

# Transformational Leadership

***WHY YOUR BUSINESS NEEDS IT***

**Mutiat Adebowale**

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## **Transformational leadership: Why your business needs it!**

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## **Introduction**

Who is a leader? There are many definitions of who a leader is as well as leadership and all these definitions are correct depending on your perspective. Some have a leader as someone who has is visionary, influential and charismatic. Others believe that a Leader sees the problem that needs fixing or a goal that needs to be achieved and knows exactly how to turn things around. The business dictionary says a leader is a person or thing that holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence over others.

Would you say any of these definitions are wrong? Of course not. Leadership, or being a leader will mean different things to different people at different times.

In this book, transformational leadership is the main focus, but we will delve into some other types of leadership styles to explore a bit of what they are and how they may differ from transformational leadership.

This book is for leaders, managers and entrepreneurs who aspire to create change, motivate and inspire others towards achieving some form of success, build capacities and boost performance levels, either in work place settings or as business leaders. It is about managing and understanding how your emotions affect work performance and relationships. It will provide you with comprehensive understanding of the concept of transformational leadership and the role of emotional intelligence in helping you as a leader, to shape your thoughts and actions, as a way to better coordinate and manage teams.

Do you aspire to lead your team some day? Or are you currently managing groups of people at the moment? If so, how well are you motivating your team members? What influence have you on the people you lead? Are you known to listen more than you talk or talk more than you listen? Do you create an atmosphere for others to grow while communicating a sense of mission and vision? What sort of leader are you?

Just to let you into who I am: Mutiat Adebowale is my name. I'm a small business and leadership coach and tend always to be a transformational leader.

This book, 'Transformational leadership: Why your business needs it!' is a leadership manual for beginners, and in the book, here are the things you will learn.

How to create positive organisational change and advancements, while helping individuals grow and be the best they can.

How not only to motivate others, but also how to motivate yourself to show direction with passion and a clear vision.

How to enhance your effectiveness through emotional Intelligence, managing yours and others' emotions for best results in meeting team goals.

You will learn to help team members overcome limiting beliefs and strive for greater heights while fulfilling organisational growth and structural needs without strain.

The objectives that this book hopes to achieve include; walking you through understanding the concept of transformational leadership and

helping you learn ways to effectively improve your ability significantly as a leader, to understand the peculiarities of different situations through the use of insight, abilities and skills and adapt your actions for best results possible.

## **Chapter 1**

### **Leadership and organisations**

Leadership is at the core of organisational growth, strength and structure and creating formidable leadership in a changing world needs not only the knowledge of leadership, management, identifying direction, making decisions and motivating people but also requires the need to move away from a structure of hierarchies and status quo.

As human beings, your limitations to achieve anything at all, stems not from your lack of intellectual or physical abilities, but through your thought processes.

As you know, part of the learning objectives for you in this book, include gaining an insight on how you can identify your own emotions and manage their impacts on performance as well as understanding other people's emotions. I also hope that you will gain an insight into how you can have an improved awareness of others' feelings, points of view, and learn how to use emotional intelligence to lead effectively to create change, motivate others and boost competence levels among and within your teams.

You can be sure that this book will equip you with tools and techniques for basic self-management, habit change, increasing personal success and better management of interpersonal relationships.

The concept of leadership that is appropriate to organisations and businesses in a constantly changing society then, is the one that recognises the power of connection, networking, interactivity, feedback, innovation and the willingness to adapt to change while being open to new knowledge.

This significant change in leadership reflects the transformations that are occurring in the society within which we live now. The concept of 21st century societal transformation recognizes that there will be times when traditional leadership ideas are appropriate and time when an emerging, new type of leadership is appropriate. This new leadership is called "transformational leadership" or Master Capacity Building leadership, as some leadership experts will refer to it.

There is a growing need and a stern focus on the increasing need for transformational leadership for organisations and business settings as well as our social and political structures. This is to share a world of interdependency which will require people to think systemically, make multiple connections, design parallel processes, and look for value in what others say and do.

To achieve its success, transformational leadership needs emotional Intelligence as a key tool. This is because EI has the ability to help people think differently, be less subjective about their feelings and emotions, hence paving way to openness to new ideas, innovation and linking diverse people in collaboration to foster genuine growth and transformation, where everyone can be the best of themselves.



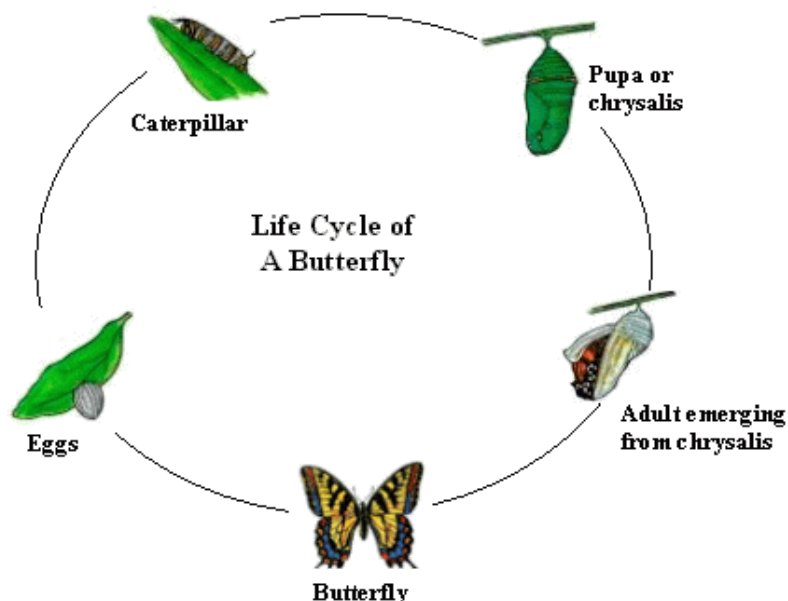
‘We can't solve problems by using the same kind of thinking we used when we created them.’

Albert Einstein

## What is Transformation?

Transformation occurs when something is completely altered from its original nature or form to an entirely new or different state or form.

Just imagine for a moment, how a caterpillar transforms into a cocoon, and eventually, grows in a gradual state into a beautifully winged butterfly.



Or imagine yourself in an area of darkness, complete darkness, almost lost and lonely and suddenly appears light. This is a transition from one state to another.

I know that transformational change in organisations and business settings are far more challenging than these two natural or magical settings I have highlighted, however transformation in organisations can take as short or as long as it can as it can take the caterpillar to transform into a butterfly depending on how the process works for the leader.

Transformation is profound, and once achieved it is very sustainable, because when something becomes transformed, it can never be exactly as it was before.

The process is daunting and challenging no doubt but it is achievable if the procedure takes the right form and given adequate time. Transformation requires, having a clear vision and the right mind set.

Organizational dry rot takes many forms but what is common in most cases is the fact that mostly, many people do not see the need for change and when they do, they are not willing to put up the commitment that change needs. In organisations, it is a common belief that if the system is not completely broken, then are no reasons to fix anything. As transformational leaders, ask yourself: should organisational processes and systems completely deteriorate before seeking change? With the rapid technological advancement in the world today, coupled with the ever growing and changing needs of the society, organisations need proactive, inventive and effective management systems who disregard status quo not just for the love of it but for the thirst of the growth and advancement that status quo cannot bring to be. To grow, organizations must be open to change and be willing to adapt new systems and worldview. They must continually try out new ideas and this can only be mustered by transformational leaders.

Transformational Change in organisations can however, be challenging for these two reasons.

First, when transformation begins, no one is able to tell precisely whether initial motives and goals will eventually be achieved. Hence, the process is run via 'a trial and error' system; expecting change to emerge as the cycle lengthens. Since the future state is unknown at the start of the process, it is impossible to bring about transformation with pre-determined, time-bound and linear project plans. At this state, the leader will have to operate and manage very volatile situations where 'anything can happen', and this of course may increase stress levels within the team and indeed make emotions run high.

The second reason that may make transformation seem quite difficult to achieve, is the fact that as change emerges, old processes, procedures and work place cultures that people may have been used to, will have to be

replaced. This usually takes quite an effort to be achieved, as leaders and team members need to imbibe new ideas, different mind sets, worldviews and indeed behaviours. When all these don't happen, transformational change, becomes unreachable. However, a leader who truly understands what transformation is, and possess adequate level of emotional intelligence, will usually be able to deliver the change with less stress.

### **Organisational change**

Against a background of rapid technological development, a growing knowledge workforce and the shifting of accepted work practices, change is becoming an ever-present feature of organisational life (Burnes, 2004).

For change to be sustained, it needs to be accepted and understood and managed in a way that people can cope effectively with it. Usually, at the start of the process, change can be unsettling, but it is the responsibility of the leader to create an atmosphere of reassurance where everyone can build confidence in the emerging new system.

Transformational leaders will ensure that team members affected by the change agree with, or at least understand the need for change and have a chance to decide how the change will be managed, in a way that encourages their involvement in the planning and implementation of the change.

With any type of organisational change, it is important for the leader to understand the systems involved and the specific type of change an organisation is going through, in order for the process to be successful. Using the wrong type of strategy to approach change often leads to failure, and sometimes, the complete collapse of the organisational systems.

## **Types of organisational change**

### **Developmental Change**

Developmental change is a basic organisational change to improve existing procedures, processes, methods or performance standards.

This may come as a first step to making further changes in the organisational structure or operations. Examples include increasing sales or quality of service, refocusing marketing strategies, and advertising processes, improving simple work processes, changing team development procedures, problem-solving efforts and/or improving existing billing and reporting procedures, etc.

### **Transitional change**

Transitional change replaces what is on ground with something completely new. This requires dismantling old processes for newly created ones.

Transitional change can be slightly challenging, as the organization gradually brings down old processes while adapting the new systems. However, when transition is properly managed and supported adequately with traditional change management tools, its impact usually tends to be less stressful on employees. Examples include reorganizations, simple mergers or acquisitions, creating new products or services that replace old ones, and new IT applications that may not impact people's work profoundly.

There are two factors that make transitional change quite distinctive from transformational change:

1. Transition can be planned with set goals in mind, hence the final destination can be determined right from the start of the process. This factor makes it easier to manage the transition, unlike transformational change, which runs on a 'trial and error' scale.

2. Team members are mainly impacted only at the levels of skills and actions, without involving personal elements of mindset, ideas, worldviews, behaviour and culture.

## **Transformational Change**

Transforms an organisation from one state to an entirely new one, in terms of systems, procedures and sometimes structure. It leads to an organisation that is very different to the one that existed prior to the change.

Transformational Change is very radical, hence bringing about the need for employees to change their views, strategy, policies, beliefs and assumptions. Such change can also alter an organisation's culture and ethos.

## **Organisational change approach**

There are many different change models which organisations can use to implement the change need. I have only highlighted two here:

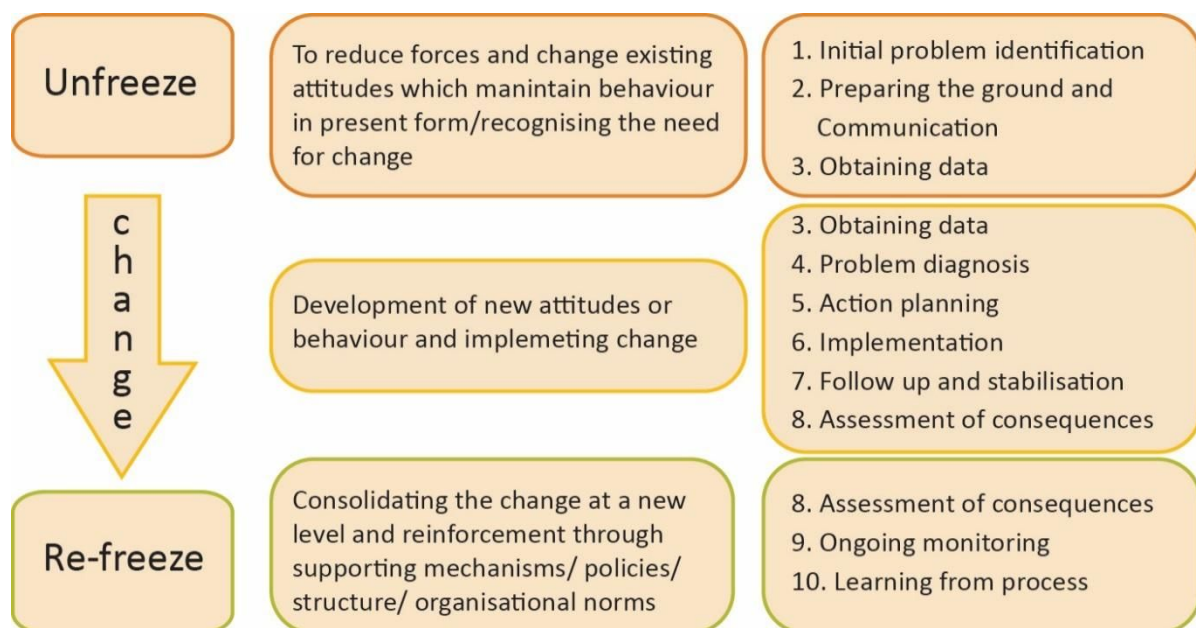
### **Kurt's Unfreeze – Change – Refreeze change model**

One of the cornerstone models for understanding organisational change was developed by Kurt Lewin in the 1950s, and is still used today. His model is a simple and easy-to-understand framework for managing change known as Unfreeze – Change – Refreeze. Lewin, a physicist as well as social scientist, explained organisational change using the analogy of changing the shape of a block of ice, i.e. unfreezing a large cube of ice to change it and reform it into a cone of ice.

By recognising these three distinct stages of change, you can plan to implement the change required. You start by creating the motivation to change (unfreeze) as it is necessary to change existing attitudes towards working practices and prepare the ground. Communication about the proposed change is vital at this stage if people are to understand and support it.

You move through the change process by promoting effective communications and empowering people to embrace new ways of working and learn new values, attitudes and behaviours. Problems are identified and action plans developed to enable implementation. Maximum flexibility is needed in the planning and implementation of the change.

The process ends when the organisation returns to a sense of stability (refreeze) and the benefits of the change are realised, which is necessary for creating the confidence from which to embark on the next inevitable change. Praise, rewards and other reinforcement by managers are required on an individual level and more effective performance at an organisational level. Not until the change has become incorporated into the culture can it be said to be frozen.



## **Kotter's eight step change model**

American John P Kotter, a Harvard Business School professor and leading thinker and author on organizational change management. Kotter described a model for understanding and managing change with 8 distinct steps, in his books 'Leading Change' (1996) and 'The Heart Of Change' (2002). Each stage acknowledges identifies a principal factor people consider in their response and approach to change.

Kotter's eight step change model can be summarised as:

Increase urgency - inspire people to move, make objectives real and relevant.

Build the guiding team - get the right people in place with the right emotional commitment, and the right mix of skills and levels.

Get the vision right - get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency.

Communicate for buy-in - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs.

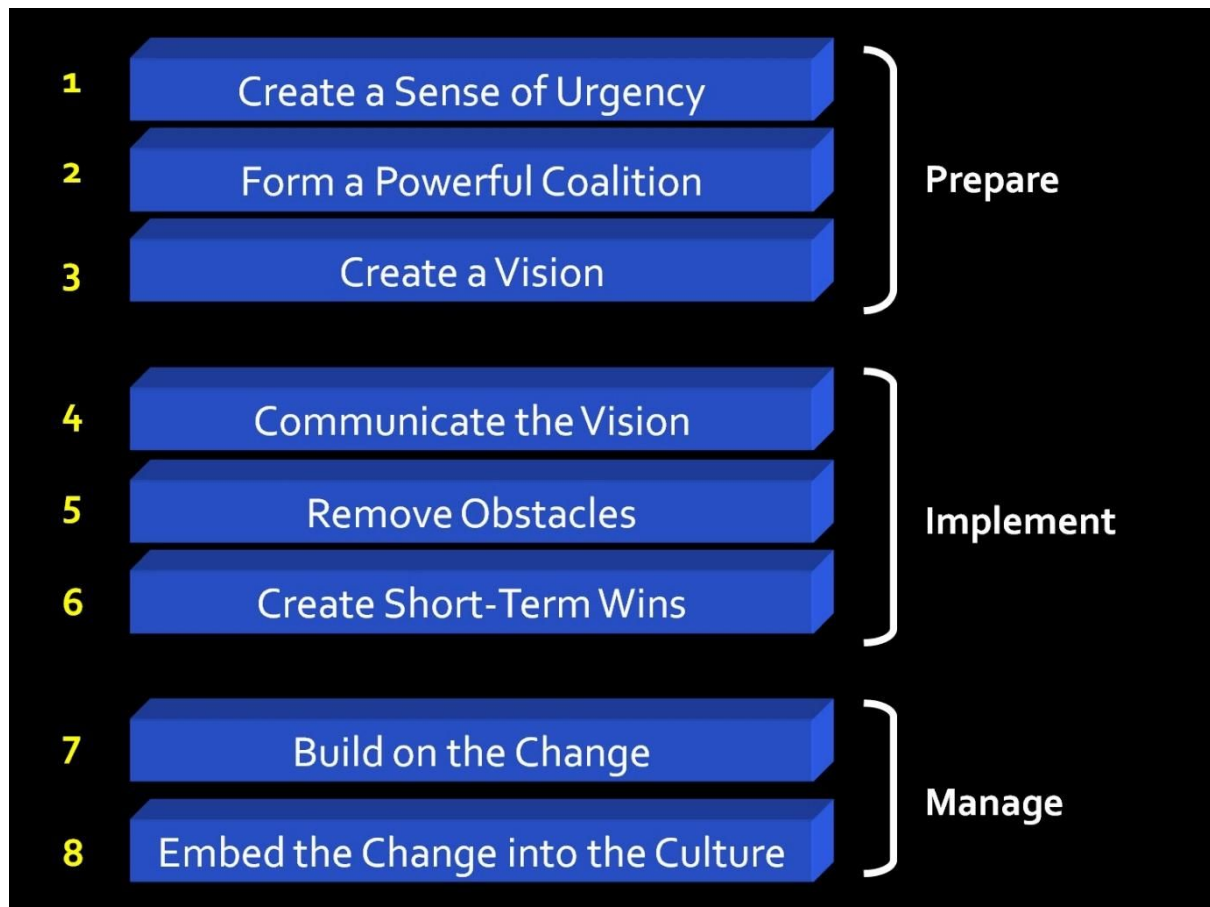
De-clutter communications - make technology work for you rather than against.

Empower action - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognise progress and achievements.

Create short-term wins - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.

Don't let up - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.

Make change stick - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change into culture.





## **What is Transformational leadership?**

Transformational leadership, also known as 'superior leadership performance', is defined as a leadership approach that brings about transformation or change in organisations, workplace settings and indeed all types of social systems.

By definition, all transformational leaders seek to transform. So, what happens when no change is required? Ideally, a transformational leader is someone who sees the bigger picture and is very comfortable changing the way things used to work in order to add innovation and higher impact and significance to the status quo.

Transformational leadership creates valuable and positive change in the organisation and individual team members with an objective of increasing the potentials of an organisation, as well as turning team members into effective leaders.

This leadership style enhances the motivation, morale and performance of followers through a variety of ways, including connecting the follower's sense of identity and self to the mission and the collective identity of the organization.

The concept of transformational leadership was first introduced by James McGregor Burns in his book titled, "Leadership" in 1978. Burns defined transformational leadership as a process where "leaders and their followers help one another to higher levels of morality and motivation."

According to Burns, transformational leadership style creates significant change both in the life of the employees of organisations and the

organizations. It redesigns their perceptions and values, and changes expectations as well as their aspirations.

Transformational leadership relies largely on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals.

Another leadership expert who further developed the concept, Bernard M. Bass, explained that transformational leadership occurs when leaders advance and elevate the interests of their employees, generate awareness and acceptance of the purpose and mission of the organisation, and when they stir their employees to look beyond their own self-interest for the benefit of all.

Transformational leadership achieve effective results when leaders are:

Charismatic and thus inspire followers

Able to meet emotional needs of each employee; and/or

Able to intellectually stimulate employees.

Transformational leadership inspires team members to take greater ownership for their work through effective listening and understanding the strengths and weaknesses of employees, thereby, enabling the leader to support team members with tasks that optimize their performance.

The components and practices of transformational leaders, will be analysed in details in other sections of this course.

Here is an example of Paula; a transformational leader.



Paula is the project manager for her team. As part of her routine, she regularly reminds everyone about scheduled team meetings and their project's progress while helping team members build on their potentials and capabilities.

She encourages team members to come up with new and unique ways to challenge the status quo, for innovative ways that support being successful, both as individuals and for the common good of the organisation.

To ensure equal opportunities, Paula works with individual members of the team to identify what task could bring out their sparkles and enhance their intellectual stimulation, the best way possible.

Paula is at the fore of encouraging team members to be bold enough to challenge her ideas and imagine themselves as leaders someday. She sets high expectations and indeed deliver on this expectations herself.

She transformed her unit from being a single unit of regimented technocrats who could not use their knowledge and skills to develop anything new, except to follow procedures and routines, to a double unit of experts, who not only created new products and services but also delivers on a system of digital franchising of the organisation's services.

### **Exercise**

Now think of a leader who inspired and motivated you well enough, took charge of things and made objectives clear and brought the best out of you.

Write down 10 things that this leader did differently

Now think of someone else whom you followed, and who was unable to bring the best out of you, drained your energy worthlessly, never believed or trusted your abilities.

Write down 10 things that this leader did that you wouldn't do, as a transformational leader.

## **Other leadership styles**

The leadership styles discussed in this resource are to provide you with additional information on other different leadership styles apart from transformational leadership. These however were selected specifically, as they are among the most common leadership styles in the field of leadership and management studies and personal development. There are other leadership styles, such as the bureaucratic, charismatic and servant leadership, and the situational leadership model, which will not be mentioned in this book.

It is important to note that there is no one style of leadership that fits all situations, so it is important for you to understand different leadership frameworks and styles, in order for you to adapt your style to suit your leadership situation.

In business however, transformational leadership is often the best leadership style to use because transformational leaders have integrity, motivate team members and also empower them. Most importantly, they possess high level of emotional intelligence.

Later in this course, you will be shown how to develop your emotional intelligence for effectiveness and best results in any situation you find yourself as a leader.

## **Authoritarian Leadership (Autocratic)**

Authoritarian leadership style, also known as autocratic leadership, allows for managers and leaders to make decisions on their own, without seeking the opinions of others. There is hardly a chance for anyone to challenge the decisions of the leader, as, there is a clear division between the leader and the team members.

This leadership is best used when followers require close supervision, as it provides clear expectations for what requirements followers must comply with.

Innovative and creative team members, in systems like this are hardly ever heard or allowed to showcase their skills and talents.

## **Participative Leadership**

Participative Leadership, also known as democratic leadership style allows that members of the team have inputs to the decisions and operations of the team. However, the responsibility of making the final decision rests with the participative leader.

With this leadership style, team members enjoy a 'feel-good', boosts, as their morale is enhanced, by making them know that their contributions and opinions also matter in the decision-making process. Team members are motivated, and considerate creativity is allowed, even during times of change. The setback for this leadership style, is that it meets challenges when organisations need to make urgent decisions within very limited time frame. It takes a long period for change to emerge with this kind of leadership style as most members of the team must signal their willingness and intent for change to take place.

## **Laissez-Faire Leadership**

Laissez-faire leadership style, does not provide guidance or directives to team members, as to what is expected of them or how much responsibility they should take on. It was first described by Kurt Lewin and colleagues, Lippitt and White in 1939, along with the autocratic (Authoritarian) leadership and the democratic (Participative) leadership styles.

Laissez-faire offers little or no supervision and also fails on giving feedback to team members. This leadership style leaves decision-making to team members without adequate coordination. Although, laissez-Faire can be

effective with highly experienced and trained team members, it often leads to poorly defined roles and a lack of motivation, which brings about poor quality production/output and lack of control. There are also concerns with the way members manage their roles and responsibilities in this sort of leadership system.

## **The Transactional Leadership Style**

This leadership style ensures that both the leader and team members have their fair share of tasks and responsibilities and provides rewards or punishments to members based on performance results. The Transactional leadership style views the leader-follower relationship as a transaction. Both parties set predetermined goals together, and the members agree to follow the leader in order to achieve the set goals.

One of the key benefits of transactional leadership, is that it creates clearly defined roles and members know what they are required to do from the outset.

Unlike laissez-faire, members here are under a great deal of supervision, direction and also receive trainings when required. Unfortunately, transactional leadership style tends to suppress creativity and out-of-the-box thinking, because there are clearly defined roles for members, which cannot be disputed even when a team member feels other roles may be more suitable for their set skills or abilities.

## **Charismatic Leader**

A Charismatic leader focuses strongly on making the members and the organisation very clear and distinct in overall performance, impressions and conduct; separating it from other organisations or groups. Such leaders, are very charismatic, energetic and always build on the image of the organisation. Charismatic leaders also act in ways that create a particular image of them as being superior to others, in the minds of their followers. Often, charismatic Leaders hold firmly to certain reputation that creates that makes their position absolute and unchallengeable.

## **Narcissistic Leadership**

A narcissistic leader is one that is visionary, charismatic and always like to take charge of the entire system. Narcissistic Leadership is likened to egocentrism, self-involvement and overt self-regard.

This leadership style involves dominance, hostility, and arrogance and turns destructive when it is driven by the leader's quest for power, admiration and approval from others. More often than not, a narcissistic leader lacks empathy, yet craves authority. However, this lack of empathy can sometimes be a strength in times of chaos and radical change, because they are bothered by other people's feelings and emotions.

Narcissistic leaders don't learn easily from others and only listen to the kind of information they seek. These leaders are not the best of coaches or mentors, as it is merely driven by is driven by unyielding arrogance and self-absorption.

## **Situational Leadership**

Situational leadership is a theory of leadership that is part of a group of theories known as contingency theories of leadership. Generally speaking, contingency theories of leadership hold that a leader's effectiveness is related to the leader's traits or behaviours in relation to differing situational factors. According to situational leadership theory, a leader's effectiveness is contingent on his ability to modify his management behaviour to the level of his subordinates' abilities, skills and experiences.



## Chapter 2

### **What is Emotional Intelligence?**

Almost every business decision we make are made based on our emotions. We make our decisions based on what and how we feel. Studies show that emotional intelligence is twice more likely to predict career success than IQ. IQ as you know, is plainly the threshold for you to gain entrance in the doors of your career, or profession. Emotional intelligence actually, is what guarantees success and progression. This is because all kinds of work deal directly or indirectly engaging with people and obviously, human interactions and engagements are important factors in selling products, services as well as selling ourselves.

Emotions can be thought of as motivational systems- they move us towards or away from doing something. Underneath emotions are needs, these may be met or unmet.

For example, if you had a nice meal and enjoyed it, made you smile, that is an emotional expression showing that you have met a need. In the same vein, if that meal disappointed your taste buds, got you almost puking, you'll probably yell, frown, walk away or show other emotions interpreting how you really feel.

Take another example, generally, if you're a happy person you're more likely to be outgoing, sociable and perhaps friendly. If you're sad on the other hand, you're more likely to be reflective and analytical, which may regularly bring in gloomy moods.

Basically, the four aspects of emotional intelligence do three important things:

- Help inform our decisions
- Help predict life outcomes
- Help us understand other people in order to build healthy relationships.

Emotional intelligence in definition is the ability to be aware of, control, and express one's feelings and emotions, in a way that aids better interpersonal relationships as well as effective self-management. Effective emotional intelligence is of prime importance to both personal and professional success. This is because, the more you master and understand yourself, the better your personal and professional life will be.

“In a high-IQ job pool, soft skills like discipline, drive and empathy mark those who emerge as outstanding.”

Daniel Goleman

Failing to develop your emotional intelligence, may contribute to you struggling in building good relationships with friends, colleagues and business clients or associates. Developing your emotional intelligence, helps you build and sustain an array of non-cognitive abilities that ultimately helps you to adapt to all aspects of life. When you grow in emotional intelligence, you will also possess these four basic competencies; self-awareness, social awareness, self-management, and social skills. In the mixed models of Emotional Intelligence, these competencies can be explained as:

**Self-awareness** - the ability to understand your feelings and emotions and their impacts on your decisions and actions. Hence, this knowledge is

expected to help you analyse your feelings and emotions in a way that will lead to better decision making.

**Social Awareness** – this is your ability to understand, recognise and react to the emotions of other people in social situations.

**Self-management**- also known as self-care; is about how you manage and control your emotions, feelings and desires and adjust to or accept changing situations.

**Social skills**- this entails relationship management, problem –solving skills, and the ability to motivate, influence, inspire and connect with others as well as being able to manage conflict cautiously.

This model which is derived from the work of Daniel Goleman, encompasses different skill sets, abilities, knowledge and behaviours that stimulate leadership performance, all which Point towards Emotional Intelligence.

You may wish to read further on the Emotional Intelligence Ability model and The Trait Emotional Intelligence Model.

### **How emotional intelligence aid transformation**

It is very difficult for people to embrace change of any type no doubt, as years of standard outcomes and cherished beliefs, drive the majority of people from accepting change. Transformational Leaders need to understand that transformation of ideas and actions will take time and cannot be forced. Applying emotional intelligence, transformational leaders are able to reason along team members' point of view, consider exercising great deal of patience while building capacity in a way that team members are made to understand and contribute to the need for change.

Because emotional intelligence already guides on how to understand own and others' emotion as well as management, hence transformational leaders should never take negative direct comments, body language or reactions personally. There will be many situations when these new leaders will need to introduce innovative ideas or create times of tension

which are necessary for growth and transformation, but may be met with irritations and discomfort by team members.

Emotionally intelligent transformational Leaders know the importance of growth both to organisations and businesses, as much as personal growth to individual team members and that is why this type of leaders care more about helping the people grow than being liked or complemented, as against the status quo in traditional leadership. Rather than focus on outcomes and results, all the time, transformational Leaders understand that for true transformational learning experiences to occur, personal growth can be more important than outcomes if the objective is to create an environment for transformation.

Emotional Intelligence aid transformation by allowing leadership to evolve a climate conducive to real transformation of thinking, attitudes and behaviour, as well as the need to shift how to connect diverse people and how to introduce new, transformative ideas into the thinking and activities of team members and the organization and business settings as a whole.

### **Key notes on how emotional intelligence aids transformation for leaders**

It helps you take charge of situations better, you are able to control your emotions and understand other people's feeling better.

Gives you additional tools to create change by enabling a process of integrating thinking and feelings, in order to become aware and manage own and others' emotions and make responsible decisions, as well as manage own behaviours, as well as of others.

Because EI refers to the mental abilities associated with processing and responding to emotions, including recognising the expression of emotions in others, using emotions to enhance thinking, and regulating emotions to drive effective behaviours, thus, these abilities are likely to be associated

with social competence, adaptation, and overall organisational and personal success.

It improves and shapes thinking in ways that boosts confidence and competence, while subduing violence, aggression, and other behavioural problems. It also helps to improve critical thinking skills, particularly in younger and new transformational leaders.

### **Enhancing your emotional intelligence**

Howard Gardner's Frames of Mind: The Theory of Multiple Intelligences, in 1983 introduced the idea that traditional types of intelligence, such as IQ, fail to fully explain cognitive ability, when he discussed about interpersonal intelligence (the capacity to understand the intentions, motivations and desires of other people) and intrapersonal intelligence (the capacity to understand oneself, as a means of appreciating one's feelings, fears and motivations).

Since then, there have been various writings relating to the concept of emotional intelligence, including Daniel Goleman's best seller: Emotional Intelligence - Why it can matter more than IQ, in 1995, which made the term widely known.

Even though the concept of emotional Intelligence has also received criticism on its role in leadership and business success, with some researchers claiming that it is an inborn characteristic, many others believe that you can improve it with proper guidance and practice.

Hence, to commence on the journey of enhancing your emotional intelligence, it is important to learn how to listen to your feelings. Although in many cases, this may seem almost unachievable, developing the ability to tune in to your own emotions is the first and perhaps most important step to take. You can also call this process 'self-awareness strategies'.

1. There is the need for you to understand why you act in certain ways or respond to things in certain ways. You must be able to understand what you have done and why you have done it. Take a moment in the day to ask yourself “why did I act in a particular way/ “Why am I getting this feeling? In other words analyse your decisions, actions, and reactions and try to provide answers from within you. With this, you will possess better emotional awareness, and recognising these emotions; such as anger, fear, sadness, frustration, joy, delight, etc, rather than trying to hide them will help you better with your emotional self-management. The Most important thing about enhancing your emotional intelligence is to ensure that your thoughts and emotions are balanced.
2. Emotional intelligence involves the ability to look within, as well as the reflective powers on the present. This is important in order for you to explore your various personalities, values and beliefs. It is not appropriate to ignore or judge your feelings before you have a chance to think them through. Observe carefully to see if you can find connections between your feelings and your thoughts or between your feelings and other times you have felt the same way in the past. When you notice similar feelings recurring, ask yourself, "When have I felt this feeling before?" You will realise that doing this will help you understand your emotions and feelings better.
3. If you don't already know your personality traits by now, it may be a good idea to get learning about that, although natural inclinations and sheer observation may well be enough. Like most people you probably know whether you are an introvert or an extrovert, optimally judgemental, objective, highly defensive or sensitive. The more extroverted you are, the better your chances of dealing with your emotions and feelings as you are less likely to feel socially vulnerable as opposed to someone who is largely introverted. However, this knowledge is a starting point for you to understand

and analyse truly who you are and start making changes and building on your strengths.

4. When you know yourself quite well, setting goals and achieving them becomes a lot easier, because you know who you really are, your strengths and weaknesses and what your personality can handle.
5. Connect with the energy of your unconscious feelings and become more aware of them. This you can achieve by allowing your thoughts to journey through your mind freely without care and watch where they go. You can keep a journal of your heavy emotions and even jot down your feelings in the morning when you wake up. Take note of your dreams and how they make you feel after waking up and observe any recurring dreams, this may as a result of a pattern in your thought system. More importantly, regular journaling of your thoughts and feelings can help you intensely to gain better self-consciousness.
6. Learning styles are crucial to development, and as a transformational leader, openness to knowledge is paramount to achieving success. Identifying your ideal learning style, not only enhances your personal growth, but also your ability to perform at your best, while improving your self-awareness. The three main learning styles include: visual, auditory, and kinaesthetic. It is important to know what suits you most and where you belong for effective learning to take place.

## Chapter 3

## **Practices of transformational leaders**

As already mentioned, transformational leadership fosters capacity development, encourages higher levels of personal commitment towards the common goal and provides reasons for mission redefinition with clear vision.

Think about the leader that you are or one that you are currently working with. Is it a leadership where the leader is taking control of the situation in a way that is conveying a clear vision of the team's goal, broadening and elevating the interests of others, while also creating awareness and acceptance of the purposes and mission of the team?

This is what is called transformational leadership. Hence, we can deduct from this that the practices of transformational leadership include the following:

### **A model of integrity**

Transformational leaders are enthusiastic, energetic and passionate. They lead by focusing on helping every member of the team succeed and also get them involved in the process.

### **Need for change**

Transformational leaders do not implement change on team members, but promote an atmosphere where others understand the need for change by helping others become aware of the need to develop a 'future's' context within which to view and think about issues.

### **Systemic thinking**

This entails working and thinking about the multi-faceted needs within the process and how such issues can simultaneously be engaged in parallel progressions. Systemic thinking enhances the consideration of interrelated factors, while developing strategies that embraces efficient networking within the team, in order to achieve more in less time, without undue pressure mounted over any part of the process.



## **Embraces new ideas**

Transformational leadership embraces a dynamic team that grows with new ideas and open interdependence on self-reliant thinking. Hence, ideas, strategies and actions will emerge as a result of multiplicative discourse. This will facilitate not only thriving developments within the team, but also positive challenges that will bring out the best in every member.

## **Need for collaboration**

Transformational leaders understand the need for constructive collaboration for ideas and strategies to become effective. To develop appropriate actions, people have to work together for the good of the team, otherwise, there will be no success. An interdependent team will need to make clear to members, that a wealth of notion is required to help others be successful. To build continuous connections, there has to be a pyramid of ideas and strings of interpersonal stimulations.

## **Components of Transformational leadership**

There are four components of Transformational Leadership which are sometimes referred to as the four I's of Transformational Leadership. They are as follows:

1. Idealized Influence (II)
2. Inspirational Motivation (IM)
3. Intellectual Stimulation (IS)
4. Individualized Consideration (IC)

## **Idealized Influence (II)**

Idealized influence can be expressed through the charismatic vision and behaviour of the leader, which inspires others to follow core set of values and ethical principles. By acting as a role model and displaying high standard conducts, team members understand the remarkable potential of the leader and determination with which they are being led towards achieving greater heights. This in turn acts as a catalyst upon which the leader builds trust and influence with his team members.

## **Inspirational Motivation (IM):**

Inspirational motivation comes from the ability of the leader to motivate others to commit to the common vision of the team .to, motivation. The transformational leader must articulate the expectations of the team and demonstrate a commitment to the team's goals by inspiring confidence and promoting a sense of purpose within the team. To achieve this, a leader requires excellent communication skills with unrestrained precision, continued optimism and enthusiasm.

## **Intellectual Stimulation (IS)**

Intellectual stimulation encourages innovation, creativity and the putting together of new ideas. It flourishes on the inclusion of individual efforts in the decision making process, by stimulating team members problem solving skills. Problems are dealt with by encouraging new approaches and different points of view. The transformational leader challenges assumptions and helps give a different meaning to problems and obstacles by changing the way team members think about complex situations.

## **Individualized Consideration (IC)**

Transformational leaders understand the person-centred approach to dealing with individual team members, as each individual is different. Team members have different needs and possess different levels of potential. Support and coaching must be provided in relation to individual needs and

capacities. With particular attention to their individual concerns. Develop your follower by delegating tasks. Monitor and provide improvement tips on delegated activities and make them produce finer output. This increases followers' confidence and morale.

With individualized consideration, the leader must be able to recognize what motivates each individual, thereby providing customised opportunities, trainings and development programmes for different individuals or sets of them. This approach increases members' confidence and morale and allow them grow and become fulfilled in their different positions.

## Chapter 4

### **How emotional intelligence bolsters your self- confidence**

Self-confidence is a state of mind. It is a positive and balanced attitude towards one's Self dimension. Self-confidence cannot be learned like a set of rules; but may be developed and nurtured. It comes from feelings of well-being and belief in your own ability, skills and experience and has nothing to do with pride or arrogance.

It is just a humble acknowledgment and acceptance of our innate capabilities, which comes from valuing and validating them. Self-confidence can be developed through regular practice, willingness to acquire more knowledge, positive thinking, training and self-acceptance.

If you lack self-confidence as a leader, you probably will not have any impact on your followers and may find it hard to succeed.

Confident people face obstacles but achieve success with confident attitude which enables them to continue pushing ahead to overcome the barriers, while people who have low self-confidence, may not even have the bravery to begin a project lest persevering in the face of challenges.

To ensure that you exhibit balanced self-confidence, examine yourself honestly and observe your feelings as you answer these questions.

1. Do I always feel that I should have all the answers?
2. How do I respond to criticism?
3. Do I frequently take a very strong stand on issues?
4. Do I spend more time talking than I do listening?

5. Do I always feel there is a need to show off and put others down as opposed to acting with consideration of others' feelings?

If you answered yes to any of these questions, you need to learn how to manage your feelings in line with your self-confidence and be ready to be a little more vulnerable. Now, you must begin to let go of the feelings that you need to have all the answers every time.

Transformational leaders need genuine confidence which helps in balancing their needs with those of the other team members.

## **Low confidence and over-confidence**

### **Low confidence**

Low confidence emanates from low self-esteem, which is as a result of lack of self-acceptance, belief in one's abilities or personal skills. People with low confidence are not able to display charisma, represent themselves adequately or even motivate other people. Such people are not fit as leaders as they are usually timid and may not be able to speak up with determination and assertiveness. Generally, low confidence affects job performance and creates passive leaders who only drag team members on instead of motivating them.

### **Overconfidence**

Overconfidence causes arrogance, which is displayed through one or more of these attitudes, such as unwillingness to apologise when wrong, being extremely defensive, having difficulty admitting mistakes and bragging.

When leaders misjudge their knowledge, skills and abilities in a way that causes resentment from others or make them appear to be domineering and inconsiderate about how decisions affect others; these could also be parts of the effects of overconfidence. Overconfidence is destructive, and does not belong in today's organization. Leaders who are over confident

are not likely to take advice from team members or solicit support because they believe they have all the answers.

While level-headed self-confidence is generally glided with humility and modesty, overconfidence leads to faulty assessments, unrealistic expectations and diffident decisions.

## **Chapter 5**

### **Emotional intelligence exercises and tasks**

Emotional Self-Awareness Exercise

Assertiveness Exercise

Recognising Stress Exercise

Recognise the effects of stress exercise

Managing stress worksheet

Understanding feelings

Emotional Intelligence in team coordination

Emotional Intelligence and conflict management

The Mirror Work

Confidence Workout

**You will find the tasks and exercises below this section.**

## **Transformational Leadership EI Tasks and Exercises**

## Emotional Self-Awareness Exercise

Name \_\_\_\_\_

Emotional self-awareness is the ability to recognize one's feelings. In the spaces below complete each statement based on how you feel. Use the blanks to add your own feeling words.

### ***Example:***

*I am most excited when I am out with my family.*

*I feel when a trusted friend betrays me.*

I feel embarrassed when

\_\_\_\_\_

I think negative thoughts about myself when

\_\_\_\_\_

I am \_\_\_\_\_ when

\_\_\_\_\_

I feel \_\_\_\_\_ when

\_\_\_\_\_

I think \_\_\_\_\_ about \_\_\_\_\_ when



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\_\_\_\_\_

I am \_\_\_\_\_when

\_\_\_\_\_

I feel \_\_\_\_\_when

\_\_\_\_\_

I think \_\_\_\_\_about \_\_\_\_\_when

\_\_\_\_\_

I am \_\_\_\_\_when

\_\_\_\_\_

I feel \_\_\_\_\_when

\_\_\_\_\_

I think \_\_\_\_\_about \_\_\_\_\_when

\_\_\_\_\_

I am \_\_\_\_\_when

\_\_\_\_\_

I feel \_\_\_\_\_when

\_\_\_\_\_

I think \_\_\_\_\_about \_\_\_\_\_when

\_\_\_\_\_

## Assertiveness Exercise

Assertiveness is the ability to express your wishes and beliefs in a positive way. Too little assertiveness can make you a passive and when you are bossy, it is met with restraint by team members and you may be labelled as aggressive.

Think of a time when you could not stand on your beliefs or when you were drawing back from stating your values.

What happened?

---

What did you do?

---

How did you feel?

---

Now, think of a better way to handle that situation in the future. Write a better response and practice it.

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Think of a time when you were too bossy.

What happened?

---

What did you do?

---

How did you feel?

---

Now, think of a better way to handle that situation in the future. Write a better response and practice it.

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## Recognizing Stress Exercise

1. List the ways you experience stress physically, emotionally, and behaviourally.

Physically	Emotionally	Behaviourally

2. Circle the ways stress affects you that are most troubling.
3. List two or three things you can do to reduce these symptoms or times when you notice these symptoms are less intense.

## RECOGNISE THE EFFECTS OF STRESS

### Exercise

You need EQ AND IQ to be successful as a transformational leader, no doubt. However, stress is an emotion which is commonly experienced in the workplace both by leaders and followers and can have both positive and negative effects on the way you work and your performance.

The following checklist is designed to help you to recognise how stress affects your relationships and interactions with colleagues, and to make you consider ways of overcoming the negative effect which stress can have on you. Many of the other emotions which you experience also have an effect on your EQ, stress is just one of them.

Work through the following checklist, answering 'true' or 'false' for each statement.

### When stressed I.....

Statements

True or False

- 
1. Tend not to talk to other colleagues
  2. Become frustrated with those who interrupt me

3. Find it difficult to set aside time to discuss the problems of other colleagues
4. Find that my body language becomes aggressive and defensive
5. Am less likely to notice a colleague who is also suffering
6. Tend to be less sympathetic than I usually would be
7. May 'snap' at a colleague who is irritating me
8. Make my emotional state of stress obvious to others through my statements and actions
9. Find it more difficult to participate in team work
10. Am more likely to reach my target
11. Often feel overwhelmed by my workload
12. Find that I work more productively

After completing the checklist, score your answers as follows:

1. True=1, False=0
2. True=1, False =0
3. True=1, False=0
4. True=1, False=0
5. True=1, False=0
6. True=1, False=0
7. True=1, False=0
8. True=1, False=0
9. True=1, False=0

- 10. True=0, False=1
- 11. True=1, False=0
- 12. True=0, False=1

If you score highly, you need to rethink your reaction to others when you are under stress otherwise you risk jeopardising your work relationships.

## **Managing stress worksheet**

### **1. Eustress vs. Distress**

There are two types of Stress.

- Eustress: positive, good stress that comes from situations that are enjoyable. (e.g., winning a game)
- Distress: Negative, bad stress that can be harmful to the body. (e.g., doing poorly on a test)

**Review your Stress Diary. From your stress list, identify examples of eustress and distress in the space below.**

Eustress

---

Distress

---

## **Managing Stress**

**Many stressors can be changed, eliminated, or minimized. Here are some examples of things you can do to reduce your level of stress:**

Exercise	Exercise regularly. Practice relaxation techniques. For example, whenever you feel tense, slowly breathe in and out for several minutes.
Nutrition	Eat a balanced diet daily. Eat more whole grains, nuts, fruits and vegetables. Substitute fruits for desserts. Choose foods that are low in fat, sugar, and salt.
Sleep	In a typical week, get sufficient sleep to wake up refreshed. Do not use medication or chemical substances (including alcohol) to help you sleep.
Stimulants	Avoid caffeine, nicotine, sugar, and cola. Do not use medication or chemical substances (including alcohol) to reduce your anxiety or to calm you down.
Support System	Have one or more friends with whom you can share personal matters. Talk with friends or someone you can trust about your worries/problems.
Nurture-Self	Keep reinforcing positive self-statements in your mind.



	<p>Focus on your good qualities and accomplishments</p> <p>Do something you really enjoy which is “just for me” during the course of an average week.</p> <p>Recognize and accept your limits.</p> <p>Remember that everyone is unique and different.</p>
Good time management skills	<p>Plan ahead and avoid procrastination.</p> <p>Make a weekly schedule and try to follow it.</p> <p>Set realistic goals.</p> <p>Set priorities.</p>
Relax	<p>Take a warm bath or shower.</p> <p>Go for a walk.</p> <p>Get a hobby or two. Relax and have fun.</p> <p>Get in touch! Hug someone, hold hands, or stroke a pet.</p> <p>Physical contact is a great way to relieve stress.</p>

## Stress Management ii

**Think about how to cope with and prevent the distress you identified in your Stress Diary and the questions above. Describe your plan for coping with distress in the space below.**

<b>Exercise</b>	
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<b>Nutrition</b>	
<b>Sleep</b>	
<b>Stimulants</b>	
<b>Support System</b>	
<b>Nurture-Self</b>	
<b>Good time management skill</b>	
<b>Relax</b>	
<b>Other</b>	

## **UNDERSTAND FEELINGS EXERCISE**

### **Description**

This exercise has been designed to help you reflect on real issues in your past when you were at odds with another individual. Being able to understand how others feel and why is vital to most areas of life. Managing relationships, whether personal or in the workplace, cannot be successful unless you understand individual motivations.

### **Task**

Identify a situation where someone reacted in a way that caused you surprise, disappointment or hurt. It could be a personal situation or in the workplace.

1. Briefly outline what happened.
2. What did they say?
3. How did they say it? Describe their tone of voice?
4. Describe their body language.
5. How would you label the emotions they may have been feeling?
6. What might have been the trigger?
7. Was there anything you did or said that might have exacerbated the situation?
8. Could you have recognised their feelings earlier in the interaction? Did they give any clues early on that they were concerned or upset?
9. What could you have done to positively influence the situation?
10. What have you learned that you could apply in the future?

## **ASSESS EMOTIONAL INTELLIGENCE OF YOUR TEAM**

### **Description**

Emotional intelligence is central to the way in which teams work.

### **Task**

1. Answer the individual questions on your own

#### **1a. Individually – Creating Awareness of Emotions**

- Do you always take the time to ask how other team members are getting on?
- Are you open with colleagues?
- Do you make an effort to engage quieter team members in conversation?

### **1b. Individually – Regulating Emotions**

- Would you confront bad behaviour?
- Do you offer support to other team members and 'stick up' for weaker team members?
- Do you listen to opinions which are different from your own?
- Are you always careful not to hurt other team-members feelings?
- Do you try to acknowledge all contributions to the team?

## **2a. As A Team – Creating Awareness of Emotions**

- Is time set aside to see how everyone in the team is getting on?
- Does your team socialise out of office hours?
- Are you aware of the team displaying 'group moods'?
- Are all team members encouraged to give constructive feedback at any time?
- Do you ask internal and external customers how they view the team?

## **2b. As A Team – Regulating Emotions**

- Do you always set aside enough time to thoroughly discuss important issues?
- Does your team deal with confrontational behaviour effectively?
- Do you always express emotions openly?
- Do you all allow time to relax and de-stress?
- Do you always stay focused on the ultimate objective?
- Does your team work in a problem-solving, rather than a blame culture?
- Do you work as a team to anticipate problems?
- Are you prepared to make decisions on behalf of the team, if individual team members are hesitant?

## **2c. As a Team – Beyond The Team**

- Do you take time to learn what other people in the organisation are thinking?
- Are you aware of potential external sources which could influence your group?
- Are you familiar with the cultures and values of the organisation?
- Are your team's actions in line with organisational culture?
- Do you build external relationships and take advantage of networking opportunities?
- Does your team provide support for other teams?

**3. Now look through the above questions, and highlight with a star, the ones which your team has answered 'no' to. Discuss how you can approach these areas where there is room for improvement.**

## **HANDLING CONFLICT**

### **Description**

This exercise has been designed to help you reflect on real issues in your past, analyse how you responded and with the benefit of hindsight, identify how your behaviour might have better influenced a more satisfactory outcome.

### **Task**

Complete the following:

1. Briefly outline a time when you were in conflict or felt strong emotion about something and you were not happy with either the interaction itself and/or the outcome.
2. Think back to how you were feeling at the time. Note your feelings and emotions.
3. How might your feelings have influenced your behaviour?
4. How did your feelings affect your performance?
5. How could you have played down the negative emotions and enhanced the positive emotions to ensure a better outcome?
6. How could you use these learning points to guide your thinking and action in the future?



## **Mirror Work Exercise**

This exercise is intended to boost your confidence and will also help in reaffirming your choices. This exercise is best done in the morning and it is effective when you do it for at least thirty days consecutively.

### **Exercise**

Do this exercise early in the morning just before leaving home or later in the evening just about sunset. To do this exercise, find a mirror in your bathroom or bedroom.

For the first few seconds, just stand there and really look at yourself, deep in your eyes. You may feel very uncomfortable or awkward, if you've never done this before, just take a deep breath and take another good look at yourself. It's just a way of getting to know you better and connect more with yourself. As you look at yourself, send as much love and acceptance as you can. Really look at yourself and see what you look like to the outside world, taking notice of your eyes, nose, forehead, skin and so on.

After you've really looked at yourself for a few seconds, say out loud to yourself "I love you" and then your full name. Repeat it again. Notice that this may bring up uncomfortable feelings but just do your best to just stick with any feelings that come up, whether positive or negative. They are just feelings and you can accept them and allow them to be. After that, then say these affirmations to yourself: (you may add more)

"I am love. I vibrate love. I love."

"I am joy. I spread joy. I am joyous."

"I am motivated. I motivate others with grace and honour. I feel the positive energy."

And finally, make these sort of affirmations to end it all.

“Day by day, in every way, I am more and more successful.”

This exercise should take between 10-15minutes.

Watch your confidence, awareness and acceptance of yourself grow as you do this. Also watch positive energies surrounding you, as you reaffirm these statements every day.

After 30 consecutive days of this exercise it will become a part of your subconscious mind, and you will notice how much better you feel about yourself and how much more comfortable you are in who you see.

Have the best of days!

## **Confidence workout**

This is purely a confidence workout and will be very helpful if you think you need some guts facing some situations or particular individuals who may be intimidating you in some ways.

To do the exercise, get a mirror on the wall (not necessarily a full body length), just one that you can see your face. Make sure the mirror is steady wherever it is placed; preferably not one you will need to hold to avoid the mirror being shaky.

Stir in to your eyes without blinking for up to at least fifteen-twenty seconds. You may not get it straight the first time but practice as many times as you can until you are confident enough and able to look in your eyes without blinking for at least fifteen minutes. Once you are able to master this practice, you will be able to look anyone straight in their eyes without blinking.

This exercise is best used when you think you are being intimidated or want to stand up to your beliefs.

Note: Please do not do this to intimidate other people. Only use it when it is appropriate.

## Chapter 6

### Wrap up and conclusion

Congratulations on completing this book. I'm sure that by now, you do understand the concept of transformational leadership and can identify the role of emotional intelligence in helping you shape your thoughts and actions, as a way to better coordinate, lead and manage your teams.

I also know too that you understand that there are different situations demanding different strategies, hence, you are be able to use insight and skills to adapt your actions for best results possible to any given leadership situation.

Now, a recap of the chapters.

In chapter one, you read about the importance of leadership and organisations as well as transformation and how it affects organisations. We looked at the different types of organisational change, and mentioned the different situations that may require certain types of change. Transformational leadership was discussed with the examples of what you may look out for, in transformational leaders and you had the chance to reflect on how your leaders, managers or bosses may have influenced you. By now you should know how well you will do as a transformational leader or perhaps where you need to improve. We also looked at other leadership styles and emphasised that even though, only a few of them were mentioned in this book, there are quite a lot more.

At the end of chapter 2, I am glad that you got clear on the concept of emotional intelligence and how you can best use it to manage and control your feelings and emotions as well as others'. I also discussed how emotional intelligence can aid the organisational transformation process before delving into the basic techniques that can help you become more self-aware and thus enhance your emotional intelligence.

Chapter 3 was where you learned about the practices of transformational leadership as well as its components. In that chapter, I also highlighted the factors and characteristics that will make a person a transformational

leader. By now, I am sure that you are checking your tools, tactics and techniques and probably sifting what needs taking in, improving, or what completely needs letting go of, for you to become that transformational leader that will inspire others.

In chapter 4, you were made to understand how emotional intelligence can boost your self-confidence. We looked at what self-confidence is and what it is not, by highlighting what constitutes low self –confidence and what not to do in order not to be regarded as being over confident. I also mentioned that to be a transformational leader, self-confidence is what you need and not over confidence.

In chapter 5, you were given exercises and tasks which you can do at your time to help you develop and improve your emotional intelligence and self-confidence. You were also introduced to some stress management techniques as well as strategies to analyse your emotions for best self –management and awareness both for your personal benefit as well as for your leadership skills development.

I believe very well that by now, you are more aware of who you are personally and what type of leader you are or will be, hoping that you are working on where to improve and what to let go having had all the tools and techniques you need to get you what your goals are, in terms of being a good leader.

To make things a lot easier for you, you may write down your top what your top 5 priorities are regarding your next steps towards being an efficient and successful transformational leader.

Write what you have specifically learned about yourself that will enable the change going forward.

Well done for the effort and I wish you the very best as a leader for change!

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