

TEN TRAITS OF TRANSFORMATIONAL LEADERS

Transformational Leaders ...

1. Let go of things others can do.

- Let go of tasks and responsibilities that will help others develop.
- Let go of authority to make decisions about the work.
- Know what others in the group can do and want to do.
- Build people's skills to take over by involving them in the work.

2. Encourage initiative, ideas, and risk taking.

- Actively seek ideas and suggestions from the work group.
- Allow people to run with an idea, even if it might involve some risk.
- Recognize ideas/initiative through compliments, formal recognition, and, tangible rewards.
- Are careful not to put down or discount ideas.

3. Ensure that people have goals and know how they're doing.

- Encourage work group to take lead role in setting goals and assessing *their* performance.
- Ensure that goals are clear and understandable.
- Let people know how they're doing in meeting goals - provide needed guidance and support

4. Delegate to challenge, develop, and empower.

- Delegate to challenge and develop people.
- Delegate authority to make decisions about the work.
- Provide clear understanding of responsibility, authority, expectations, and constraints.
- Support delegation within and outside the work group.
- Set up controls that keep themselves apprised of progress but aren't seen as restrictive.

5. Coach to ensure success.

- Coach *before* person begins task or assumes responsibility *and along the way*.
- Use coaching to guide and instruct people, while maintaining/enhancing their self-esteem.

6. Reinforce good work and good attempts.

- Use verbal *praise frequently*.
- Know kind of reinforcement that works best for each person.
- Provide tangible reinforcement when possible (e.g., recognition letters, awards, or gifts).
- Remember to reinforce what someone does well even when his or her work has a few flaws.

7. Share information, knowledge, and skills.

- Meet with group regularly to share and update information.
- Make sure people have information they need to succeed in a task/responsibility or know how to get it.
- Share their insights, knowledge, expertise, and skills.

8. Value, trust, and respect each individual.

- Show trust/respect by encouraging people to take control of their jobs with authority to take action.
- Take every opportunity to compliment people for good work, creative ideas, and contributions to group.
- Listen to people and empathize with their problems and concerns.
- Never put people down or minimize their contributions.

9. Provide support without taking over.

- Understand that support is essential and know when it's needed.
- Know how to support others, e.g., coach, reinforce, prepare for resistance, and gain others' commitment.
- Resist temptation to take over when things go wrong.

10. Practice what you preach.

- *Support* people through rough spots of new task instead of punishing them for errors or taking over.
- Ask for ideas and empower people to *implement* them - especially those that involve risk.
- Tell people that they are important and *show* them through actions.