



# Transformational Leadership

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Leaders and mentors change lives!



# Peer Mentoring and Disabilities

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- Motivation
- Hope
- Comfort/Acceptance
- Engagement
- Redefining Limitations
- Self-confidence
- Overall Well-Being/  
Happiness
- Social Connections



# Dilbert Definition of Leadership

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"Leadership is an intangible quality with no definition. That's probably a good thing, because if the people being led knew the definition, they would hunt down their leaders and kill them."

-Scott Adams

# Differentiating Wonderful and Dreadful Leaders (and Peer Mentors)

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- Dreadful leaders demean their followers
- Wonderful leaders elevate their followers

"Recognize the smartest person in the room  
rather than act like the smartest person in the room."

-New York Times, February 26, 2006

# Working Definition of Leadership

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To take people<sup>1</sup> to places they would not have gone by themselves, and get them to do things they otherwise would not have done because

- [a] they want to do it
- [b] they understand why!

<sup>1</sup> Could be peer mentees, employees, athletes, students.

# Purpose of SCI Peer Mentorship

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- Fulfilling family roles and responsibilities (being a father, mother, spouse, etc.)
- Getting out and about-going shopping, to concerts, to restaurants
- Returning to work
- Participating in sports, exercise, leisure activities
- Travelling/touring abroad
- Dating, sexuality
- Getting around the community
- Using public transit, taxis, etc
- Self-care (i.e. bowel and bladder routines, dressing)
- Housework, household chores
- Parenting



# Transformational Leadership

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Actions that transcend one's own self-interests with the purpose of empowering, inspiring, and challenging others to achieve a higher level of functioning. (Bass & Riggio, 2006)





# Transformational Leadership

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- Leadership is pivotal
- Consistently predicts employee, student, athlete:
  - attitudes
  - motivation
  - performance
  - well-being



# Four 'I's of Transformational Leadership

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## **Idealized Influence (II)**

- Engender trust and respect
- Demonstration of personally held values

## **Inspirational Motivation (IM)**

- Communicating high expectations
- Inspiring and energizing others to go beyond minimal standards

## **Individual Consideration (IC)**

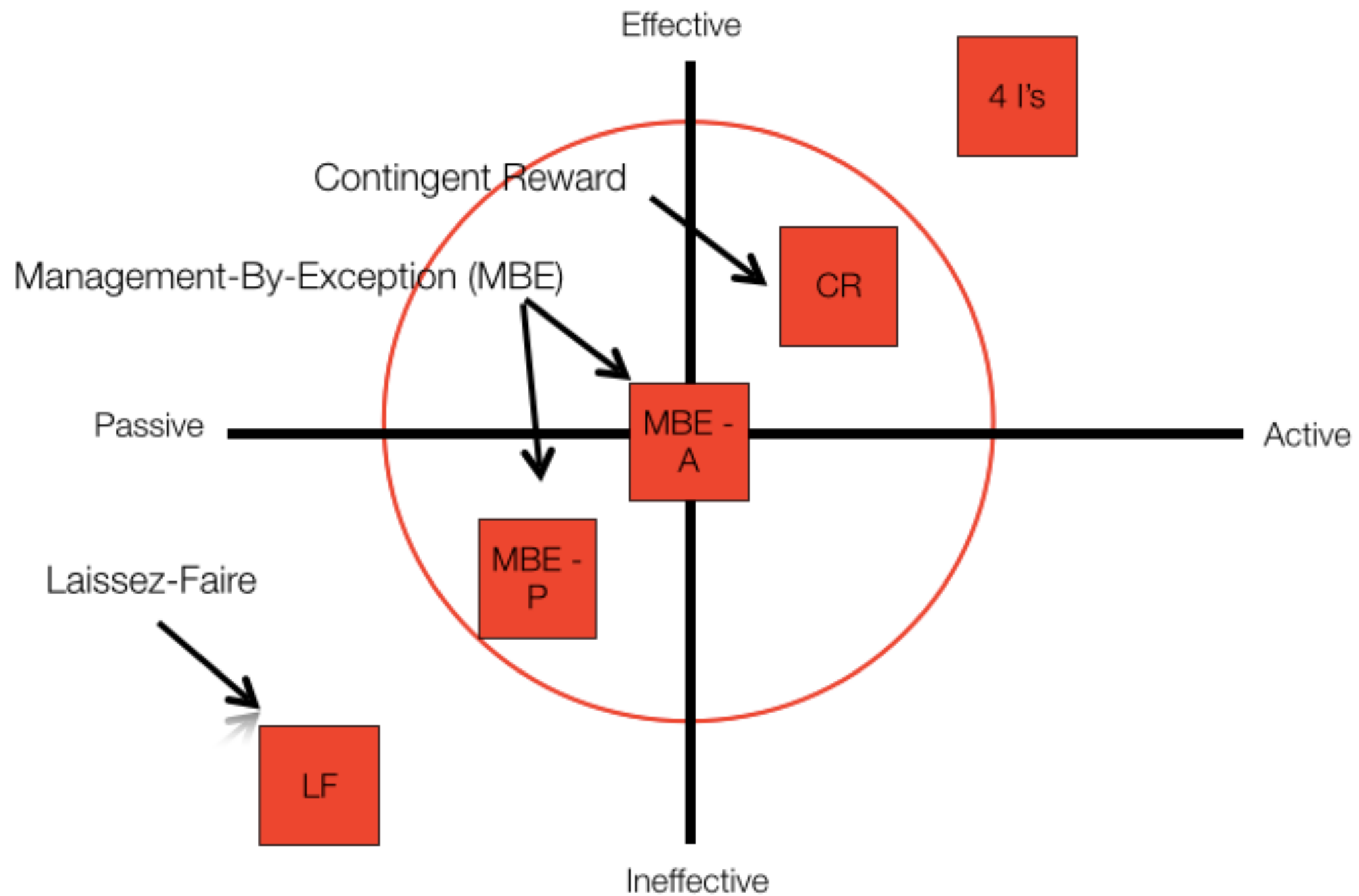
- Recognizing individual needs
- Genuine sense of care and concern

## **Intellectual Stimulation (IS)**

- Encouraging others to approach old problems in new ways
- Contribute new/alternative solutions

Hockey is Hockey

# Full Range of Leadership





# Feedback and Recognition

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"The key to developing people is to catch them doing something right."

- Blanchard and Johnson,  
The One-Minute Manager

# Full Range of Leadership

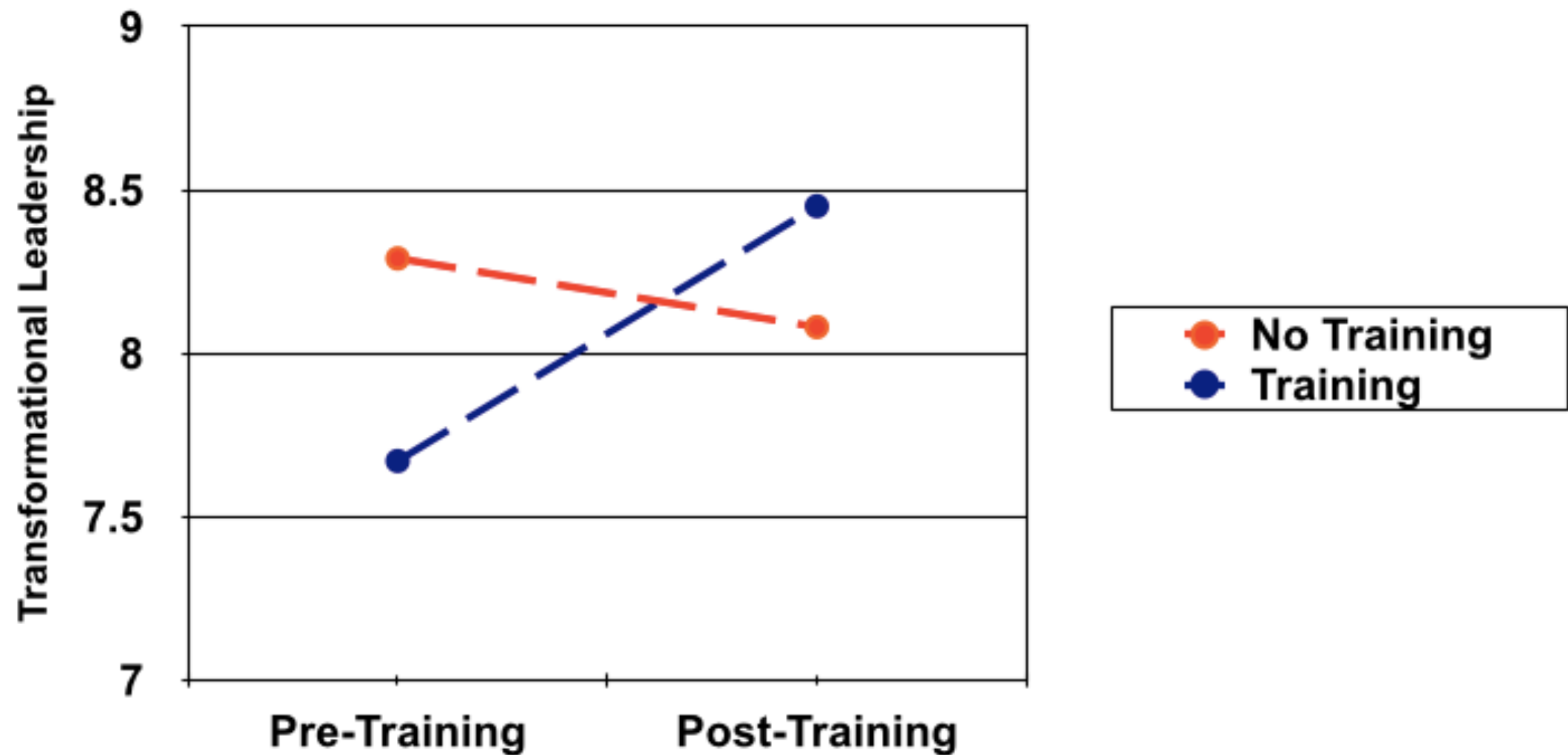
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- Contingent Reward
  - Constructive transactions
  - Immediate and specific feedback
- Management-By-Exception
  - Corrective transactions
  - When standards aren't met – has 'active' and 'passive' forms
- Laissez Faire
  - Non-leadership

# Can We learn to be Transformational?

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Barling et al. (1996, Journal of Applied Psychology)  
Canadian Bank Managers

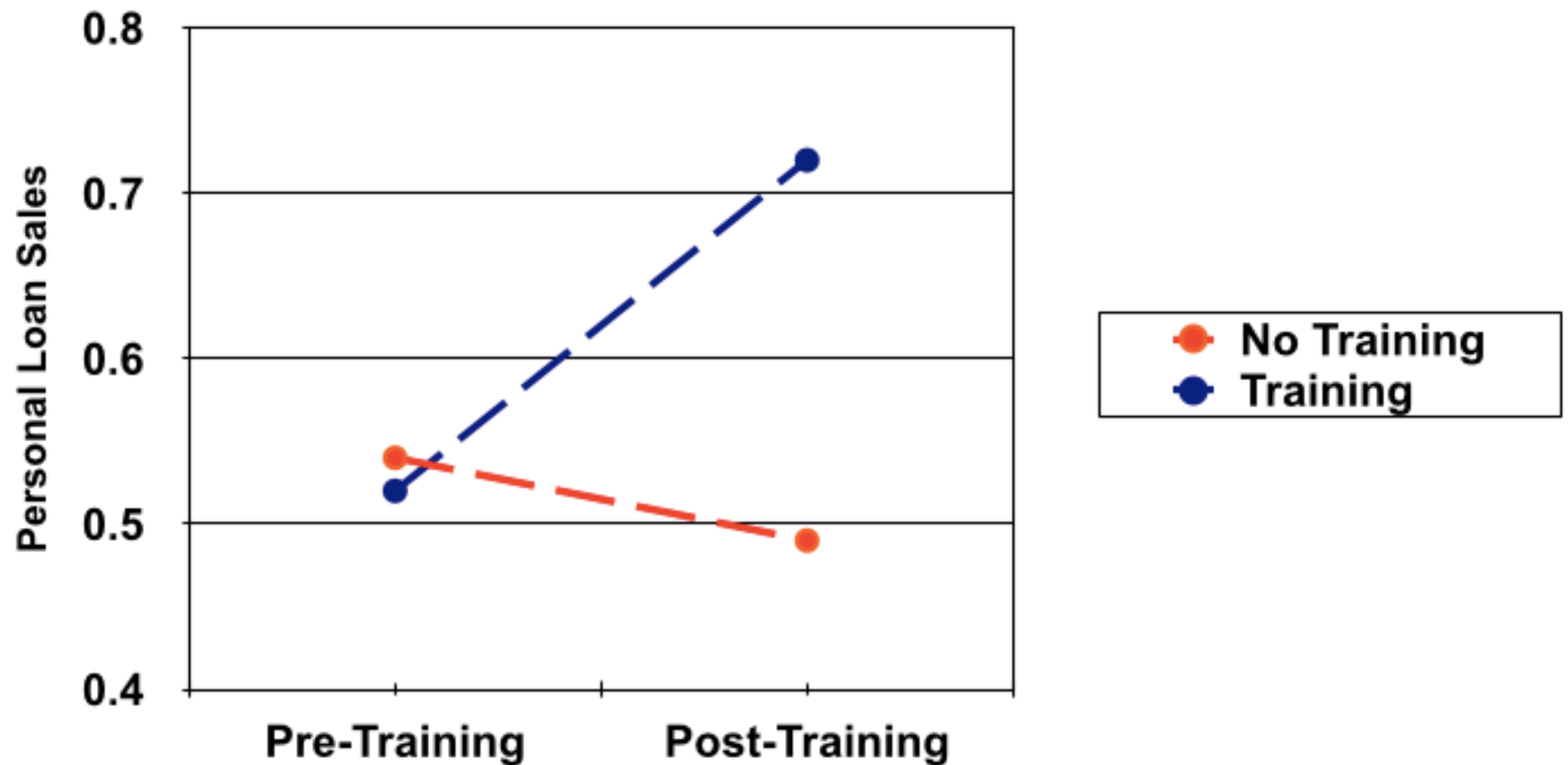


# Bottom Line?

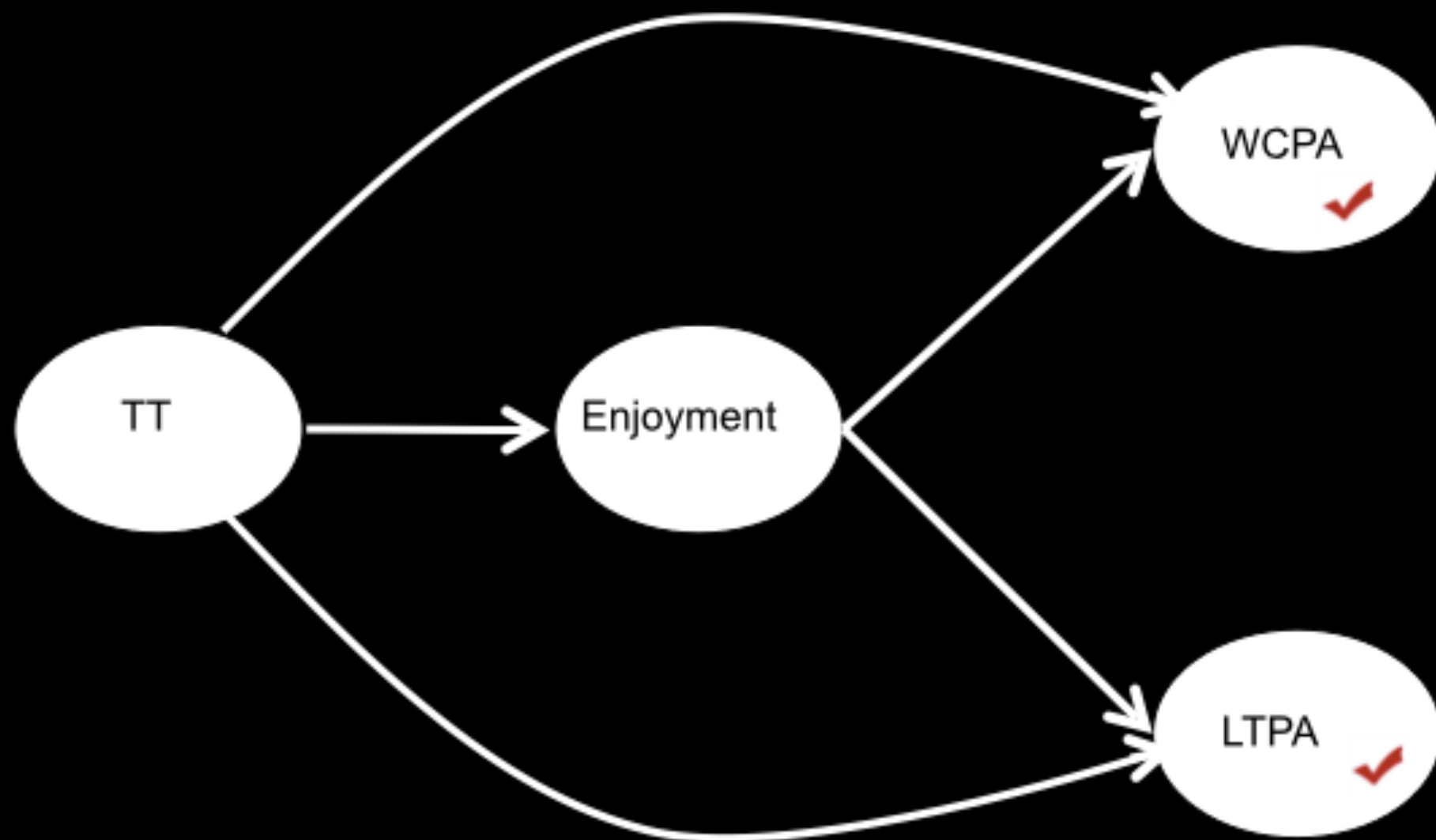
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Barling et al. (1996, Journal of Applied Psychology)

Canadian Bank Managers







# Lunch

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# Transformational Leadership - Quick Reference Guide

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Here is a summary of the four Transformational Leadership behaviours and how you can use them during interactions with your mentees:

## **Idealized Influence**

- Be a positive role model
- Lead by example
- Be confident, energetic, engaging and respectful during interactions

## **Inspirational Motivation**

- Encourage mentees to leave their comfort zones and explore their abilities
- Let mentees know you believe in them
- Challenge mentees to set meaningful and challenging goals that promote personal growth

## **Intellectual Stimulation**

- Encourage mentees to tackle old problems in new ways
- Inspire mentees to think critically about their way of doing things and to share new ideas
- Help mentees develop their own creative solutions to problems

## **Individualized Consideration**

- Treat each mentee as a unique, valued individual
- Listen carefully
- Give specific, personalized feedback or advice that suits your mentee's individual needs

# Idealized Influence

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Idealized influence takes place when leaders foster trust and respect among others, and model ethically desirable behaviours through the demonstration of personally held beliefs.

- Behave as a role model
- Do what is *right*, not what is convenient
- Create trust and respect
- Consistent and dependable
- And if you make a mistake don't be afraid to APOLOGIZE!



# Idealized Influence

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“You believe in something, you stand up for it, you try to pull together a team of people who can be inspired by that same vision, and then help encourage people to add value by putting their unique talents to the task - and you treat everybody with respect, no matter what role they’re playing.”

- Rick Hansen



# Idealized Influence: Strategies, Barriers, and Solutions?

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- Identify potential challenges
  - “I don’t have time, to speak with my mentee”
- Brainstorm possible solutions
  - Schedule it into your calendar, that way you ensure that you allocate time



# Inspirational Motivation

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Inspirational motivation involves the communication of high expectations, through which leaders inspire and energize others to achieve their goals.

- Raise expectations
- Convince others that they can achieve 'beyond expectations'
- Be optimistic and enthusiastic about what can be achieved
- Set high (but achievable) standards

# Inspirational Motivation

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"You see, really and truly, apart from the things anyone can pick up (the dressing and the proper way of speaking, and so on), the difference between a lady and a flower girl is not how she behaves but how she is treated. I shall always be a flower girl to Professor Higgins because he always treats me as a flower girl and always will; but I know I can be a lady to you because you always treat me as a lady and always will." Eliza Doolittle





## Inspirational Motivation: Strategies, Barriers, and Solutions?

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- Identify potential challenges
  - “I’m finding it difficult to motivate my mentee; s/he seems just so unenthusiastic”
- Brainstorm possible solutions
  - Give personal examples of when you overcame a challenge, try and motivate them, lead by example



# Inspirational Motivation Tips

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1. Encourage mentees to leave their comfort zones and explore their abilities

Example: As a mentor, be aware of the opportunities and events available to your mentee. This will enable you to provide your mentee with valuable information about all of the possible activities they can participate in.



# Inspirational Motivation Tips

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2. Let mentees know you believe in them.

Example: Encourage your mentee when they have doubts about their abilities. Be enthusiastic and offer to accompany or assist them in the activity they are finding difficult or are nervous about (e.g. taking public transportation the first time).

I believe  
in you.

# Inspirational Motivation Tips

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3. Challenge mentees to set meaningful and challenging goals that promote personal growth.

Example: Be familiar with how to help your mentee set S.M.A.R.T. goals. Ensure that the goals are meaningful and important to your mentee, as this will help motivate them.



# Intellectual Stimulation

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Intellectual stimulation involves encouraging others to see issues from multiple perspectives, and question their own and others' commonly held assumptions.

- Acknowledge your mentees difficulties and challenges
- Try to brainstorm potential strategies
- Discuss alternatives and challenge your mentee

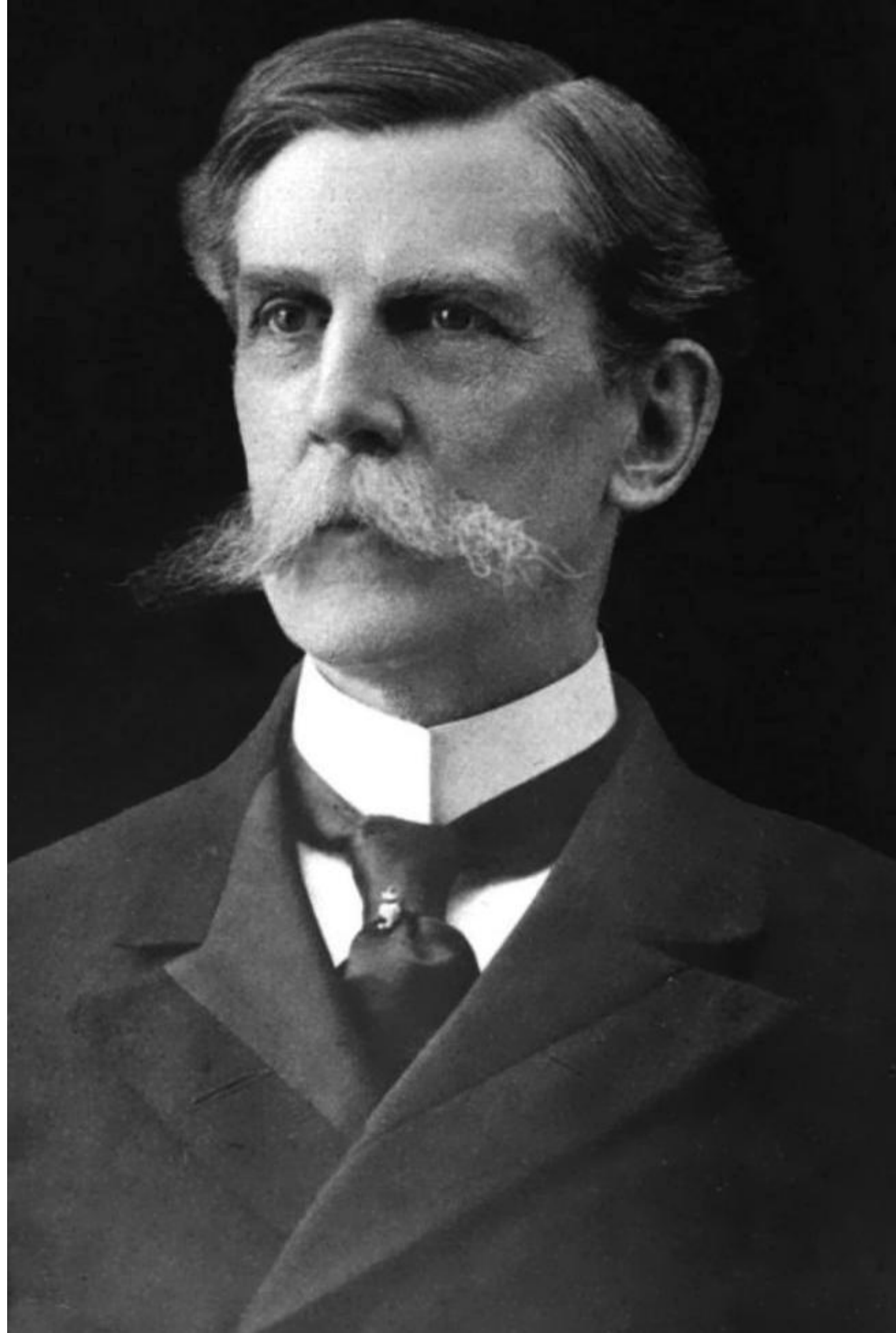


# Intellectual Stimulation

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"Man's mind, stretched to a new idea, never goes back to its original dimensions."

Oliver Wendell Holmes





## Intellectual Stimulation: Strategies, Barriers, and Solutions?

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- Identify potential challenges
  - “My mentees say that physical/social activities aren’t for them, and they just can’t see the benefits”
- Brainstorm possible solutions
  - Provide them with scientific evidence that shows its benefits



# Individualized Consideration

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Individualized consideration takes place when leaders respond to the personal and psychological needs of others, and display a genuine sense of care and concern.

- Listen, display empathy and compassion
- Recognize mentees' psychological and physical needs and abilities
- Display genuine care and concern

# Individualized Consideration

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"It was not just affability or good manners or his physical appearance... But a genuine capacity for empathy, for interesting himself in the circumstances of other people."

-Tom Lodge



## Individualized Consideration: Potential Barriers, Challenges, and Solutions

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- Identify potential challenges
  - “Given the limited time, money, and resources available to us it’s impossible to support my mentee to engage in activities that s/he will really like”
- Brainstorm possible solutions
  - Get creative and think of alternative activities that may be just as enjoyable and benefit them





# Individualized Consideration Tips

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1. Treat each mentee as a unique, valued individual.

Example: Thank your mentee for opening up and sharing something with you. This action will show that you care for your mentee and value their thoughts and opinions.



# Individualized Consideration Tips

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## 2. Listen carefully.

Example: Give your full attention to your mentee when they are talking and allow them to finish before you respond. If engaging over the phone make sure your volume is loud enough and take note of specific items that you feel are important to respond to.

Give  
SOMEONE  
the gift  
of YOUR  
~FULL~  
attention.



# Individualized Consideration Tips

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3. Give specific, personalized feedback or advice that suits your mentee's individual needs.

Example: Avoid using generalized statements (e.g. "you should get out more") when providing advice. Instead try to make your advice specific to your mentees problem (e.g., your mentee seems to be lacking in social support, so you recommend they attend a social event or join a social club in their area).



“Learning is defined as a change in behaviour.  
You haven't learned a thing until you can take  
action and use it.”

— *Don Shula and Ken Blanchard*

# SMARTi Goals

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Specific

Measurable

Action-Oriented

Realistic (but challenging)

Time-based

Important for you!





# What Next?

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- Select 1 goal from your list to work on
- 3-months and 6-month program.  
Each week:
  - Review challenges to your goal
  - Think of strategies to overcome these challenges
  - Use handbook provided, modify your goal if you need to!
- Support Available?
  - Coaching
  - Phone support



# Follow-up Support

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Phone call (once per month)

1. How have goals been going?
2. Anything we can do to help?

# But What if I Have a Setback?

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- Most people attempting major behavioural change suffer setbacks - including leaders

Acute (short term) causes: Interpersonal conflict, bad moods, unpredictable events.

Chronic (long term) causes: Stress, fatigue, lack of social support.

- Setbacks are not fatal:  
They are expected and predictable  
An opportunity for growth



Thank you!