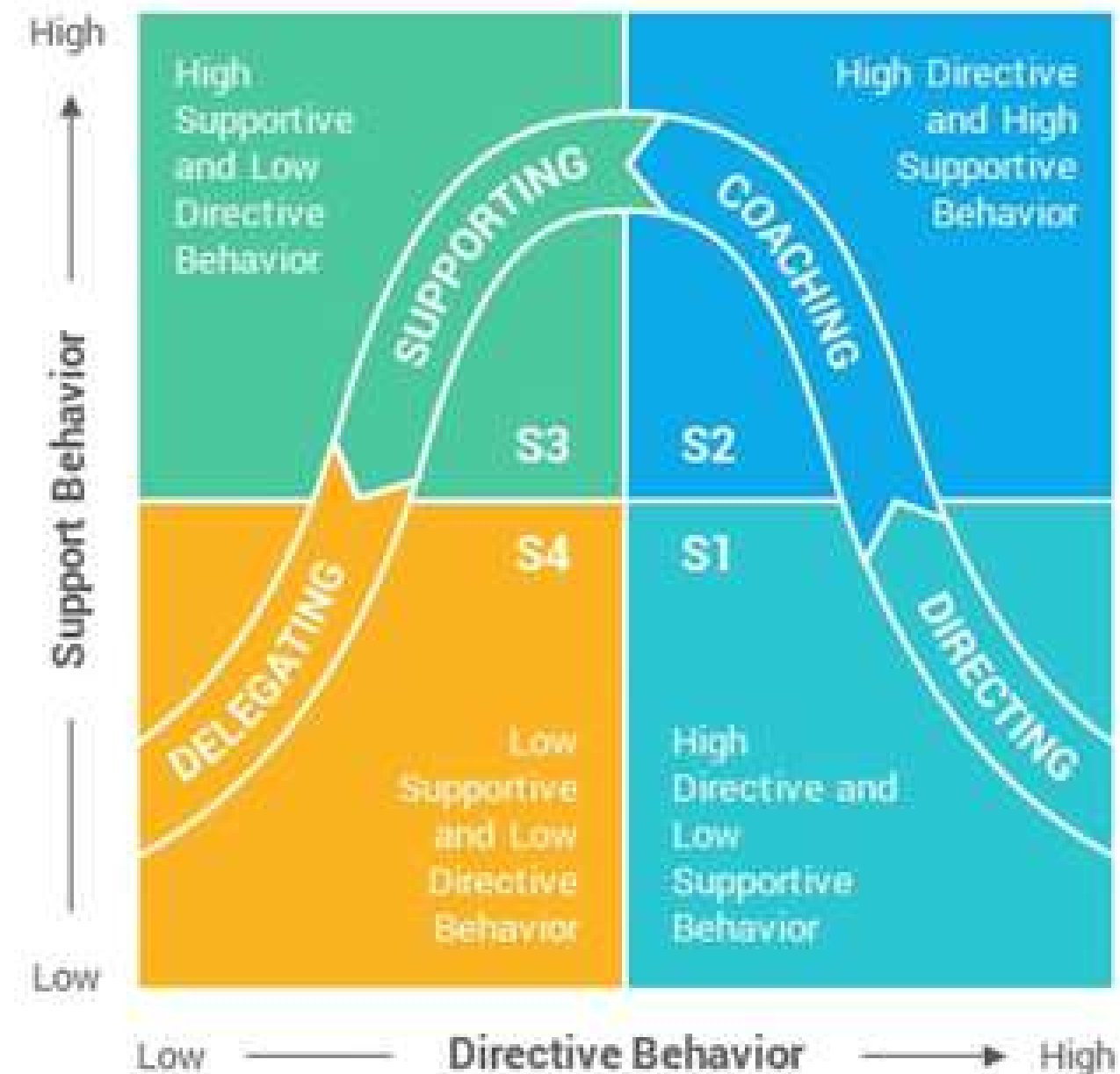
Situational Leadership Model (SLM) Template

4 Situational Leadership Styles

Situational Leadership® is an adaptive leadership style. This strategy encourages leaders to take stock of their team members, weigh the many variables in their workplace and choose the leadership style that best fits their goals and circumstances.

There are four leadership styles: Directing, Coaching, Supporting, and Delegating. Each style is a different combination of directive and supportive behavior.

- **S1 - Directing** = high direction/low support
- **S2 - Coaching** = high direction/high support
- **S3 - Supporting** = high support/low direction
- **S4 - Delegating** = low direction/low support



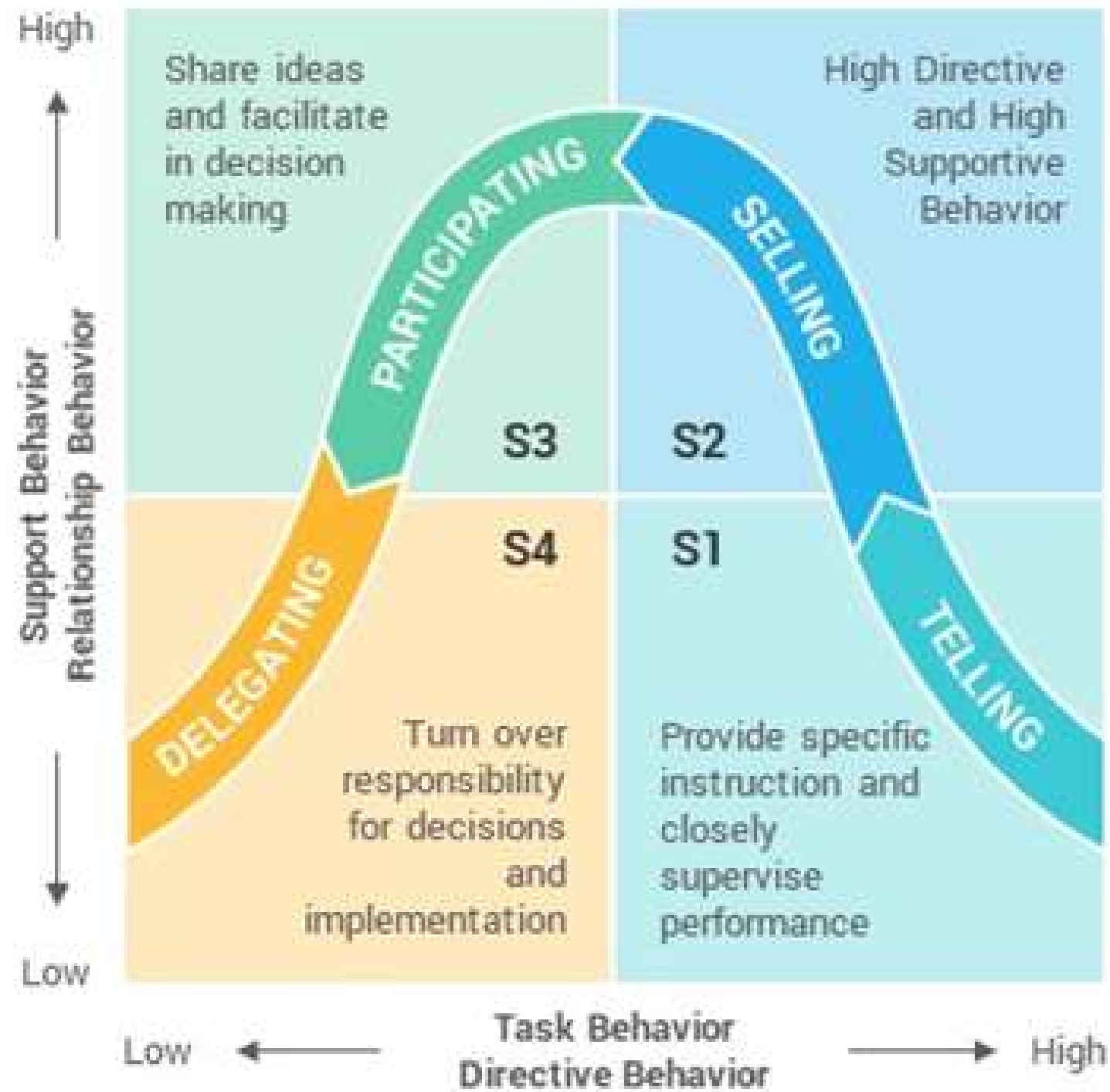
Situational Leadership Model (SLM) Template

Hersey Blanchard Situational Leadership Theories

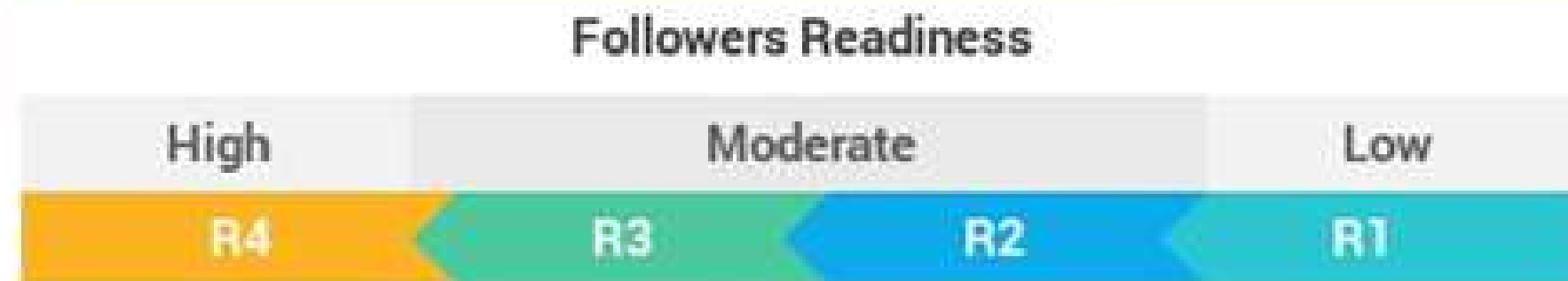
S1	Directing	Leader defines the roles of the individual or group and provides the what, how, why, when and where to do that task.
S2	Coaching	While the leader is still providing the direction, he or she is now using two-way communication and providing the socio-emotional support to "sell" their message to get people on board.
S3	Supporting	Leader shares decision-making about aspects of how the task is accomplished and the leader is providing less task behaviors while maintaining high relationship behavior
S4	Delegating	Leader is still involved in decision; however, the process and responsibility has been passed to the individual or group. The leader stays involved to monitor progress.

Situational Leadership Model (SLM) Template

Hersey Blanchard Situational Leadership Theories



Follower Readiness	Development Level of Follower(s)
R1-Unable & Unwilling or insecure	D1-Low Competence/High Commitment
R2-Unable but willing or confident	D2-Some to Low Competence/Low Commitment
R3-Able but unwilling or insecure	D3-Moderate to High Competence/Variable Commitment
R4-Able and willing or confident	D4-High Competence/High Commitment



DIRECTING VS. SUPPORTING

Directing (DO): the extent to which the leader tells the follower what to do, how to do it, where and when it needs to be done

- Instructing
 - Telling
- Giving advice

Supporting (MOTIVATION): the extent to which the leader engages in open dialogue with the follower, actively listens and provides recognition and reinforcement for task-related progress, raising awareness, prompting reflections, giving feedback and motivating, allowing COMPETENCE, AWARENESS AND LEARNING

HOW TO DELEGATE

Preparation: identify the right person

- Trust and reliability
 - Personality
 - Awareness
- Competence (knowledge, skills, attitudes)
 - Resources
 - Role
- Preferences and future role

HOW TO DELEGATE

- Allocate time
- Plan the context
- Clarify why it is important
- Set SMART objectives
- Smaller tasks first
- Plan monitoring (check)
 - QAs
- Prepare supports
 - Ask a recap

TRANSFORMATIONAL LEADERSHIP VS TRANSACTIONAL LEADERSHIP

What distinguishes Transformational Leadership...

Leaders acknowledge every follower's needs, provide support and empathy, and are considerate of individual talents, backgrounds and situations.

Individualized Consideration

Leaders create appealing visions by showing optimism about followers' abilities. Leaders create a sense of purpose and encourage team spirit.

Inspirational Motivation

Leaders act as role models by adhering to high levels of ethical and moral conduct, thereby providing a sense of vision and mission. Followers trust and respect them.

Idealized Influence

Leaders challenge assumptions, take risks, and help followers think outside the box. They provide stimulation, creativity and innovation.

Intellectual Stimulation

...from Transactional Leadership?

Leaders put emphasis on the relationship to followers, stressing hierarchy and a chain of command.

Leaders are reactive to actions taken by followers. Leaders set goals and expectations, and focus on efficiency.

Leaders employ a system of rewards and punishments based on followers' activities, and provide constructive feedback.

Leaders focus on established rules and procedures that ensure organizational growth, maturity and efficiency.

Bass, B., & Riggio, R. (2006). Judge, T. A., and Piccolo, R.F. (2004)



Transformational Leadership consists of four dimensions.



Individualized consideration

...is the extent to which a leader attends to each follower's needs and is a mentor, coach or guide to the follower.



Inspirational motivation

...is the degree to which a leader articulates an appealing vision that inspires and motivates others to perform beyond expectations.



Idealized influence

...describes leaders that are role models for their followers because they engage in high standards of ethical behavior.



Intellectual stimulation

...is the extent to which leaders challenge assumptions, take risks and solicit followers' ideas.



Transformational Leadership creates meaning for others and empowers them, leading to self-esteem and self-efficacy, and creates awareness, emotion, action and responsibility.

It implies ACTIVE LISTENING:





Through active listening you also help others to express themselves. Use expressions like: "Really?", "Tell me more!", "That sounds interesting"... You should repeat the other's words, say "Yes", smile and nod.

Use NON-VIOLENT COMMUNICATION (NVC) – giraffe language according to Marshal Rosenberg:

1. Observe behaviour You are talking out loud.
2. Share feelings and emotionsThe class is not listening to me.
3. Identify needsI need to explain this idea.
4. Make requestsPlease, stay silent.

DO NOT JUDGE! DO NOT BLAME!

The Personal Iceberg Metaphor





"Any evaluation of others that implies wrongness is a tragic expression of an unmet need. It is tragic for two reasons. First, it decreases the likelihood that we will get what we want; and second, it increases the likelihood of violence."

Marshall Rosenberg

Jackal vs Giraffe consciousness

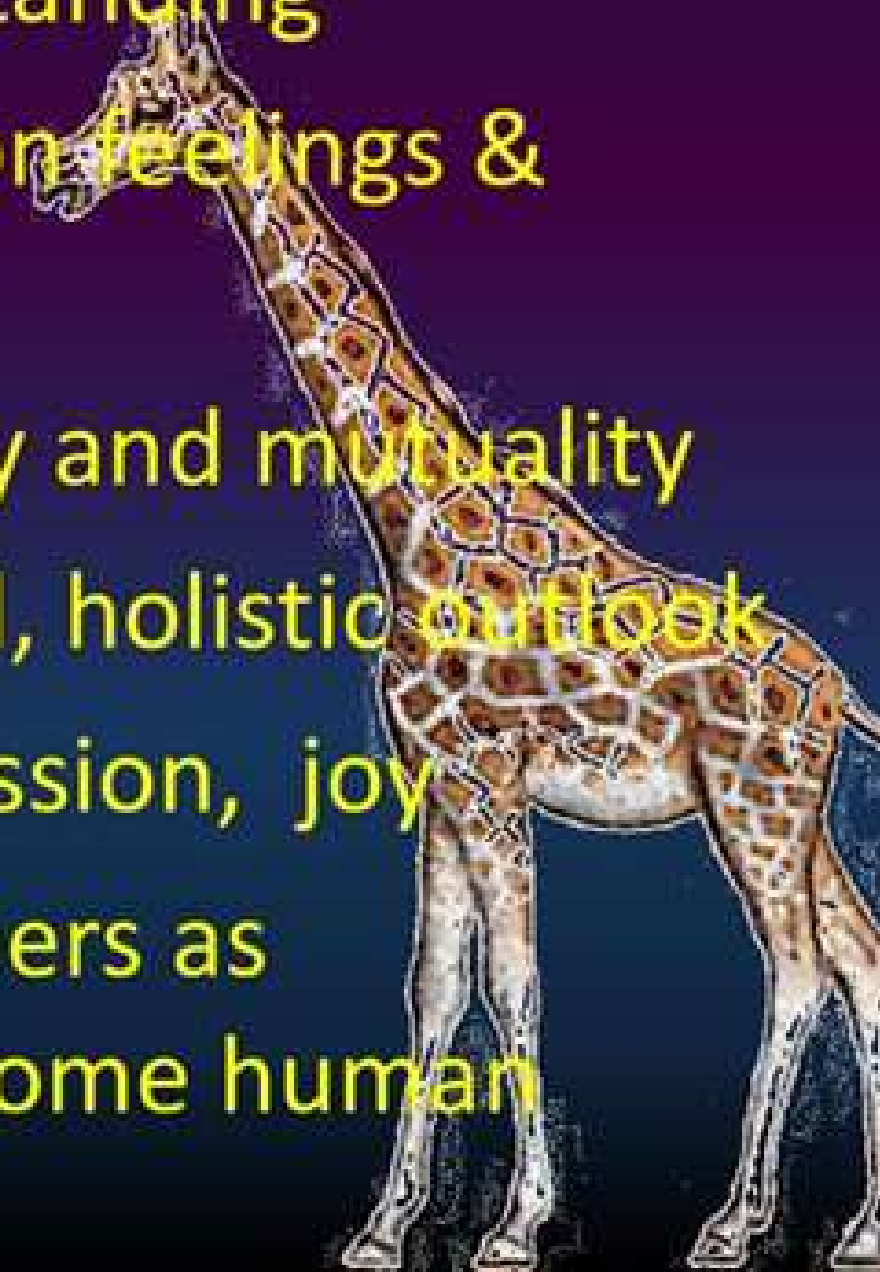


Jackal

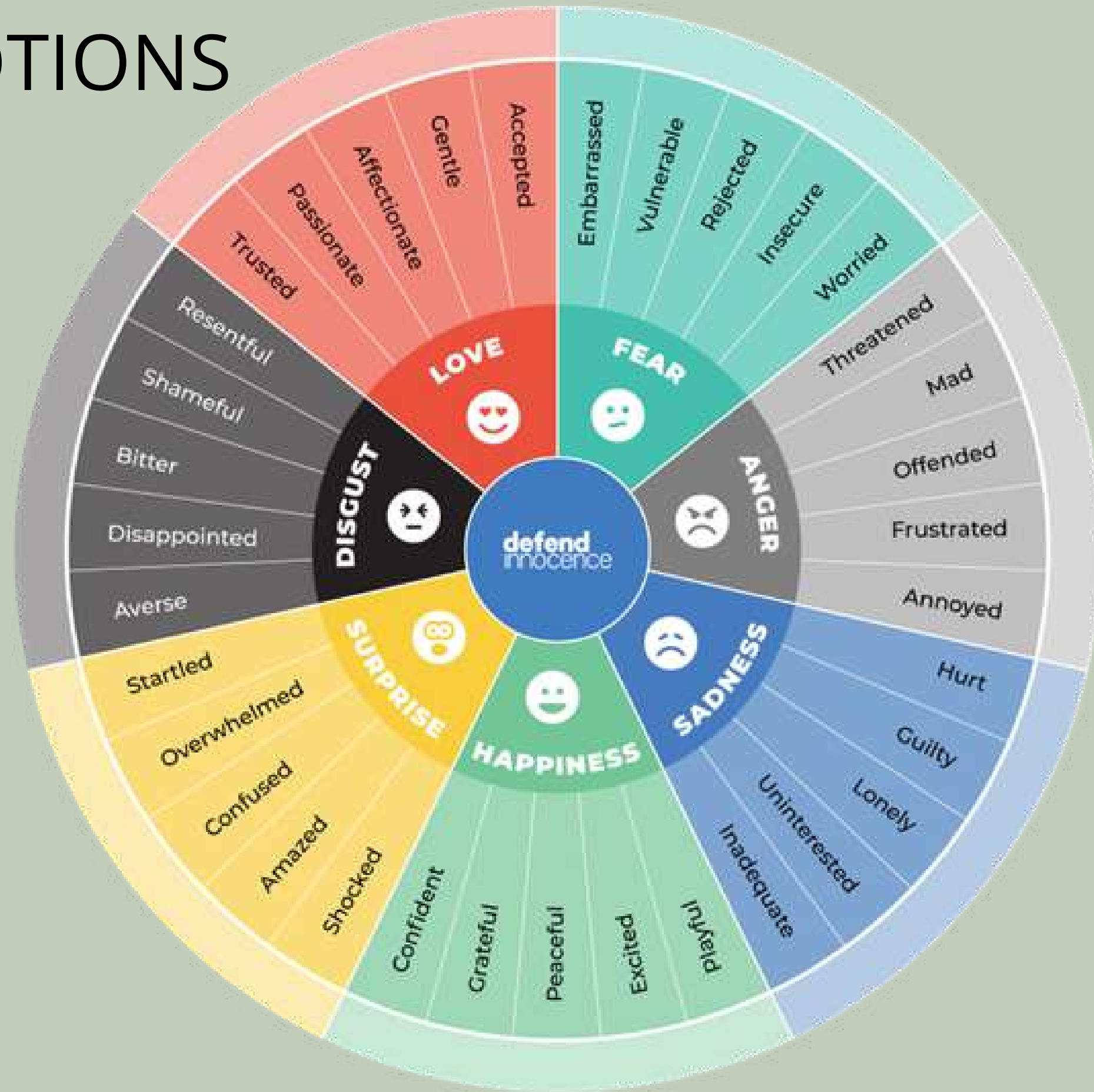
- Defensive: accusing or justifying
- Dualistic. Either/or; good/bad; right/wrong
- Guilt, shame, anger
- External Jackal
- See others as enemy or

Giraffe

- connecting & understanding
- Focus on feelings & needs
- Equality and mutuality
- Integral, holistic outlook
- Compassion, joy
- See others as wholesome human



THE WHEEL OF EMOTIONS



MASLOW'S HIERARCHY

OF NEEDS

SELF-ACTUALIZATION

ESTEEM

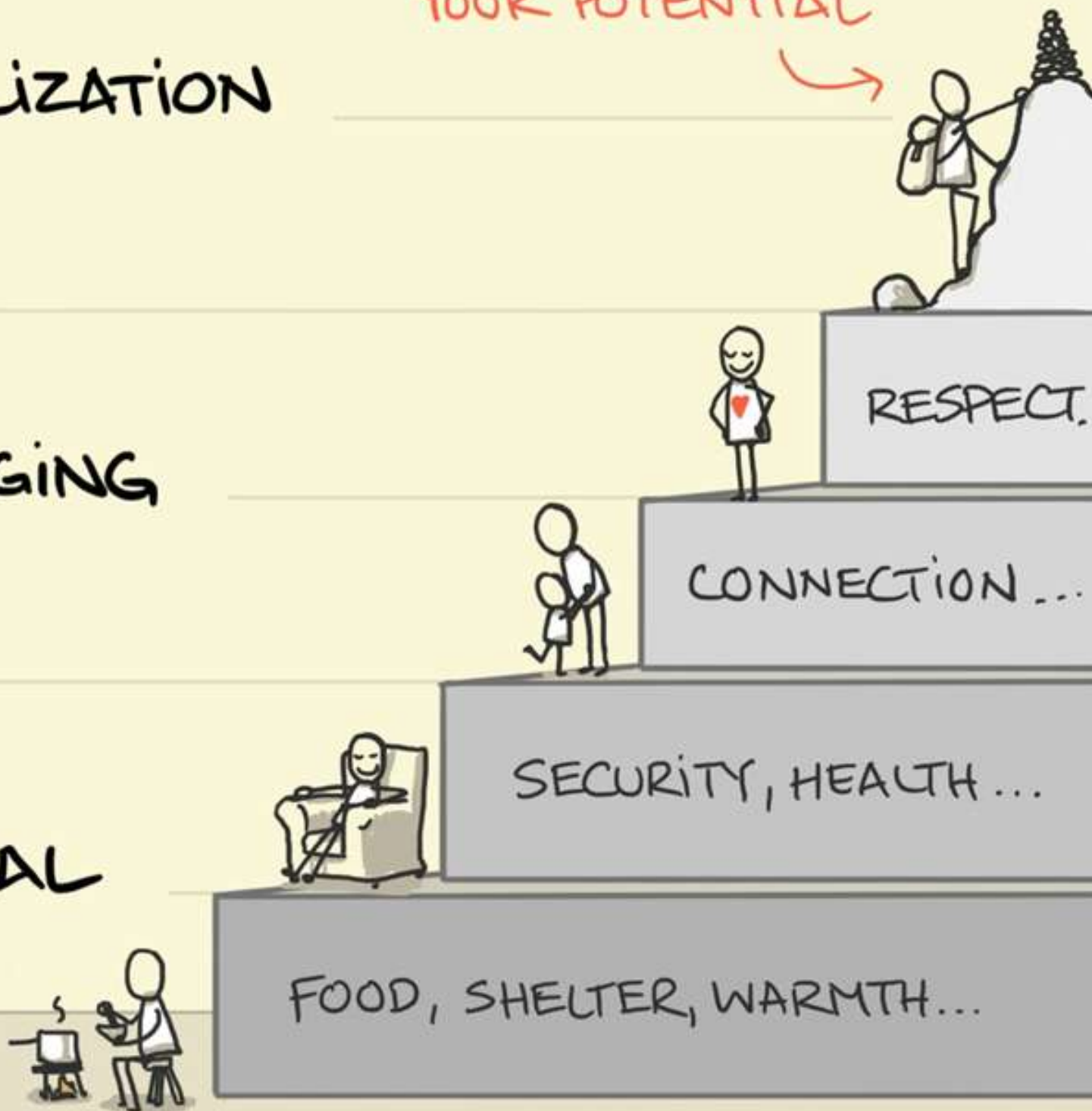
LOVE+BELONGING

SAFETY

PHYSIOLOGICAL

BASIC
NEEDS

REALISING
YOUR POTENTIAL



sketchplanations

Literature

. *Nonviolent Communication, A Language of Life*, by Marshall Rosenberg

Rosenberg's Workshop in San Francisco, April 2020
[<https://www.youtube.com/watch?v=DgAsthY2KNA>]

. *The Six pillars of self-esteem*, by Nathaniel Branden

. *The Art of loving*, by Erich Fromm

. *To Have or to Be*, by Erich Fromm

Online Courses

. Europass Teacher Academy

<https://www.teacheracademy.eu/>

Cultural Activities



The Little Mermaid



The National Museum of Denmark



Kronborg Castle, Helsingør

