

Presentation 2 Student's Handout

Transformational leadership presented by Prisca Were

What is leadership?

Leadership is the ability to influence others to achieve organizational goals (Bartol et al., 2003, p. 389). It is “the projection of personality – that combination of persuasion, compulsion, and example – that makes other people do what you want them to do” (Megginson, Mosely, & Petri, 1989, p. 385).

What is transformational leadership?

Transformational leadership is the process of defining the objectives of an organization and rallying and empowering followers to accomplish these objectives (Yukl, 1994). “Transformational leaders seek to change the status quo by articulating to followers the problems in the current system and a compelling vision to what a new organization could be” (Lussier & Achua, 2004, p. 356).

Four dimensions of transformational leadership:

- Idealized influence
- Individual consideration
- Intellectual stimulation
- Inspirational motivation (Bass, 1985, as cited in Yukl, 1994)

Characteristics of transformational leaders

- Risk takers
- Network builders
- Inspirers of trust who also trust others
- Visionaries (Lussier & Achua, 2004; Yukl, 1994; Kreitner & Kinicki, 1992)

Impact of transformational leadership in the Teachers' Service Commission (TSC), Kenya

1965 - 1998: Autocratic/laissez-faire leadership

1998 - date: Transformational leadership, marked by:

- Creation of the TSC logo
- Outlining of the Mission/Vision statements
- Drawing of the 1st ever strategic plan
- Drawing of a service charter
- Renewed focus on staff training
- Computerization of the systems
- Restructuring of the organization

Conclusion

Because transformational leaders have foresight and are able to anticipate change as well as challenge, they are able to ensure that their organizations stay afloat in the advent of competition. This has proved to be the case with the TSC.

“The task of the leader is to get his people from where they are to where they have not been.” Henry Kissinger (Vistar, 2005)

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