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Transformational Leadership

Leading Teams and Workgroups According to
Vision & Values



May 4, 2009

Manager vs. Leader – What's the difference?

Manager –

Coping with complexity

- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving

Leader –

Coping with change

- Setting Direction
- Aligning People
- Motivating & Inspiring

“Smart Organizations value both and work hard to make each a part of the team (Kotter, 1990, P. 104).”

Transformational Leadership

- Transformational Leadership is part of the “New Leadership” paradigm.
- In a content analysis of articles published in *Leadership Quarterly*, Lowe and Gardner (2001) found that one third of the research was about transformational leadership.

Transformational Leadership

“Transformational Leadership is a process that changes and transforms individuals. It is concerned with emotions, values, ethics, standards and long-term goals,

and includes

assessing followers' motives, satisfying their needs, and treating them as full human beings
(Northouse, 2004, P.169).”

Connection

“LEADERS TOUCH A HEART BEFORE THEY ASK FOR HAND”

“The single most important message in this book is very simple. People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown* a truth that influences their *feelings* (Kotter, 2002, P. 1).”



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Relationship Assessment – Developing Relations

EXERCISE – 5 min.

Relationship Assessment



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Relationship Assessment

Instructions:

Rate the following statements from 1 to 5: (According to how each individual would rate you.)

	1 - Rarely	2 - Not Often	3 - Sometimes	4 - Often	5 - Always
1. Assessment Statements	Name John Smith	Name Rhonda Valdez	Name Joe Stafalino		
This person trusts me.	5				
This person confides in me.	3				
This person thinks I model what I say.	5				
This person feels I am a positive person.	4				
This person thinks I tell the truth.	3				
This person feels I treat everyone fairly.	2				
Total Relationship Rating	22				
Poor	6—13	Fair	14—19		
Solid	20—25	Strong	26—30		

Trust is the Foundation of Leadership

“Trust is the glue that holds an organization and its leader together.”

EXERCISE – 3 min.

Integrity is.....

Integrity impacts leadership in the following ways...

Trust and Leadership

“When my words and deeds match up. I am who I am, no matter where I am, or who I’m with.”

- John Maxwell -

EXERCISE EXERCISE – 3 min.

Integrity is.....

Integrity impacts leadership in the following ways...



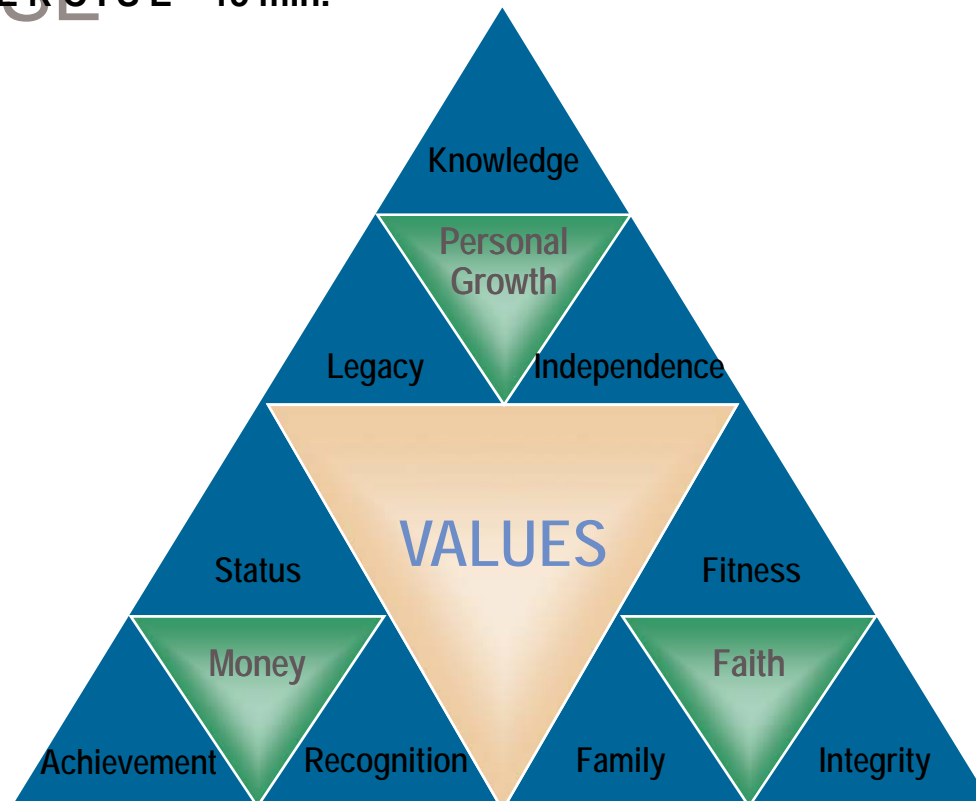
Trust and Leadership

“Transformational Leadership requires leaders to create trust by making their positions known and then standing by them. Trust is predicable and reliable in situations that are uncertain. Followers trust leaders to make the right decisions. When we make the right decisions followers become more committed to our values, agenda and vision. They trust us.”

Bennis & Nanus (1985)

Values

EXERCISE – 15 min.



Leadership – And the Role of Vision

***NAVIGATION –
Anyone can steer the ship,
but it takes a leader to chart the course***

Great leaders:

- Know where they are going
- Are able to persuade people to follow them

Vision – Telling the Story Ahead of Time

EXERCISE – 5 min.

- Where will you be in 2012?
- How does it align with your organization's mission?
- Organizationally, what needed to be created?
- What will we have accomplished?
- What are the qualities of the people on your team?
- Who are our customers/competitors?
- What recognition have we received?

Communicating Your Vision – Elevator Pitch

EXERCISE – 5 min.

- What originally attracted me to this organization?
- Why have I stayed?
- What will we achieve in 2012

People Buy Into the Leader, Then the Vision

LEADER	+	VISION	=	RESULTS
Don't Buy In		Don't Buy In		Get Another Leader
Don't Buy In		Buy In		Get Another Leader
Buy In		Don't Buy In		Get Another Vision
Buy In		Buy In		Get Behind the Leader

Vision – A Review of Key Points

- Great leaders know where they are going and can persuade others to follow them
- Vision provides the energy
- It is a force that can remove obstacles
- An effective vision drives the mission and provides focus
- It creates enthusiasm and encourages growth
- Vision unites people and increases morale

Process

Leadership Develops Daily, Not in a Day

So what will you do tomorrow?

Facilitator

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