

# Transformational Leadership

## A New Leadership Development Series



### Introduction

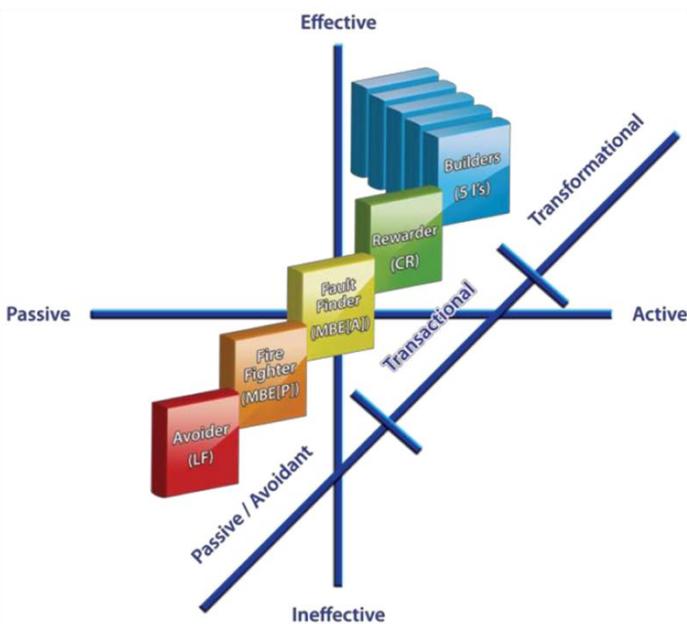
Discover how the Full Range Transformational Leadership Model can be an effective leadership development framework for your company/ organization and equip yourself with new skills to effectively develop the leaders around you through coaching and mentoring. Understand what it means to be a Transformational Leader and learn techniques to develop the whole range of measurable competencies crucial for leadership success.

This development programme is based on The Full Range Leadership Model created by researchers Bass & Avolio (1993), which is arguably the most comprehensive and extensively validated leadership model used worldwide today. Individual participants will graduate from the programme with expanded capacities to develop other leaders whilst sponsoring organisations will experience a broadened and strengthened leadership base.

Successful completion of this leadership programme will enable you to purchase, administer and interpret the Multifactor Leadership Questionnaire (MLQ), published by Mind Garden, Inc., USA.

### The Full Range Leadership Model

The researchers, Bass & Avolio (1993, 2000), made an empirical study which mapped the frequent leadership styles of managers and commanders. Based on their research findings, they developed The Full Range Leadership Model which describes the distribution of leadership behaviours, ranging from completely passive (laissez-faire) to transactional behaviours to transformational behaviours.



### Key Training Areas

1. Corporate Challenges and The New Leadership Paradigm
2. Leadership - Beyond Strategic and People Management
3. Overview of Leadership Theories – Strengths, Weaknesses and Implications
4. The Full Range Leadership Model
5. Nine Measurable Leadership Styles
6. The Multifactor Leadership Questionnaire – Function & Use
7. Coaching Framework for Developing Transformational Leaders



## Program Inclusive

1. 45-page, pre-workshop online 360° MLQ report.
2. MLQ Leader's Notebook for Action Planning.

## Benefits of the Program

1. Gain critical feedback on their own leadership effectiveness so as to be positioned for self-development.
2. Be equipped to coach and mentor other leaders.
3. Strengthened leadership pipeline.
4. Increased employee satisfaction and commitment to organization.
5. Enhanced organizational synergy and business sustainability.
6. Having a thriving versus surviving business.

## Sample Reports

**The Scope of this Feedback Report:**  
The MLQ measures leadership styles which may be grouped under three broad categories differentiated by their respective outcome effects and the nature of the influencing processes involved.

### Full Range Leadership Model Style Labels

- ◆ **Transformational Leadership**  
The five I's of transformational leadership:  
Idealized Attributes  
Idealized Behaviors  
Inspirational Motivation  
Intellectual Stimulation  
Individualized Consideration
  - ◆ **Transactional Leadership**  
Constructive -  
Corrective -
  - ◆ **Passive-Avoidant Behaviors**  
Passive -  
Avoidant -
- The MLQ also measures three outcomes of a person's leadership:**
- ◆ Your Followers'
    - ◆ Extra Effort
    - ◆ Individual, Unit and Organizational Effectiveness
    - ◆ Satisfaction

### Passive / Avoidant Behavior

Another form of Management-by-Exception leadership is more passive and "reactive"; it does not respond to situations and problems systematically. Passive leaders avoid specifying agreements, clarifying expectations, and providing goals and standards to be achieved by followers. This style has a negative effect on desired outcomes - opposite to what is intended by the leader - manager. In this regard it is similar to laissez-faire styles - or "no leadership." Both types of behavior have negative impacts on followers and associates. Accordingly, both styles can be grouped together as "Passive - Avoidant Leadership".

#### Management-by-Exception: Passive (MBEP)

Fail to interfere until problems become serious.  
Wait for things to go wrong before taking action.  
Show a firm belief in "If it ain't broke, don't fix it."  
Demonstrate that problems must become chronic before I take action.

#### Laissez-Faire (LF)

Avoid getting involved when important issues arise.  
Am absent when needed.  
Avoid making decisions.  
Delay responding to urgent questions.

## Lead Facilitator

*Elijah Lim*

*Certified Behavioural & Career Consultant, IML Inc USA  
Professional Certified Consultant, Stress Management, IML Inc USA  
Practicing Executive Coach  
Advanced Certificate in Training & Assessment (ACTA)*

People walk away from Elijah's workshops with feelings of enhanced clarity and a renewed sense of purpose in their businesses or vocations. It is common to receive feedback like "...walking encyclopedia...", "...new way of looking at things..." and "...great and helpful insights..."

Elijah focuses on Practical Leadership Effectiveness, and has been doing so as a practitioner, trainer and coach for more than 30 years. The first 24 years of working life were spent living, imparting and teaching leadership in the Singapore Armed Forces, mostly in Infantry units, Schools and Training Centres, where teamwork, crystal-clear communications and the highest degrees of focus and commitment were necessary for success and even survival. From there, Elijah brought his expertise to the world at large, imparting knowledge, honing skills and helping people and organizations develop and establish cultures of leadership growth.

Elijah is very familiar with the Full Range Transformational Leadership Model used in this workshop, having used it since his Active Service days. He conducts the workshops with plenty of participation from participants, who are very often called upon to share their real-life experiences in order to arrive at solutions based upon practical ways of applying what the Full Range Transformational Leadership Model offers.

Elijah's areas of expertise include Leadership and Character Training and Coaching, formulating and operationalizing concepts and translating organizational visions and missions into practical work done. He particularly likes executive coaching and facilitating strategy planning and Vision-casting meetings.



## Enquiries & Registration

**Company** : Fish Camp Learning Sdn Bhd  
**Contact** : 03-2282 0868  
**Fax** : 03-2727 7755  
**Email** : yeeman.ng@fishcamp.com.my or info@fishcamp.com.my  
**Website** : [www.fishcamp.com.my](http://www.fishcamp.com.my)  
**Fee** : RM\$2,000

