Transformational Leadership

A Workshop for SCI Peer Mentors

Workshop Handbook

Mark R. Beauchamp, Ph.D. (University of British Columbia)

Funding for this workshop provided by:

Canada

Funded by the Government of Canada’s Social Development Partnerships Program - Disability Component (SDPP-D)

Conseil de recherches en sciences humaines du Canada

Social Sciences and Humanities Research Council of Canada
## Contents

Peer Mentorship: Why it’s worth the time and effort ......................................................... 1

Transformational Leadership: What is it and why is it important? ................................. 2

The four I’s of Transformational Leadership ...................................................................... 3

**Idealized Influence** ...................................................................................................... 4

  Idealized Influence: What can I do? ............................................................................. 4

  Idealized Influence: Strategies, Barriers, and Solutions ............................................. 6

**Inspirational Motivation** ............................................................................................. 7

  Inspirational Motivation: What can I do? ................................................................. 7

  Inspirational Motivational: Strategies, Barriers, and Solutions ............................... 9

**Intellectual Stimulation** ............................................................................................ 10

  Intellectual Stimulation: What can I do? ................................................................. 10

  Intellectual Stimulation: Strategies, Barriers, and Solutions .................................. 13

**Individual Consideration** .......................................................................................... 14

  Individual Consideration: What can I do? ............................................................. 14

  Individual Consideration: Strategies, Barriers, and Solutions ............................. 17

Transformational Mentoring **GOALS** ............................................................................ 19

Weekly **GOALS** .......................................................................................................... 20

Post Workshop Support Instructions ................................................................................ 34
Transformational Mentorship

Providing peer mentorship with respect to . . . . . .

- 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 (e.g., bowel and bladder routines, dressing)
- Housework, household chores
- Parenting

- So it’s worth the time and effort!
Transformational Leadership
What is it and why is it important?

A broad definition of leadership is “To get people to do things they otherwise would not have done...because:

[a] They want to do it
[b] They understand why!

As a mentor, you are in a leadership role with your mentee. One of the keys to developing social participation in your mentees is to lead by persuasion and not by coercion - this is where Transformational Leadership comes in!

During the workshop, we talked about Transactional Leadership. Some of these behaviours, such as monitoring your mentees and goal setting (with rewards and consequences) are useful to some extent to support human achievement......

However, the extent to which they can elevate and motivate others is somewhat limited.

Transformational Leadership is a different kind of leadership style. Its primary focus is on “maximising the quality of relationships with others”. Transformational Leaders place great importance on empowering those that they lead and encouraging them to go beyond what they thought was originally possible.

“Little changes will make a big difference in the long term”
A Reminder of the 4 I’s of Transformational Leadership

IDEALIZED INFLUENCE
- Behaves as a role model
- Does what is right, not what is convenient
- Creates trust and respect
- Consistent and dependable
- And if you make a mistake don’t be afraid to apologize!

INSPIRATIONAL MOTIVATION
- Raises expectations
- Convinces individuals they can achieve ‘beyond expectations’
- Is optimistic and enthusiastic about what can be achieved
- Sets high standards

INTELLECTUAL STIMULATION
- Challenges others to think for themselves
- Shows respect for others’ ideas and opinions
- Gets people to think about old problems in new ways
- Encourages individuals to see issues from multiple perspectives

INDIVIDUAL CONSIDERATION
- Listens, displays empathy and compassion
- Recognizes individuals’ physical and psychological needs
- Displays genuine care and concern
**Idealized Influence: What can I do?**

- 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!

SCI peer mentors have the potential to be extremely important role models for others with a SCI. Being a great role model includes:

- Letting your mentee see you following through on your words.
- Talking to your mentee about your own values and beliefs (in relation to social participation, the workplace, physical activity, relationships, health, peers, etc).
- Practicing what you preach!

“Transformational leaders do the RIGHT thing for the RIGHT reason, even if this takes time”

Give up some control! Trust is mutual, and as such we must be willing to give away some control in those areas where you want your peer mentee to make good decisions. Fostering autonomy and supporting your peer mentee to make good decisions can be very empowering. As peer mentors it’s important that you are consistent and dependable.

“Do not say anything you can't do or don't intend to do, and do *everything* you say you are going to do.”

...... and if we screw up, don’t be afraid to apologize.
**Idealized Influence and Social Participation**

Talk about the importance of social participation.

Take a look at what you are modeling in terms of social participation. Perhaps ask yourself, ‘are there appropriate times to show my peer mentee that I am prepared to lead (or try things) by example’?

Remember it’s IDEALized influence not IDOLized influence.....! Something as simple as the manner in which you communicate your own personal values and beliefs has the potential to transfer to your peer mentee.

- Be acutely aware of whether you are endorsing self-referent improvement (personal improvement) or norm-referent performance (i.e., being better or worse than others in the same position).

- Talk with your mentee about your personal experiences and show that you’re prepared to do everything you’re encouraging your mentee to do (i.e., “walk the walk”).

  “Be the change you want to see in the world”
### Idealized Influence: What can I do?
(Try to identify practical strategies that you can use in your daily interactions with your mentee)

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Strategy 2</th>
<th>Strategy 3</th>
<th>Strategy 4</th>
<th>Strategy 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Potential Barriers & Challenges
to making use of Idealized Influence in your interactions with your mentee (e.g., “I’m finding it difficult to trust my peer mentee as s/he often makes bad decisions”; “I don’t have the time, resources, or energy to take part in [a specific activity] with my mentee”).

<table>
<thead>
<tr>
<th>Challenge 1</th>
<th>Challenge 2</th>
<th>Challenge 3</th>
<th>Challenge 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Possible Solutions to overcoming those barriers:

<table>
<thead>
<tr>
<th>Solution 1</th>
<th>Solution 2</th>
<th>Solution 3</th>
<th>Solution 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Inspirational Motivation: What can I do?

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

Mentees might find themselves confronted with new and unfamiliar issues, and indeed peer mentors might struggle to identify effective strategies to stimulate and motivate them. **A lack of enthusiasm and motivation** might arise and often stems from:

- A lack of belief in their own abilities
- No awareness of the importance and usefulness of the subject or goal
- Being stressed out
- Low self-esteem.

As a peer mentors, it is vital that you **convince your mentees of what they are capable of achieving**. This is NOT achieved through instilling guilt or fear (by telling mentees what will happen if they don’t do ‘X’), but by setting high (yet achievable) standards and convincing mentees that they can achieve beyond what they originally thought was possible. Transformational leadership centers on developing an inspiring vision of the future, or what things could be like. A vision is:

- Seeing the obvious that other people overlook
- Seeing what ought to be done and how to do it.

Individuals will follow a person who inspires them and a person with **vision** and **passion** can achieve great things. The way to get things done is by **injecting enthusiasm and energy** into your actions and behaviours.

If peer mentors encourage their mentees to set clear goals and expectations and display optimism and support for their mentees to achieve those goals, their mentees will likely feel more successful and motivated.
Inspirational Motivation and Social Participation

In terms of social participation, perhaps talk with your mentees about what you think is possible (this is your VISION). This can be something as simple as encouraging your mentee to get out of the house more often, or discussing the types of work opportunities with which your mentee might be well suited. The next step is to clearly explain your vision and the reasons behind it. This takes ENERGY and COMMITMENT. Seize on those ‘teachable moments’ to convince your mentees about what they are capable of achieving. Remember to PLAN AHEAD AND MAKE TIME TO CONNECT WITH YOUR MENTEE.

Remember, success builds on prior success.

In general, people want to excel and feel successful, and these feelings of success are a powerful motivator to continue doing the activity. People also want to feel autonomous, so let your mentee take the lead in choosing the social participation activities they want to pursue. Remember optimism is infectious, and if peer mentors are optimistic about what mentees can achieve it is often quite astonishing what their mentees can end up achieving (remember the Pygmalion Effect......).

“The route forwards may not be obvious and may not always be plotted in exact details, but with a clear VISION, the direction will always be known.”
**Inspirational Motivation: Strategies, Barriers and Solutions?**

<table>
<thead>
<tr>
<th><strong>Inspirational Motivation: What can I do?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(Try to identify practical strategies that you can use in your daily interactions with your students)</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
<tr>
<td>__________________________________________________________________________________________</td>
</tr>
</tbody>
</table>

**Potential Barriers & Challenges** to making use of *Inspirational Motivation* in your interactions with your mentee (e.g., ”I’m finding it difficult to motivate my mentee; s/he seems just so unenthusiastic”; “When I’m really tired it’s sometimes very difficult to be really enthusiastic with my mentee”).

|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|

**Possible Solutions** to overcoming those barriers:

|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
|__________________________________________________________________________________________|
**Intellectual Stimulation: What can I do?**

- Challenge others to think for themselves (WHY do you think that..?)
- Show respect for others’ ideas and opinions
- Get mentees to think about old problems in new ways
- Encourage mentees to see issues from multiple perspectives

Transformational leaders create intellectual stimulation by encouraging creative problem solving, inspiring followers to think for themselves, and to question and re-think their own ideas.

As peer mentors you will often have considerably more experience in dealing with the day-to-day challenges involved with having a spinal cord injury than your mentee. If an important objective is to empower your mentees to lead an independent life, rather than simply giving your mentees all the answers, think of creative ways to (a) get your mentees to think for themselves and, (b) come up with their own solutions to their own personal challenges.

It’s easy to resort back to Transactional Approaches when the going gets tough – that is, we end up doing things for other people, rather enabling others to do things for themselves. This is where intellectual stimulation comes in.

Think of ways to support the autonomy of your mentee.

**Encourage your mentees to think for themselves, and set their own goals** (versus goals that are set by you or someone else).

**Show genuine interest** in your mentees’ ideas and values, whether they relate to work, inter-personal issues, dating/sexuality, physical activity, family issues, health (or any other issue/concern). It is

“For crying out loud, Douglas, try and think outside the box.”
crucially important that you encourage your mentees to express their own opinions and distinctive ideas freely, and without judgment.

Expose your mentees to various ideas and perspectives.

How can this be done in various social contexts?:

______________________________
______________________________
______________________________
______________________________
______________________________

Sometimes people lack motivation because they haven’t ‘yet’ been exposed to what might be a life passion.

“A person’s mind, stretched to a new dimension, never goes back to its original dimensions”
Intellectual Stimulation and Social Promotion

Acknowledge your mentees' difficulties and challenges with different aspects of their lives that they might be having difficulty with, and try to brainstorm potential strategies; encouraging them to think of ideas for themselves (in terms of activities they might enjoy).

Avoid pushing your mentees towards activities that they don’t enjoy. Instead, discuss alternatives and challenge your mentees to come up with activities that work for them and that they feel comfortable doing.

Mentors can give examples of how various social activities can be beneficial, but try to challenge your mentees to come up with their own ideas for enriched social participation and how these activities can be beneficial for them.
Intellectual Stimulation: Strategies, Barriers, and Solutions?

**Intellectual Stimulation: What can I do?**
(Try to identify practical strategies that you can use in your daily interactions with your mentee)

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

**Potential Barriers & Challenges** to making use of *Intellectual Stimulation* in your interactions with your mentee (e.g., “My mentee just sees the world so differently to how I do and so it’s sometimes difficult to make that connection”; “My mentees say that physical/social activities aren’t for them, and they just can’t see the benefits”).

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

**Possible Solutions** to overcoming those barriers:

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
**Individualized Consideration: What can I do?**

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

Transformational leadership involves actions that **promote growth and development** in those that they lead. Effective leaders and peer mentors make time for one-on-one communication and understand unique differences in others' physical and psychological needs.

Individualized consideration involves **spending quality time** with others and focuses on catching people doing things right rather than picking on the negatives.

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

As a peer mentor, you can strive to display individualized consideration by **showing a constant and genuine interest** in diverse aspects of your mentees’ lives (e.g., relationships, work, physical activities, family).

Remember, **it's the small things that count** (even things such as making sure you know your mentee well and showing empathy can have HUGE impacts in the long run).

Try to make sure that you are empathetic and respectful, and not judgmental (this can be very difficult at times when we’re tired and feeling overworked)!

If you are **genuinely considerate** in your peer mentoring approaches, your mentees will feel free to express their concerns to you. **Open and supportive communication** is vital:

- **Often, it’s more important that we listen more than we speak** – This is especially important when talking to mentees, who may tell us more if we are silent long enough to give them the opportunity.
• **Focus on the positives** - and work together to address the negatives. If the situation escalates, tell your mentees you can finish the conversation later after everyone has calmed down.

• **Have fun** – make time for laughter and appropriate (self-deprecating) humour.
Individualized Consideration and Social Participation

Be sensitive and compassionate about your mentees capabilities. Do whatever you can to help your mentees to find an environment in which they will feel comfortable being themselves.

- Ask your mentees about whether they like to take part in group/team or individual activities. If appropriate, perhaps encourage your mentees to try some ‘new’ or ‘alternative’ activities.

- Are there community partners that can provide opportunities to try new/novel activities that mentees can pursue in their leisure time (e.g., wheelchair rugby)?

Perhaps ask yourself, is there something that I can do to improve my personal connections with my mentee?

This might involve asking mentees about challenges they may be having with things in diverse aspects of their lives.
Individual Consideration: Strategies, Barriers and Solutions?

**Individualized Consideration: What can I do?**
(Try to identify practical strategies that you can use in your daily interactions with your mentees)

________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

**Potential Barriers & Challenges** to making use of *Individualized Consideration* in your interactions with your mentees (e.g., “Given the limited time I spend with my mentee it’s impossible to provide the individual attention that I’d like to give”, “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”).

________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

**Possible Solutions** to overcoming those barriers:
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
Envision
The Possibilities
Transformational Mentoring Goals

Please use this space to set and monitor your goals relating to transformational leadership in your daily interactions with your mentee.

Remember the SMARTi goal setting principles; your goals should be:

**Specific** For example..... “I will take the time (and schedule a 2 meetings this week) to find out about those aspects of my mentee’s life that she particularly values”, rather than “I really should find out more about my mentee”.

**Measurable** How will you know when you have achieved this goal? It should be measurable so that you know how you are progressing.

**Action-Oriented** Have a plan of action to ensure your goal becomes a reality.

**Realistic** Changes may take time so keep your goals realistic, and work on goals that you can realistically incorporate in your daily interactions with your mentee.

**Time-based** These goals should be achievable within a specific timeframe.

**Important to YOU!** You’ll only likely pursue those goals that are genuinely important to you.

<table>
<thead>
<tr>
<th>Transformational Leadership Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>What (behavioral) goals would you like to accomplish (pick <strong>ONE</strong> then move on)</td>
</tr>
<tr>
<td>1. __________________________________________</td>
</tr>
<tr>
<td>2. __________________________________________</td>
</tr>
<tr>
<td>3. __________________________________________</td>
</tr>
<tr>
<td>4. __________________________________________</td>
</tr>
<tr>
<td>5. __________________________________________</td>
</tr>
</tbody>
</table>
Weekly Goals

Use this space to monitor your goals: set ONE WEEKLY GOAL and at the end of EACH week note what went well and what do you need to improve (goal attainment). Try to revisit any barriers highlighted on the previous pages, plus (and this is important) any strategies to overcome those barriers to help make your goals more attainable.

Week 1:

Date: ________

Goal for this week: ________________________________________________________________

When: ____________________________________________________________
Where: ____________________________________________________________
How (will you go about pursuing this goal): ______________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

______________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ________

______________________________________________________________

______________________________________________________________

______________________________________________________________
Week 2:

Date: ________
Goal for this week: ___________________________________________________________

When: ________________________________________________________________
Where: ________________________________________________________________
How (will you go about pursuing this goal): _________________________________
______________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
______________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): _____
______________________________________________________________________

Week 3:

Date: ________
Goal for this week: ___________________________________________________________

When: ________________________________________________________________
Where: ________________________________________________________________
How (will you go about pursuing this goal): _________________________________
______________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
______________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): _____
______________________________________________________________________
**Week 4:**

Date: ________
Goal for this week: ________________________________

When: __________________________________________
Where: _________________________________________
How (will you go about pursuing this goal): __________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

__________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______

__________________________

**Week 5:**

Date: ________
Goal for this week: ________________________________

When: __________________________________________
Where: _________________________________________
How (will you go about pursuing this goal): __________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

__________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______

__________________________
Week 6:

Date: ________
Goal for this week: _______________________________________________________

When: ________________________________________________________________
Where: __________________________________________________________________
How (will you go about pursuing this goal): _________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
________________________________________________________________________
________________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Week 7:

Date: ________
Goal for this week: _______________________________________________________

When: ________________________________________________________________
Where: __________________________________________________________________
How (will you go about pursuing this goal): _________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
________________________________________________________________________
________________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
**Week 8:**

Date: __________
Goal for this week: ________________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): __________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Comments on goal attainment** (e.g., what went well/what needs improvement): ______
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Week 9:**

Date: __________
Goal for this week: ________________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): __________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Comments on goal attainment** (e.g., what went well/what needs improvement): ______
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
Week 10:

Date: ________
Goal for this week: ____________________________________________________________

When:______________________________________________________________________
Where:_____________________________________________________________________
How (will you go about pursuing this goal):_____________________________________
____________________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
____________________________________________________________________________
____________________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______
____________________________________________________________________________
____________________________________________________________________________

Week 11:

Date: ________
Goal for this week: ____________________________________________________________

When:______________________________________________________________________
Where:_____________________________________________________________________
How (will you go about pursuing this goal):_____________________________________
____________________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
____________________________________________________________________________
____________________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______
____________________________________________________________________________
____________________________________________________________________________
**Week 12:**

Date: ________
Goal for this week: ____________________________________________________________

When:_______________________________________________________________________
Where: ______________________________________________________________________
How (will you go about pursuing this goal): _________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

________________________________________________________________________
________________________________________________________________________

**Comments on goal attainment** (e.g., what went well/what needs improvement): _____

________________________________________________________________________
________________________________________________________________________

________________________________________________________________________
________________________________________________________________________

**Week 13:**

Date: ________
Goal for this week: ____________________________________________________________

When: ______________________________________________________________________
Where: ______________________________________________________________________
How (will you go about pursuing this goal): _________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

________________________________________________________________________
________________________________________________________________________

**Comments on goal attainment** (e.g., what went well/what needs improvement): _____

________________________________________________________________________
________________________________________________________________________

________________________________________________________________________
________________________________________________________________________
Week 14:

Date: ________
Goal for this week: ____________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): _________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

________________________________________________________________
________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______

________________________________________________________________
________________________________________________________________

Week 15:

Date: ________
Goal for this week: ____________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): _________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

________________________________________________________________
________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______

________________________________________________________________
________________________________________________________________
Week 16:

Date: ________
Goal for this week: ____________________________________________________________

When: ____________________________________________________________
Where: ____________________________________________________________
How (will you go about pursuing this goal): __________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

Comments on goal attainment (e.g., what went well/what needs improvement): ______

Week 17:

Date: ________
Goal for this week: ____________________________________________________________

When: ____________________________________________________________
Where: ____________________________________________________________
How (will you go about pursuing this goal): __________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

Comments on goal attainment (e.g., what went well/what needs improvement): ______
**Week 18:**

Date: ________
Goal for this week: __________________________________________________________

When:
Where:
How (will you go about pursuing this goal): ______________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

___________________________________________________________________________

**Comments on goal attainment** (e.g., what went well/what needs improvement): ______

___________________________________________________________________________

**Week 19:**

Date: ________
Goal for this week: __________________________________________________________

When:
Where:
How (will you go about pursuing this goal): ______________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

___________________________________________________________________________

**Comments on goal attainment** (e.g., what went well/what needs improvement): ______

___________________________________________________________________________
**Week 20:**

Date: _______
Goal for this week: _______________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): __________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

Comments on goal attainment (e.g., what went well/what needs improvement): __________

**Week 21:**

Date: _______
Goal for this week: _______________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): __________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).

Comments on goal attainment (e.g., what went well/what needs improvement): __________
**Week 22:**

Date: ________
Goal for this week: ___________________________________________

When: ___________________________________________
Where: ___________________________________________
How (will you go about pursuing this goal): _________________________
_________________________________________________________________
_________________________________________________________________
If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
_________________________________________________________________
_________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): _____
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Week 23:**

Date: ________
Goal for this week: ___________________________________________

When: ___________________________________________
Where: ___________________________________________
How (will you go about pursuing this goal): _________________________
_________________________________________________________________
_________________________________________________________________
If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
_________________________________________________________________
_________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): _____
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
**Week 24:**

Date: __________
Goal for this week: ____________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): __________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Week 25:**

Date: __________
Goal for this week: ____________________________________________

When: __________________________________________________________
Where: __________________________________________________________
How (will you go about pursuing this goal): __________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Comments on goal attainment (e.g., what went well/what needs improvement): ______
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
Week 26:

Date: ________
Goal for this week:_____________________________________________________
_________________________________________________________________
When:_________________________________________________________________
Where:_________________________________________________________________
How (will you go about pursuing this goal):______________________________
____________________________________________________________________
____________________________________________________________________
If you would like feedback on your goal pursuit/attainment how will you go about getting it (peer feedback, coaching).
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Comments on goal attainment (e.g., what went well/what needs improvement): ______
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Post-Workshop Support

"Learning is defined as a change in behaviour. We haven't learned a thing until we can take action and use it."

Contact information:
Principal Investigator: Dr. Kathleen Martin Ginis (martink@mcmaster.ca)
TFL Consultant: Dr. Mark Beauchamp (mark.beauchamp@ubc.ca)
SCI BC Co-ordinators: Alfiya Battalova (ABattalova@sci-bc.ca), Pat Harris (PHarris@sci-bc.ca)
Research Assistants: Matthew Stork (storkmj@mcmaster.ca), Robert Shaw (shawrb@mcmaster.ca)

As part of the post-workshop support for peer mentors, the SCI BC Co-ordinators will contact you by phone once a month to see how things are going.

This is a mechanism to provide you with support (this is something that participants in our previous work highlighted they would like). As part of this process, we will ask you three short/simple questions.

[1] How have your transformational leadership goals been going?

[2] What leadership dimension (i.e., which of the 4 I’s have you been working on).

[3] Anything we can do to help?