Transformational Leadership: An overview

What is Insights Transformational Leadership?

Built around our unique eight-type leadership model, Insights Transformational Leadership takes a multi-dimensional approach to developing leaders, helping them make dramatic and sustainable improvements to their effectiveness at the individual, team and organisational level.

Insights Transformational Leadership can be deployed to leaders across the world in a variety of languages allowing you to create a consistent global approach to leadership development.

One Consistent Framework

Comprising nine fully-integrated and complementary modules, and supported by a dynamic range of proprietary diagnostics and learning materials, Insights Transformational Leadership is designed to improve leadership capability across a wide spectrum of levels from first-line supervisors to senior executives.

This provides one common and aligned framework for leadership development throughout the organisation.

One Unique Language

Underpinning our Insights Transformational learning solution are two unique and complementary learning systems, Insights Discovery and Insights Navigator, which help leaders to explore their preferences and capabilities in each of the eight Transformational Leadership dimensions. This creates an engaging and accessible language for learning which delivers a deep and profound learning experience to participants and ensures lasting change and results.

Aligning with your Leadership Philosophy

Experience shows that leadership models are only truly effective when they are deeply embedded into the fabric of the organisation and become an integral part of a leader’s day to day business. Insights Transformational Leadership can be customised to align with your leadership philosophy and frameworks and to complement existing people development processes, bringing your key performance indicators to life in a compelling and practical way.

A Commitment to Results

A highly practical approach explores each of the leadership dimensions in the context of the participants’ current issues. Encouraging real conversations about real challenges and helping your leaders make clear links between learning and the workplace.

Inspiring Leaders to Excel

No change is possible without winning the heart and mind of each leader. We help leaders make improvements in areas of challenge or stretch but our primary focus is on areas of strength and how to leverage that capacity further. Leaders are inspired to pay attention to what’s already working for them and to make this even better.
The Components

The eight dimension Insights Transformational Leadership model can be delivered as a whole or in part according to specific learning needs.

Insights Transformational Leadership is underpinned by:

- An eight dimension Insights Transformational Leadership Model correlated to the Insights Discovery learning system
- An Insights Transformational Leadership ‘Launch Pad’ Experience of one or two days
- An Insights Discovery Transformational Leadership Profile based on the eight dimensions of Insights Transformational Leadership; generated by the completion of the Insights Discovery Preference Evaluator
- An Insights Navigator Transformational Leadership Profile that either mirrors the eight dimensions of Insights Transformational Leadership or can be customised to a client’s own leadership capability model
- Both the Insights Transformational Leadership Discovery and Navigator profiles can be customised to a client’s leadership capability and competencies model
- A choice of over 30 Learning Journals matched with each of the eight dimensions of Insights Transformational Leadership, supported by Learning Guides, Powerpoints and Learning Aids
- A consulting process to support the alignment of Insights Transformational Leadership Learning Solution with your current organisational challenges and strengths
- Supported by Team Effectiveness, Personal Team Effectiveness, Discovery Full Circle Organisational Culture Analysis, and Deeper Discovery solutions where appropriate
- A qualification process for internal practitioners that builds the capabilities of Organisational Development Consulting, Coaching and Facilitation with the Transformational Leadership content

What are we transforming leaders to/from?

The Insights Transformational Leadership solution, tools and experiences are designed to transform leaders towards:

- being ‘on purpose’ as indicated through their evolving awareness of self developing an expanding capability and effectiveness at
  - leading self, leading teams/groups, leading the organisation
  - developing their emotional competence

A Table of Comparison

<table>
<thead>
<tr>
<th>Traditional Leadership The ‘old story’</th>
<th>Transformational Leadership The ‘new story’</th>
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<tbody>
<tr>
<td>Acquiring power and status are the driving force.</td>
<td>Leaders are authentic and inspired from within. Power and status are not the driving force.</td>
</tr>
<tr>
<td>‘Us vs. them’ is the norm.</td>
<td>There is total acceptance and support for one another.</td>
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<tr>
<td>Influence is developed to obtain a higher level position.</td>
<td>Influence is developed to nourish others and strengthen relationships.</td>
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<tr>
<td>Assumptions and perceptions are not openly disclosed.</td>
<td>Assumptions and perceptions are brought to the surface and used as opportunities to learn.</td>
</tr>
<tr>
<td>Espoused beliefs and values are part of a fixed system.</td>
<td>Beliefs and values are acknowledged and evolve through provocation and learning.</td>
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<tr>
<td>Employees and leaders experience a culture gap.</td>
<td>Personal and corporate norms are consistent with the leader’s behaviours.</td>
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<tr>
<td>Co-dependent relationships are tolerated.</td>
<td>People at all levels take accountability for their own self mastery and inter-dependency is encouraged.</td>
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<tr>
<td>Future leaders are not developed.</td>
<td>Development of followers into leaders is common.</td>
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<tr>
<td>Leaders don’t speak their mind.</td>
<td>Leaders create an environment that encourages candour and truth telling.</td>
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<tr>
<td>Leaders are emotionally closed.</td>
<td>Leaders are emotionally competent.</td>
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The Insights Transformational Leadership Development Process

Underlying Assumptions for Success

To be both successful and sustainable, the Insights Transformational Leadership development process encourages and will focus on the following key principles:

• Promoting understanding of self and others, with a willingness to adapt and connect

• Using the Insights language of energies as an organisation wide language for behaviour

• Encouraging the owning of the leaders' biases and operating patterns – taking accountability for changing themselves through the receiving of feedback from their manager, peers and direct reports

• Demonstrating skilled leadership interventions

• Raising awareness of the delegates' shadow self, providing a language to describe the unconscious

• Encouraging leaders to embrace their shadow/less conscious behaviours

• Including action learning and peer learning

• Including a residential and experiential component, creating an environment where leaders can explore their vulnerability

• Supporting development of the leader's intellectual, emotional and spiritual intelligences

• Balancing the use of colour energies into a mature leadership style, as below:

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The Transformational Leadership Launch Pad Experience

Overview

The Leadership Launch Pad is designed to orientate leaders to the Transformational Leadership model. The guiding principles and core concepts of Transformational Leadership will be introduced. Leaders will be given the opportunity to review their Insights Discovery Transformational Leadership Profile and Navigator to gain an initial insight into their strengths and challenges as a leader.

Outcomes

In this module, leaders:

• Gain understanding of core Insights Transformational Leadership concepts

• Initially complete all evaluators and questionnaires to be used in the Launch Pad Experience

• Establish outcomes – what you wish to learn and gain from Insights Transformational Leadership

• Get an overview exposure to the dimensions, modules, tools, and materials they will be working with during the Transformational Leadership Development Process and experiences

• Examine the 40 facets and eight dimensions of Insights Transformational Leadership

• Introduce the Leadership Continuum Framework (Commanding, Guiding, Collaborative and Autonomous) and the shadow/over-extended aspects of Leadership

• Receive the Insights Discovery Transformational Leadership Profile; exploring how our preferences impact on our approach and style of leading

• Initiate or receive the Insights Navigator Transformational Leadership Profile; based on self assessment compared to feedback from managers, peers, and direct reports

• Engage in activities to explore and uncover leadership strengths and challenges; begin to connect leaders with their personal purpose and contributions as a leader
Creating a Compelling Vision

Overview

The best way to predict the future is to create it. Great leaders have a clear vision through which they inspire and motivate others. This module equips the leader with the strategic tools to co-create a challenging, stimulating and meaningful vision with their organisation. Leaders learn how to deal with both personal and organisational resistance and apply powerful goal-setting methodologies.

They can create possibilities that take the team beyond their perceived limitations and can co-create a vision with their team. In so doing, the team will engage the organisation to play its part in the design of a collectively shared vision. The bottom line is that Transformational Leaders enable the organisation to effectively transition from vision to reality.

Outcomes

In this module, leaders:

- Learn how to create inspiring personal and collective visions
- Clarify the leader’s role in visioning
- Develop clear goals based on the powerful and proven Insights goal-setting framework
- Gain an awareness of how great leaders create strategic vision
- Learn how to communicate their vision
- Understand and deal with resistance to their vision
- Create a plan to move from vision to reality, using involvement principles

Creating a Compelling Vision – Determining a winning direction

<table>
<thead>
<tr>
<th>Pioneering Visionary</th>
<th>To be pioneering, paving the way forward in pursuit of the vision</th>
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<tbody>
<tr>
<td>Grounding the Vision</td>
<td>To do the groundwork to ensure a vision is practical and feasible</td>
</tr>
<tr>
<td>Creativity and Innovation</td>
<td>To think beyond current boundaries and implement innovative ideas</td>
</tr>
<tr>
<td>Enrolling Others</td>
<td>To engage others in creating and realising a shared vision</td>
</tr>
<tr>
<td>Making Strategic Choices</td>
<td>To establish direction by thinking strategically and making discriminating choices</td>
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Leading Change – Initiating and directing transitions

Cultural and Political Awareness
To use your knowledge of the organisation’s culture and politics to get things done

Challenging the Status Quo
To question constructively the way things are being done and be a catalyst for change

Designing the Change Process
To manage change effectively, taking into account both people and processes

Being Decisive and Tough-Minded
To be firm and decisive, willing to make unpopular decisions when necessary

Drive and Persistence
To show resolve and determination in the face of adversity or resistance

Outcomes

In this module, leaders:

- Gain feedback about the impact of change personally and for the organisation
- Learn how to lead and influence others through change, applying the Insights transition model
- Learn how to avoid the major saboteurs of change
- Understand and apply the Insights 4R framework for organisational change
- Learn how to deal with resistance to change
- Apply creativity in the change process
- Envision the future culture of their team or organisation

Leading Change – Initiating and directing transitions

The Eight Dimensions of Insights

Transformational Leadership

Overview

Change is certain for today’s leaders. This module provides tools, techniques and in-depth knowledge to enable leaders to understand the impact of change for themselves, their team and their organisation.

This module will help leaders become more adaptable in dealing with change and provide them with the opportunity to explore change in their own lives. To manage change in an organisation requires an inner strength and the courage to deal with ambiguity and uncertainty. This module will be a catalyst for leaders to provide the direction to implement any change initiative. Transformational leaders are decisive and know how to proactively challenge the status quo while respecting the past.
Communicating with Impact

Overview

Transformational Leadership requires the ability to engage the hearts and minds of people with different wants, needs and expectations. A successful leader is one who can genuinely understand what it is like to walk in the shoes of others. This module enables the leader to become more aware of the impact of their own leadership style and the steps that they need to take to influence, motivate and inspire others.

In this module leaders will explore their own inner motivation and see how they can create empowering patterns that source their own inspiration. The essences of motivation and inspiration are both related and distinct. This distinction will make it clear when a leader is self-motivating and when they are truly inspired. People often look to leaders to provide the initiative to spur them into action. It is unrealistic to expect leaders to either inspire or motivate others if they are not there themselves.

Outcomes

In this module, leaders:

- Gain feedback on their leadership style and its impact on others
- Reduce potential blind spots in their influencing style
- Identify how and when to apply different communication styles
- Define the distinction between motivation and inspiration and encourage others to move from externally-led motivation to self-led inspiration
- Learn how to enhance their competence in dealing with emotions
- Learn the skills vital for influencing and negotiating

<table>
<thead>
<tr>
<th>Emotional Competence</th>
<th>To be able to recognise and deal sensitively with emotional issues</th>
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<tbody>
<tr>
<td>Getting the Message Across</td>
<td>To articulate thoughts and ideas clearly and check for understanding</td>
</tr>
<tr>
<td>Passion and Enthusiasm</td>
<td>To convey passion and enthusiasm through what you say and do</td>
</tr>
<tr>
<td>Motivating and Inspiring</td>
<td>To inspire others and have an in-depth understanding of what motivates people</td>
</tr>
<tr>
<td>Influencing and Negotiating</td>
<td>To be skilled in influencing and negotiating using an assertive and co-operative approach</td>
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Fostering Teamwork

Overview

To foster teamwork requires leaders to be vocal and sincere in their appreciation of others’ efforts. High performing teams share the leadership roles across the team. These teams value diversity and honour all. High Performing teams involve all team members in vital decision making.

Transformational Leaders know how to recruit and retain the right calibre of person, whose values are aligned with the organisation’s. A successful team combines a range of diverse yet intrinsically linked dimensions and roles. These are visible and measurable. The leader’s role is to ensure that attention is given to all these dimensions, and action taken to build on strengths, clarify roles and close any gaps in order to achieve excellence. This module provides the leader with the ideas, tools and techniques to excel in this challenging role.

Outcomes

In this module, leaders:

- Learn the key principles of team dynamics
- Use their own team’s profile to build on the team’s natural strengths and preferences
- Use the Insights Team Effectiveness model to identify how their team are performing against eight distinct elements of high-performing teams
- Identify strategies to enhance the performance of their team
- Learn how to maximise the performance of individuals for the benefit of the team

Fostering Teamwork – Collaborating to build effective relationships

| Team Building | To build cohesive teams around a common purpose and inspire allegiance |
| Empowering People | To empower others by giving them encouragement, resources and authority |
| Leveraging Diversity | To value differences and leverage diversity in skills, attitudes and ideas |
| Managing Conflict | To address conflict openly, working towards win-win solutions |
| Collaborating and Partnering | To build mutually beneficial relationships, seeking opportunities for collaboration |
Facilitating Development

Overview

All great leaders know that truly exceptional results occur when the people in their organisation take responsibility for making things happen. This level of empowerment requires leaders to be both effective coaches and mentors. This module equips the leader with Insights’ practical and powerful coaching models and builds their capability to use them both formally and informally. Leaders will also learn how to become effective mentors, effectively passing on their wisdom and helping grow the leaders of the future.

Transformational Leaders enhance their own performance through being coached and mentored themselves. They proactively seek out suitable role models to guide their own career development and do the same for their own protégés. This module will provide leaders with an experience of listening empathically and supporting other leaders’ development needs. Finally, Transformational Leaders know how to create a climate of continuous learning and improvement where the giving and receiving of developmental feedback is common.

Outcomes

In this module, leaders:

• Learn how to coach their people in order to plan and achieve goals using the Insights G-WAVE and other coaching models
• Empower staff to solve their organisational challenges through their own innovation and their seizing of responsibility – coached by their leader using the G-UIDE model
• Practise the leader’s art of coaching people to ensure they are open to receive all the feedback available to them – delivering poignant and timely feedback both supports their learning and results in superior performance

Leading from Within

Overview

Transformational leaders are authentic, saying what they mean and meaning what they say. How they inspire others is determined by their beliefs, values, attitudes, authenticity, courage and sense of purpose. This module explores the inner qualities essential for Transformational Leadership. Leaders will continue their journey of personal discovery, and will learn more about their underlying issues. The intention is for leaders to emerge from this module with greater self-understanding and a renewed sense of purpose.

Organisationally, they help their teams identify and understand the impact of their beliefs and values. This helps create a sense of purpose and develops leaders in the organisation who are also self-aware and authentic.

Outcomes

In this module, leaders:

• Define their core identity and their purpose as a leader
• Explore the impact of their personal beliefs and values and assess how these align with those at the organisational level
• Learn to act with authenticity and courage – to express their true gifts as leaders
• Develop strategies to reduce stress and re-energise themselves
• Learn how their application of Jung’s attitudinal functions impacts on their leadership style
• Receive more in-depth feedback and coaching through Insights Deeper Discovery

Facilitating Development – Nurturing the growth of self and others

Commitment to Learning
To seek opportunities to expand your knowledge, skills and capabilities

Active Listening and Inquiry
To facilitate in-depth conversations through effective questioning and active listening

Constructive Feedback
To give timely feedback, supported by examples and underpinned by a positive intent

Coaching for Results
To coach others to help them improve their performance and achieve the desired outcomes

Mentoring and Role Modelling
To fulfil your responsibilities as a role model and mentor, guiding and supporting others in their development

Leading from Within – Being yourself and taking a lead in your own life

Self-Awareness
To be aware of the impact that your behaviours have on self and others

Self Esteem
To have high self-regard, being aware of the value you add

Being On Purpose
To have your actions directed towards your long-term plans and life goals

Authenticity
To express your views honestly and act in accordance with what you believe in

Resilience to Stress
To sustain your energy, motivation and resilience in times of stress
Agile Thinking

Overview

Solving complex problems and the application of creativity is key to Agile Thinking. This means thinking strategically and building effective organisational structures and systems to deliver the strategy. This module builds the leader's capability to utilise different thinking and processing styles to maximise their effectiveness.

Transformational Leaders are aware of their thought processes and the biases of their perception. Truly great leaders need to adapt and apply a variety of cognitive and intuitive processes in order to excel in many different disciplines. Leaders will be encouraged to identify their own dominant style, to identify the key aspects of both the content and the process of their thinking and to make any necessary enhancements. This involves balancing objective analysis, personal intuition and consultation with others in their decision-making.

Outcomes

In this module, leaders:

- Become aware of their preferred patterns of thought and learning
- Increase their awareness of the distortions of their perception
- Learn to use an appropriate balance of objective analysis and subjective assessment in forming conclusions
- Look at the impact of conflicting thoughts and learn how to create alignment
- Use the Insights 4-SITE model, introducing the Jungian functions of thinking, feeling, sensing and intuition
- Learn to apply different functions in problem solving and decision-making.

Agile Thinking – Engaging different thinking modes

<table>
<thead>
<tr>
<th>Thinking Type</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Evidence-based Thinking</td>
<td>To identify core issues by examining evidence gathered from relevant sources</td>
</tr>
<tr>
<td>Logical Analysis</td>
<td>To reach valid conclusions using clear rationale and logic</td>
</tr>
<tr>
<td>Gut Feel Judgment</td>
<td>To rely on your gut-feel judgments to provide valuable input for decisions</td>
</tr>
<tr>
<td>Possibility Thinking</td>
<td>To be open minded and generate a wide range of possibilities</td>
</tr>
<tr>
<td>Systems Thinking</td>
<td>To investigate an issue from a broad perspective to understand how different aspects interrelate</td>
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Delivering Results

Overview

Transformational Leaders accept personal responsibility for their own and their staff’s results. They focus on effectiveness over efficiency, investing their time and the organisation’s wisely. Their teams will have clear and meaningful targets to work towards, supported by resourced and prioritised plans. They have a ‘can do’ attitude and create a sense of urgency in the organisation. Their teams have a reputation for integrity and delivering on their promises.

Outcomes

In this module, leaders:

- Set clear and meaningful targets in alignment with both vision and values
- Identify how to plan and prioritise in order to maintain consistency and reliability
- Learn how to ensure a ‘delivery mindset’ and gain an outstanding reputation for the organisation
- Learn how to best utilise feedback to enhance the organisation’s products and services

Delivering Results – Planning and executing for success

<table>
<thead>
<tr>
<th>Thinking Type</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Outcome-Focused</td>
<td>To work efficiently to clear outcome-focused targets</td>
</tr>
<tr>
<td>Accountability and Ownership</td>
<td>To take personal responsibility for outcomes and be accountable for your commitments</td>
</tr>
<tr>
<td>Executing Effective Processes</td>
<td>To design and implement robust, streamlined processes</td>
</tr>
<tr>
<td>Action-Oriented</td>
<td>To convey a strong sense of urgency towards getting the job done</td>
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<tr>
<td>Exceeding Customer Expectations</td>
<td>To be quality and service orientated, attentive to the needs of customers and stakeholders</td>
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