New Leadership Techniques:

EXTENDING THE CONCEPTUALIZING OF TRANSFORMATIONAL LEADERSHIP THEORY

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Transformational Leadership Theory

- Challenge others to establish innovative goal setting plans
- Showcase and promote altruistic, conscientious, and courteous values
- Organize ideas and identify strengths that produce attainment
- Set high performance standards, show determination, and remain confident
- Understand choices, feelings, coping mechanisms, and goals
- Lead by example and via credibility
- Strong charismatic presence
- Show concern for self and others
- Enhance interests of others
- Make social ethical choices and pursue collectively

Research Goals

1. Explore whether participants score high on a transformational leadership scale

2. Introduce a typology of leadership techniques (bureaucratic, collegial, political, symbolic)

3. Explore the applicability of techniques using transformational leadership theory

4. Correlate use patterns of four leadership techniques among participants

5. Explain how proposed leadership techniques are prioritized by participants

Methods

Three-part, 35-question online survey

100⁺ participants varying across race, class, and gender

I. Predict leadership style (Q 2-23): Score 45-72 on transformational leadership scale

II. Principle component analysis (Q 24-34): Variable reduction procedure correlating typology variables

III. Prioritize techniques (Q 35): Rank participants' use of leadership techniques

Data Analysis

I. Transformational leadership scale:

   ▪ Seven variables: charisma, social, vision, innovation, transaction, delegation, execution describe transformational, transactional, or laisse faire leadership styles

   (revised) Clark, D.R. (2012). Transformational Leadership Survey

II. Principle component (relational) analysis:

   ▪ Transformational leadership scale: charisma, social, vision, innovation

   ▪ Leadership techniques: bureaucratic, political, collegial, symbolic

III. Analysis of ranked order data:

   ▪ Typology: bureaucratic, political, collegial, symbolic techniques

Bureaucratic (Decision-Making)

Bureaucratic (Q 23,27,31): Encourage creativity, new opportunities, and strategies

- Describe systems of management
- Share operational policies and procedures
- Explain production, organizational, and executive functions
- Encourage others to follow rules
- Describe accountability mechanisms
- Utilize untapped resources that fit the organization
- Provide incentives that impact work ethic and performance

Collegial (Consensus-driven)

Collegial (Q 24,28,32): Support, encourage, and offer unique contributions

- Develop social networks
- Offer support, encourage, and be available for feedback
- Focus on solutions and problem solving
- Show support while instilling values of independence
- Share mutually respectful
- Encourage difference

Political (Negotiation)

Political (Q 25,29,33): Motivate others to share interests and fulfill goals

- Establish positive rapport with divergent groups
- Be personable and flexible
- Educate groups about change
- Produce resource lists
- Offer procedures for asset building
- Accelerate the social networking process

Symbolic (Facilitation)

Symbolic: (Q 26,30,34): Encourage individualized goals and personalized ideas

- A role model that leads by example
- Set a direction or express a position
- Actions are symbolically tied to a larger movement
- Communication usually takes place via the leader's actions
- Be fully conscious of how others feel
- Personality generates the meaning of leadership

Thank you for your time

1. Self-assessment: Complete the transformational leadership survey

2. Empowerment: Explore the typology of leadership techniques to further develop your leadership skills

3. Performance measure: Develop a performance plan to enhance skills using one proposed leadership technique

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