



# Leadership Coaching Tutorial

## Science to Practice & Good Business

**NOVEMBER 2016:  
TRANSFORMATIONAL LEADERSHIP**

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We believe that excellence in Leadership and Leadership Coaching hinges on knowing how to translate the latest research into active practice. **Leadership Coaching Tutorials** are made possible through a generous contribution by Meyler Campbell and are written and published by the *Institute of Coaching*, McLean Hospital, Harvard Medical School affiliate.

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### DO YOU KNOW:

**TRANSFORMATIONAL LEADERSHIP FOSTERS HIGH PERFORMANCE AND ENGAGEMENT; BUT DO YOU KNOW HOW TO BUILD IT OR WHAT ENABLES IT TO DEVELOP?**

**There are four components to Transformational Leadership.  
Each is a key to unlock the best in your people and culture.  
Fostering leaders positive experience is transformational.**



Carol Kauffman PhD, Founder/Executive Director IOC, Assistant Prof. Harvard Medical School, Chief Supervisor of Meyler Campbell and Leadership Coach with over 40,000 client hours.

**Article for this volume and link to the full article for members:**

**[Do happy leaders lead better? Affective and attitudinal antecedents of transformational leadership behavior.](#)** Seo, M., Jin, S., & Shapiro, D. L. The Leadership Quarterly 27 (2016) 64-84

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## LEADERSHIP COACHING TUTORIAL

### INTRODUCTION TO TRANSFORMATIONAL LEADERSHIP

Transformational Leadership research shows it leads to healthier organizations and performance. But what exactly is it? Can you develop something that seems as intangible as being “Transformational?” We will explore these questions below.

Transformational Leadership is often compared with *Transactional* Leadership. In the latter, the working relationship is “give and take” and needs no personal connection to be effective. Rewards and punishments are the key drivers of performance. Ideal leadership requires good transactional (just get it done) skills, but in addition includes the capacity to ignite a vision in others; to have a positive impact on their identity, which leads to greater trust. This leader orients around developing others, helping them access their intrinsic motivation and believing in their capabilities.

How can such complex phenomena be broken down into pieces that a leader or a coach can develop? This article looks at four components of this leadership model, the “4 I’s.”

What factors enable leaders to engage in Transformational Leadership? One key factor, studied here, is the leader’s level of happiness. On first look this could seem irrelevant, but on second look it’s crucial with respect to its implications for leaders and coaches.

1<sup>st</sup> -- Transformational leadership isn’t one’s personality where “you have it or you don’t.”

2<sup>nd</sup> -- It points to an important pathway to enable these important behaviors. As a coach or C-level leader, what you do to create an organizational culture or leadership style that increases the wellbeing of your leaders and managers can effect a significant positive spiral. If a leader’s wellbeing increases, so does his or her transformational leadership, which increases the performance and wellbeing of his or her direct reports. They in turn can become more inspiring leaders themselves.

In this study 339 managers were assessed by 1,404 of their direct reports to explore the relationship between the leader’s wellbeing/happiness, their organizational commitment and leadership style, and how much their subordinates rated their transformational leader behaviors.

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## LEADERSHIP COACHING TUTORIAL

### EXECUTIVE SUMMARY: ARE YOU UP TO DATE?

**Key concepts: Transformational Leadership & “Happiness” (Positive Psychology)**

**Leader’s Positive Experience:**

- As a leader of leaders, fostering the conditions for positive experience is key
- Those who are happier are rated as more transformational by their subordinates
- The field of positive psychology proves there are reliable ways to increase wellbeing\*

**The 4 I’s of Transformational Leadership:**

Many leadership and research studies suggest it’s key, but what is it?

- **Idealized influence:** walk the talk of high standards and ethics
- **Inspirational motivation:** provide a powerful vision of the future and rally people to get there
- **Intellectual stimulation:** encourage independent thought, creativity and challenging norms
- **Individualized attention:** nurture talent

### Applications and Further Resources for Leadership & Coaching:

- Leader wellbeing is crucial – how can leaders and coaches help increase wellbeing?
- Learn the interventions that reliably increase positive emotion and foster engagement and meaning.
- A strengths orientation -- and looking for the positive (while not overlooking the negative) -- can increase wellbeing.
- Learn more about the work of Richard Boyatzis, David Cooperrider & Barbara Fredrickson (IOC members, please find [IOC resources here](#)).
- Resources: See [MasterClasses on these thoughts leaders](#) and [The Science at the Heart of Coaching](#) on the IOC website

## LEADERSHIP COACHING TUTORIAL ARTICLE ABSTRACT

**Do happy leaders lead better? Affective and attitudinal antecedents of transformational leadership.** p Jin, S. Seo, M., & Shapiro, DL, *The Leadership Quarterly*, 27 (2016) 64-84.

In a study of 357 managers using multiple methods and raters, we investigated how leaders' affective experience was linked to their transformational leadership.

As predicted, we found that leaders who experienced more pleasantness at work were rated by their subordinates as more transformational, and this relationship was partially mediated by leaders' affective organizational commitment. Surprisingly, job satisfaction did not mediate this relationship. Theoretical and practical implications of these findings are discussed.

**HOW CAN YOU PUT THESE CONCEPTS INTO ACTION  
FOR YOURSELF, YOUR FOLLOWERS AND THOSE YOU COACH?**

**Become a member and access our “deep dive” which includes:**

- A summary of Transformational Leadership and its relationship to Servant Leadership
- Developing the 4 I's and examining how these are key to performance
- Interventions to increase positive experience
- Overview of positive psychology exercises and effectiveness

**Note: For the Full Tutorial and Article**

*Meyler Campbell members log into [password protected section of our website](#).  
Institute of Coaching members [log in here](#). Or [join the IOC here](#).*



## LEADERSHIP COACHING TUTORIAL

### THE DEEP DIVE: PUT THE SCIENCE TO WORK FOR YOUR PRACTICE AND BUSINESS

Our research article describes how Transformational Leadership has become a prominent leadership theory. As a result, there is now a research body of evidence showing its impact. The breakdown of this leadership style into 4 categories of behavior can help us identify and develop these qualities.

#### Part one: The four behaviors

Why are these important? Bass, the primary thought leader (1985, 1990, 2006) believed that these behaviors transform employees by creating an environment where they can become high performers. Research has supported this theory.

When subordinates experience their leaders are more transformational we tend to see:

- higher performance-levels
- higher creativity-levels
- higher organizational citizenship behavior

(References for each of these areas are below.)

Collectively, these findings make it clear that organizations need transformational leaders. Those who develop and support leaders need to understand what enables leaders to engage in transformational behaviors.

The article identifies the **four sets of behaviors** that are the key components of Transformational Leadership. However, beyond this article, the whole is greater than the sum of its parts. Weaving them together is an attitude of a commitment to others, a growth mindset and deep determination.

#### The Four Behaviors:

**Idealized influence:** Embodying high standards and then being respected enough to be a role model to help followers perform above expectations. Direct reports and others are more likely to want to identify with this leader and follow their lead in how they work and align on what needs to be done.

**Inspirational Motivation:** Communicating a vision that inspires. Higher standards are set through communicating belief in others and by recalling more positive events and previous successes. The challenges are framed in a way that also emphasizes the resources the team has to get there. The vision is painted, and through the other “I’s” the leader can rally the troops to achieve. As a result, positive emotion and optimism can lead to more creativity, connection and performance.

**Intellectual stimulation:** Challenging the status quo and encouraging creativity. The leader creates a safe and vital environment so that both strong differences and strong challenges are possible. The leader and followers are more likely to be able to raise the bar and get over it together.

**Individualized attention:** This component of leadership includes being able to identify and respond to the needs and feelings of the followers. The personal attention is key to evoking best efforts. Problems are framed and truly seen as developmental opportunities. It takes discipline to stay grounded in this orientation; it leads to development through coaching and support.

**The key misperception:** Transformational Leadership isn't soft or fuzzy. To embody it, the leader has to have a strong commitment to personal growth, integrity and their larger goals and purpose. Then walk the talk, and get others to do as well. As a result of their organizational and personal commitment, and the trust they can build, they are more able to consistently challenge others to higher levels of performance and integrity.

In our last volume, we explored **Servant Leadership**. How are these leadership models different or similar? Here I'll take a pragmatic and not an academic perspective. Researchers in this article describe servant leadership as part of the individualized attention aspect of transformational leadership. However, to truly serve your people, you would also need to be a role model, respect their autonomy and motivation etc. So, in practice I see these as different frameworks, equally useful and each adding a repertoire of choices for leaders and coaches.

## Part two: How to enable Transformational Leadership

Transformational Leadership is not a personality factor. Many studies look at what in personality research is called "the big 5." The acronym OCEAN is often used: Openness to experience, Conscientiousness, Extroversion, Agreeableness and Neuroticism. Transformational leaders are typically higher in the first four, and lower in the fifth. The challenge here is that personality doesn't shift hugely with transformational leadership, as these are sets of traits. The research we're focusing on looks at how the leaders feel, which may be related to personality but is not limited to it.

The important ramification for this is that positive psychology had identified clear pathways to increasing positive experience. For example, even simply scanning one's day for what went right, harvesting these experiences and anchoring them in your mind can increase wellbeing and decrease minor depression. Dozens of research studies suggest that -- whatever your personality -- your happiness level can increase with positive experience building exercises (see meta-analysis below).

The current research looked at how the leaders' emotions impact them and whether that is associated with transformational leadership behaviors. Note: this isn't the positive emotion the leaders express -- but what they experience.

In the study leader's positive emotion was assessed. Their direct reports then assessed their leaders on their transformational leadership. The leaders with a combination of positive emotion and organizational commitment were rated as more transformational.

Why is positive emotion key? It leads to greater openness to others, and ideas, and big picture thinking. Hence these leaders were more open to subordinates' suggestions, which increased the subordinates' sense of empowerment. The positive spiral created was: greater positive emotion experience leads to greater organizational commitment, which leads to greater positive emotion experience...

We see that:

- Transformational leadership can be broken down into different aspects of leadership
- These can be identified and built through coaching
- Positive emotion is a key factor in enabling transformational leadership shift from potential to reality

The implications are:

- As a coach, use four aspects of transformational leadership to breakdown leadership behaviors

into areas that can be assessed and built. Explore where your client is strongest and where he or she can grow.

- Use this framework in stakeholder meetings to harness information from 360 assessments in a different light.
- Within each of the 4 I's, drill down to identify sets of behaviors that will help introduce a transformational leadership style. Ask the client to identify how these would look in their organization.
- Leader wellbeing is crucial – how can coaches help increase wellbeing? There are many evidenced-based interventions to increase positive emotion. These can be woven into the coaching process.
- How can we help leaders ripple wellbeing down their organizations? When working with the top of the house, there may be opportunities to share the importance of leader wellbeing and to help connect wellbeing and performance; wellbeing not only increases transformational leadership behaviors, but helps create more positive cultures, which helps create higher performance.
- These soft skills yield hard and bottom line results.

The article below sums up hundreds of articles on different positive psychology interventions including studies on gratitude, strengths and mindfulness. Of the more than 1,336 articles identified from this review and published between 1999 and 2013, more than 750 of these included empirical tests of positive psychological theories, principles and interventions.

**Happiness, excellence and optimal human functioning revisited: Examining the peer reviewed literature linked to positive psychology**, Donaldson, S., Dollwet, M. & Rao, M. (2015) *Journal of Positive Psychology* 10:3, 185-195.

Also, this article on the IOC website -- **“The Science at the Heart of Coaching”** -- provides an overview of positive psychology and 24 positive psychology exercises.