

# SFU leadership lectures July 2009

Transformational leadership

# Projection

- “A process whereby certain aspects of the self, such as desires and urges, are found in (and projected onto) an object (i.e. another person) outside the self.”

**Leaders as**

**“Projections screens “ give the**

**Followers feeling of security .**

**Leaders provide the  
followers with a sense  
of direction and  
meaning .**

**The two main benefits  
that followers derive  
(subjectively ) from  
leaders are: Security  
and sense of direction.**

Attraction to **distant leaders** stems from projections and beliefs the followers attribute to leaders' **images and rhetoric**.

Attraction to **close leaders** stems from aspects such as care, attention, warmth , personal example ..leaders manifest in their **daily behaviors**.

# Transformational leadership and good parenthood

## **Transformational leaders**

Gives individual attention: listens, is sensitive and accessible for personal needs and for development and growth (Bass, 1985; Howell, 1988)

Communicates using emotional messages (Zaleznik, 1992; Bass, 1985).

## **“Good parents**

Is sensitive, available, and responsive to the child’s needs, understands the child’s needs, and adapts his/her responses to those needs (Ainsworth et al., 1978; De-Wolff & van IJzendoorn, 1997)

Is emotionally open and expressive. Engages in warm, loving, and accepting emotional communication (Cassidy, 1994).

## **Transformational leader**

Sets realistic challenges and inspires faith in one's ability to achieve them (Bass, 1985; Shamir et al., 1993)

Develops autonomy, motivation and initiative in followers. Creates a sense of identity, worth and competence, at the level of the individual and the group (Shamir et al., 1993; Bass, 1985)

Sets goals and standards for performance, but is not critical, judgmental or aggressive (House & Howell, 1992; Conger & Kanungo, 1988)

## **“Good parent “**

Sets challenging goals for the child according to the child's maturity level; trusts the child to be able to cope in these situations (Ainsworth et al. 1978; Stoppard, 1991; Baumrind, 1978)

Accepts and reinforces the child's developing needs for autonomy. Reinforces the child's sense of worth, identity, and competence (George & Solomon, 1989; Maccoby & Martin, 1983)

Sets limitations, establishes rules, and discipline, but does not criticize, domineer, pressure, or forbid without a reason (Baumrind, 1967; 1978; Yarrow & Pederson, 1976)

## **Transformational leader**

Provides opportunities for experience and reinforces success (Shamir et al., 1993; Bass, 1985). Provides intellectual stimulation; stimulates imagination and thinking and develops creativity (Bass, 1985; Howell, 1988)

Builds feelings of self-worth, self-generation, competence, independence, inner-directed motivation, willingness to invest further efforts and strive for success. Enables people to make use of their individual and organizational potential (Shamir et al., 1993; Bass, 1985)

## **“Good parent “**

Provides the child with opportunities for new and challenging experiences. Stimulates the child’s interest and promotes the child’s skills and abilities (Bornstein, 1989) in a cooperative and supportive manner (Baumrind, 1978; Matas, Arend, & Sroufe, 1978).

Generates a sense of self-worth, emotional maturity, competence, independence, explorative capacity, and achievement orientation. Enables the child to make use of the social, emotional, and cognitive potential (Ainsworth et al., 1978; Baumrind, 1978; Sroufe, 1983)

## **Transformational leader**

Wins complete trust and respect, and creates feelings of admiration and pride in being near him/her. Sets personal example (Howell, 1988; Conger & Kanungo, 1987). Serves as a model for imitation and identification (Bass, 1985; Shamir et al., 1990).

## **“Good parent “**

Generates a sense of trust in him/herself. Serves as an example and positive model for the child (Mussen et al., 1984; Stoppard, 1991). Serves as a model for identification and imitation (Ainsworth et al., 1978; Main, 1983; Bowlby, 1979)