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Unite: 8 Case studies:

Personal Leadership

Based on the results of your leadership assessment and the unit readings, analyze your personal leadership style, which leadership characteristics are most dominant for you, and how you might integrate other leadership characteristics into your style to be even more effective in a variety of situations.

Paradoxically, the energy that gets people going can also cause them to give up. Transformational Leaders often have large amounts of enthusiasm which, if relentlessly applied, can wear out their followers. One of the traps of Transformational Leadership is that passion and confidence can easily be mistaken for truth and reality. Having said that, leading a company is a lot of responsibly with in itself. You have to be very aware of what everyone else is doing and making sure the job is being done correctly. Whilst it is true that great things have been achieved through enthusiastic leadership, it is also true that many passionate people have led the charge right over the cliff and into a bottomless chasm. Just because someone believes they are right, it does not mean they are right.

Intellectual Stimulation

Individualized Consideration

Inspirational Motivation

Idealized Influence

According to the Transformational Leadership website, transformational leaders are particularly good at culture building, providing intellectual stimulation and individual support, modeling positive behaviors, vision-building and holding high performance expectations for your employees. Overall, they balance their attention between action that creates progress and the mental state of their followers. Perhaps more than other approaches, they are people-oriented and believe that success comes first and last through deep and sustained commitment.

Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, (Winter): 19-31.