

LEADERSHIP AND MANAGEMENT

BECOMING A TRANSFORMATIONAL LEADER

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OUR TEAM OF FORMER IRS EXECUTIVES AND MANAGERS HAS ADAPTED THIS LEADERSHIP COURSE FOR YOUR USE AS A SELF-INSTRUCTIONAL TOOL AS YOU FACE THE CHALLENGES OF LEADING IN A NEW AND EVER-CHANGING ENVIRONMENT.

THE CHALLENGES WHAT ARE THEY AND HOW CAN YOU OVERCOME THEM?

- Your movement into a supervisory position (perhaps for the first time)
- Limited opportunities for in-class training and/or mentoring
- Increased pressure on all aspects of tax administration to create and maintain operational results
- Limited opportunities to recruit, retain or expand staffing to meet the demand
- Increased requirements for performance and results

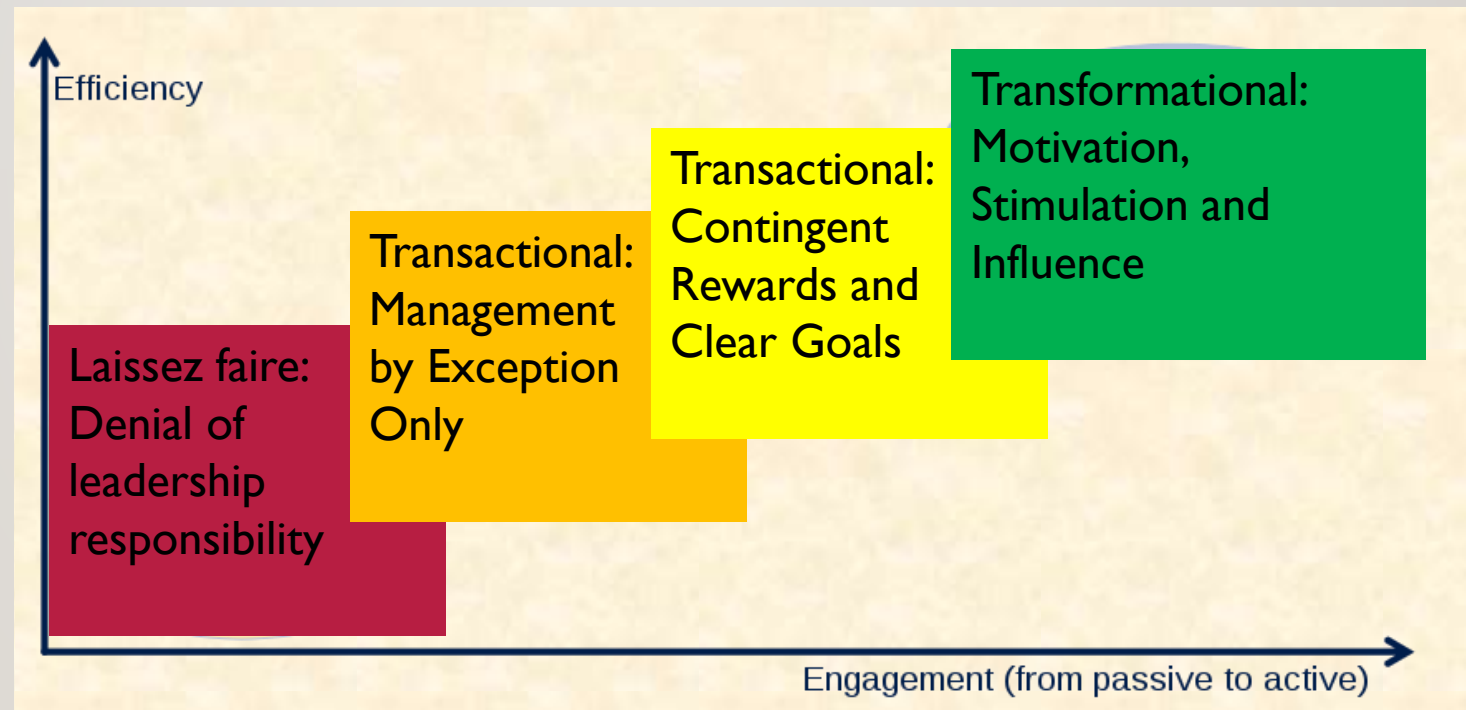
WHAT ARE THE LEVERS OF CHANGE AVAILABLE TO YOU TO OVERCOME THESE CHALLENGES?

- Improving the engagement of all employees in the workplace
- Improving the environmental factors within our control to enhance productivity
- Creating an environment in every work group that promotes:
 - High performance
 - Innovation
 - Delivery of results
 - The highest standards of ethics and integrity, and
 - Development of the potential that exists in every employee
- Serving as a role model for employees in our actions, decisions and work ethic



TO CREATE THE CHANGES REQUIRED, EVERY LEADER MUST COMMIT TO BE THE CHANGE AGENT FOR THEIR UNIT - TO BECOME A TRANSFORMATIONAL LEADER

- Transformational Leadership is best described as the highest form of leadership
- The following graphic distinguishes the various levels of leadership and how they affect employee engagement:



WHAT IS TRANSFORMATIONAL LEADERSHIP AND HOW DOES IT DIFFER FROM MANAGEMENT?

Transformational Leadership was defined by James Macgregor Burns as:

"Leaders and followers make each other advance to a higher level of morality and motivation."

Leadership expert Peter Drucker stated:

"One does not 'manage' people. The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual."



THOUGHTS ON THE DIFFERENCE BETWEEN THE LEADER AND THE MANAGER

- Leadership expert Warren Bennis compiled the following list of “differences” between Managers and Leaders:
 - The manager relies on control; the leader inspires trust.
 - The manager maintains; the leader develops.
 - The manager focuses on systems and structure; the leader focuses on people.
 - The manager has a short-range view; the leader has a long-range perspective.

MORE ON THE DIFFERENCE BETWEEN THE LEADER AND THE MANAGER

- More from Leadership expert Warren Bennis:
 - The manager asks how and when; the leader asks what and why.
 - The manager has his or her eye always on the bottom line; the leader's eye is on the horizon.
 - The manager imitates; the leader originates.
 - The manager accepts the status quo; the leader challenges it.

FINAL THOUGHTS ON THE DIFFERENCE BETWEEN THE LEADER AND THE MANAGER

- From Leadership expert Warren Bennis:
 - The manager is the classic good soldier; the leader is his or her own person.
 - The manager administers; the leader innovates.
 - The manager is a copy; the leader is an original.
 - The manager does things right; the leader does the right thing.

THE ATTRIBUTES OF TRANSFORMATIONAL LEADERSHIP

ENCOURAGING FOLLOWERS TO LOOK BEYOND SELF-INTERESTS TO THE COMMON GOOD

- Developing a sense of common good is one of the pillars of employee engagement.
- Articulating the Common Good for your group combines operational goals with the culture you want to create in your group.
- Engaging the group in your operational goals, discussing barriers they have identified that stand in the way of achieving those goals and adopting employee suggestions for process improvements can all create a sense of common purpose and goals.

THE ATTRIBUTES OF TRANSFORMATIONAL LEADERSHIP

HIGHLIGHTING IMPORTANT PRIORITIES

- Prioritization is a major undertaking that is often overtaken by events.
- However, prioritization of your time is often the most effective way to determine what is truly important to you:
 - Does your calendar reflect regular one-on-one meetings with your employees?
 - Does your calendar reflect open time for you to wander the workplace or accommodate drop-in meetings, or just take time to think?
 - Does your calendar include group meetings (informal and formal)?
- How does your time reflect your priorities?

TRANSFORMATIONAL LEADERSHIP

CREATING ACTIONABLE TASKS

The following questions are intended to help you catalog what actions to take to enhance your skills in each of the categories of transformational leadership. For each action you create, determine how you will know whether your efforts are successful.

1. What methods will you use to enhance morale in your work group?
2. What practices will you use to enhance the performance of your group?
3. What methods will you use to enhance the motivation of your group?
4. What techniques will you use to inspire change in your work group?
5. What steps will you take to create an atmosphere of trust in your work group?
6. What strategies will you use to support and encourage innovation in your work group?

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REVIEW AND NEXT STEPS

Now that you have considered the elements of leadership, you are prepared to put your actionable tasks into place. This step in the process is one in which you may want to engage your own manager to alert him/her to the activities you plan to undertake.

Following a few weeks of implementing your tasks, we recommend that you review your actions and engage your employees to assess how your actions have been received and whether they have been effective. Remember in each of the actions we asked you to consider there was a suggestion that you identify how you will know whether your actions have been successful.

We wish you success and good outcomes!

