

# Transactional Leadership Vs. Transformational Leadership & Differences between Managing and Leading

|                        | What Transactional Leaders Do   | What Transformational Leaders Do  |
|------------------------|---|---|
| <b>Focuses on:</b>     | Short-term success; getting today's work done today                       | Long-term success, getting people and systems in place for future growth      |
| <b>Style is:</b>       | Command & Control; authority-based to get immediate results               | Heart & Soul; influence-based to emotionally engage employees                 |
| <b>Power source:</b>   | Policies, performance management, extrinsic motivations (carrot & stick)  | Inclusion, interest in individuals and their potential, intrinsic motivations |
| <b>Spends time:</b>    | In meetings, monitoring metrics and reports, checking on daily tasks      | Coaching, developing, listening, giving individual feedback & encouragement   |
| <b>Talks about:</b>    | KPIs, measurable goals, recent job performance, policies, best practices  | A shared vision for the future that includes all team members                 |
| <b>See success as:</b> | Output rate, savings, profit, programs, goal attainment for month/quarter | Expanded competence & confidence of employees; growth in team capacity        |
| <b>Results are:</b>    | Stuck and unsure how to get ahead, not promotable due to poor following   | High levels of employee engagement, promotable due to impact/following        |

## Practices and Commitments of Transformational Leadership

|                                       |   |
|---------------------------------------|---|
| <b><i>Model the Way</i></b>           | <ol style="list-style-type: none"> <li>1. Find your voice by clarifying your personal values.</li> <li>2. Set the example by aligning actions with shared values.</li> </ol>  |
| <b><i>Inspire a Shared Vision</i></b> | <ol style="list-style-type: none"> <li>3. Envision the future by imagining exciting and ennobling activities.</li> <li>4. Enlist others in a common vision by appealing to shared aspirations.</li> </ol>                                   |
| <b><i>Challenge the Process</i></b>   | <ol style="list-style-type: none"> <li>5. Search for opportunities by seeking innovative ways to change, grow and improve.</li> <li>6. Experiment and take risks by constantly generating small wins and learning from mistakes.</li> </ol> |
| <b><i>Enable Others to Act</i></b>    | <ol style="list-style-type: none"> <li>7. Foster collaboration by promoting cooperative goals and building trust.</li> <li>8. Strengthen others by sharing power and discretion.</li> </ol>   |
| <b><i>Encourage the Heart</i></b>     | <ol style="list-style-type: none"> <li>9. Recognize contributions by showing appreciation for individual excellence.</li> <li>10. Celebrate the values and victories by creating a spirit of community.</li> </ol>                          |

Chart 1 from: <https://blog.peoplefirstps.com/connect2lead/transactional-leadership-vs.-transformational-leadership>

Chart f2 rom: <http://sourcesofinsight.com/5-practices-and-10-commitments-for-leadership/>

Both are based on [The Leadership Challenge](#), James M. Kouzes and Barry Z. Posner