



Leadership Toolkit Transcript

Audio Tips

This activity contains audio. To adjust the volume, click on the speaker icon, located in the lower left-hand corner. The transcript can be downloaded, by clicking on the Resources menu, located in the upper left-hand corner.

Introduction

At Chamberlain, leaders actively contribute to and are accountable for building a culture of care and service.

Menu

This Transformational Leadership Toolkit provides useful resources and strategies to enhance your leadership role. Click on each tab to access the toolkit resources.

Leadership Foundations

Slide 1 – Introduction

In 1978, James MacGregor Burns introduced the concept of shared vision that unites followers to improve an organization and society at large. Integral to this concept is the desire to move people from a finite and limited view or identity into a larger understanding of who they are as individuals, groups, and organizations.

Slide 2 – Introduction continued...

The transformational leadership style is driven by a mutual process of raising one another to higher levels of motivation, and is exhibited in the following behaviors:

- provides empathy, support, and respect for individual contributions;
- keeps communication open while placing challenges before followers;
- stimulates and encourages creativity;
- challenges followers with high standards, communicates optimism about future goals, and provides meaning for the task at-hand; and
- provides a role model for high ethical behavior, while instilling pride and gaining respect and trust.

Slide 3 - Introduction continued...

Transformational leaders create valuable and positive change in followers with the end goal of developing followers into leaders.

Slide 4 - Instructions

Mouseover the shapes above to learn more about each characteristic. Hover the arrow, over each shape, until the audio is complete, or until you have finished reading the content, for that section. You can then move the arrow to the next shape.

Slide 5 – Characteristics of Transformational Leaders

Create a Vision:

- Evokes the energy of a big dream
- Works from mission and purpose
- Helps others connect their work with higher purpose
- Frames new narrative for implementation of vision



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Communicate Through Listening:

- Communicates effectively through deep listening
- Uses a unifying narrative
- Inspires and moves others to action
- Establish positive accountability

Optimize Resources:

- Optimizes existing resources to meet most important challenges
- Prioritizes and focuses action
- Makes decisions and commits to action

Enroll Others:

- Inspires others with compelling vision that inspires them to act boldly
- Builds shared perspective (helps people see the whole picture)
- Influences coalitions towards desired outcomes
- Builds and leverages networks

Develop Others:

- Facilitates learning and results by creating awareness and setting goals
- Engages, develops, and empowers others
- Builds confidence and capabilities
- Develops transformational thinking in others

Coordinate Action:

- Establishes cohesive group
- Prioritizes goals
- Evaluates most valuable activities and best use of resources

Build an Intentional Culture:

- Shapes culture
- Understands shadow side of culture
- Gives and receives feedback with positive accountability
- Holds true to commitments, building credibility

Embody Presence:

- Develops own capacity for transformational thinking
- Connects with the bigger picture
- Co-creates relationships by building trust and sustained connection
- Fosters emotional connection to enhance experience and performance of group

Model the Way:

- Leads from inner guidance and sound analysis
- Models and upholds ethical leadership
- Manages self and own reactivity
- Leads with mindfulness and equanimity
- Continuously demonstrates personal integrity, honesty, and sincerity

Slide 6-Wrap Up

Transformational leaders use these characteristics to inspire others to become leaders.



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Charter

Slide 1 – Introduction

A high quality team charter can be used to lay the foundation for effective teamwork. A copy of the team charter can be downloaded from the Resources menu, located in the upper left-hand corner.

Slide 2 – Instructions

Mouseover the shapes above to learn more about the charter components.

Slide 3 – Team Charter Components

Team Standards

- Decision Making Model
- Communication Plan
- Conduct Code
- Conflict Management Strategy

Decision Making Model

- What kind of decisions can the team make?
- Process for decision-making (who makes what decisions and how, if voted, who on team can vote on what items and what percentage is needed to pass etc.)
- Define role of discussion and use of voting for team decisions.

Conduct Code

- How will you treat each other? (expectations for care, respect, support, openness)
- How will you communicate with team members? (expectations for honesty, listening, and feedback behaviors, avoiding gossip)

Communication Plan

- Discuss current team communication
- What information do people need to know?
- How is information communicated? (regular meetings, emails, etc.)
- Who should provide the communication?
- When should information be communicated?

Conflict Management Strategy

- Based on transformational leadership principles, how does your team desire to manage conflicts?
- Set up steps for conflict resolution

Demonstration of Chamberlain Mission

- Discuss Chamberlain's Mission
- How is your team currently demonstrating Chamberlain's mission?
- How do you want to operationalize the mission going forward?

Demonstration of Chamberlain Vision and Chamberlain Care®

- Discuss Chamberlain's Vision and the three aspects of Chamberlain Care®
- How is your team currently demonstrating Chamberlain Care® for self, colleagues, and students?
- How do you want to operationalize it going forward?



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Team Goals

- Review current blue chip priorities
- Set several short-term team goals based on blue chips

Charter Endorsement

- A final team vote should be taken to ensure that all can live with the charter
- Team members sign to acknowledge their commitment to upholding the charter

Slide 4-WrapUp

Transformational leaders use team charters to develop quality foundations for building a culture of care and service.

Leadership Communication

Slide 1 – Instructions

Mouseover the shapes above to learn more about the different types of leadership communication.

Slide 2 – Communication Types

Organization - At the organizational level, transformational leadership communication is essential in building a Chamberlain Care Academic Culture through

- guiding the direction and vision of the organization for faculty;
- supporting faculty to embrace and embody this vision;
- building trust and organizational commitment;
- coordinating activities to achieve goals;
- supporting change-management processes; and
- building stakeholder relations.

Team and Individual - At the team and individual level, transformational leadership communication is essential in building a Chamberlain Care Academic Culture through

- developing positive attitudes and faculty–organization relationships;
- promoting role socialization and identification with the organization;
- increasing productivity; and
- improving faculty performance and development.

Communication Strategies

Slide 1 – Instructions

Mouseover the shapes above to learn how communication strategies can be implemented by transformational leaders.

Slide 2 – Strategy Descriptions

Positive Feedback

- Make feedback a positive process and experience. Transformational leaders use an approach that is positive and focused on improvement.

Be Timely

- Address the issue close to the event. The exception to this is if the situation involved is highly emotional. Here, provide opportunity for reflection and the calming of emotions.



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Transformational leaders stay calm and present in emotionally charged circumstances to avoid saying something that will be later regretted.

Regular Feedback

- Make Feedback a regular occurrence. Feedback to improve performance is a process that requires constant attention. Address issues when they arise to clarify expectations. Transformational leaders avoid using formal feedback sessions to introduce unexpected or surprising information.

Prepare Comments

- Transformational leaders stay on track and stick to the issues.

Be Specific

- Be Specific about needed improvement. Identify specific behaviors requiring improvement. Transformational leaders discuss the direct impact of the behavior and not the individual. Identify specific behaviors required for improvement. Set goals and plans to monitor and evaluate progress. Use the SMART goal process to define specific steps and milestones.

Respect Privacy

- Communicate in private. Establish a safe, private place to talk, free of interruptions.

Use "I" Statements

- Give feedback from your perspective. This avoids labeling the faculty member as the behavior needing improvement.

Limit Focus

- A feedback session should discuss no more than two issues. Any more than that may leave the faculty member feeling overwhelmed. Address behaviors that can actually be changed or influenced.

Positives Behaviors

- Address positives behaviors. Always begin with positive comments. This put the faculty member at ease, and spotlights successful behaviors. Provide genuine, positive feedback at the close of the session, as well. Avoid sandwiching constructive feedback between too many positives to avoid communicating a falsely positive takeaway message.

Follow Up

- Document conversations, and discuss what is working and what needs to be modified.

Environment Creation & Management

Slide 1 – Instructions

Mouseover the shapes above to learn more about the intentional actions and outcomes of environment creation and management.

Slide 2 – Intentional Actions and Outcomes

Relationship Building

- Relationship building Increases bi-directional trust.

Communication

- Effective, continuous communication improves buy-in with decisions.



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Engagement

- Engagement encourages productivity.

Professional Development

- Individual professional development results in satisfaction, commitment and retention.

Management practices

- Knowledge of management practices builds a learning organization.

Measurement and Feedback

- Mechanisms for measurement and feedback optimizes execution and sustains effective change in dynamic organizations.