

### 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.