

TRANSFORMATIONAL LEADERSHIP BEHAVIOURS

“Transformational leaders motivate followers to achieve performance beyond expectations by transforming followers’ attitudes, beliefs, and values as opposed to simply gaining compliance” (Bass, 1985; Yukl, 1999)

In the context of Expedition Leadership, transformational leadership can be defined by the following seven behaviours:

Fostering Acceptance of Group Goals – Encouraging the individual to want to work as part of a team and work towards shared team goals; putting team needs before ‘self’ needs.

Inspirational Motivation – Inspiring and encouraging the individuals so they can, and want to, achieve their best.

Appropriate Role Model – Behaving in a consistently appropriate way that fosters the same behaviour amongst the followers; being beyond reproach.

High Performance Expectations – Having high standards; expecting the individual to always give maximum effort.

Individual Consideration – Recognising the uniqueness of each individual; treating them according to their individual needs.

Intellectual Stimulation – Encouraging the individual to think for himself or herself; getting them to work out problems on their own.

Values – Encouraging a global awareness; sensitivity about the environment and local communities.

The Expedition Transformational Leadership Model includes two transactional leadership behaviours:

“Transactional leadership behaviours are aimed at monitoring and controlling employees through rational or economic means.” (Bono & Judge, 2004:902)

Contingent Reward – Giving praise and recognition when it is due; being constructive with feedback, and advising how to improve performance.

Discipline – Being consistent with discipline; can deal with discipline issues both appropriately and effectively.

