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Time for Points to Ponder

***Do you lead to empower and inspire, or
do you lead to exchange one task for one result?***

... Do you sweep your team along the status quo routine, or do you probe them to challenge conventional methods? Do you reward them with tangibles - pay increase, day off - or do you thank them in a way that hits their emotions - specific, well thought out praise or other uplifting actions? Do you

- encourage thought-provoking discussions, resulting in higher performance levels?
- raise awareness through mentoring and role-modeling?
- appeal to their emotions of pride, self-worth and self-confidence?
- intercede with your team only when there are problems - deadlines or standards not met? over budget?
- focus on a barter relationship for what you want or need and what your team members want or need?

Your thoughts and behaviors are what separates transformational leaders from transactional ones. There are times when a transactional leadership style will get the outcomes you need; other times, using transformational leadership behaviors will yield higher results. You, as the leader, need to make that determination based on the situation, the urgency and your team members' abilities.*

How do you become a transformational leader? Here are **a few behaviors** you can integrate into your daily team interactions:

- Question what you've always done. What are you assuming? Why has the process worked so well? Or why hasn't it quite measured up to what you need?
- Ask how can you look at the situation differently? Step out of your box, take off your "company hat" and see it from your clients' point of view. Pretend you are new to the situation - what would you like to improve? or what is not important?
- Create images of possibilities. Encourage the absurd. Shrink or enlarge the pieces of the problem. Rearrange the order. Liken it to something else - something you deal with every day.
- If you've been looking at the situation strategically, look at it tactically. If you've been at the 50,000' level, get on the ground and look around. Change your point of

view from tactical to strategic. If you've been immersed in the weeds, get on a ladder and look around. What would, what could, you do differently?

Conclusion As the boss, you have the ability to help your employees realize their top performance. How you interact with them - the words you use, the signals you send - all affect their performance. Engage your rational mind so your caveman brain doesn't overtake behaviors. [Contact Shari](#) to bring this and other edgy and results-oriented programs to your department.

*Contact Shari for additional information and articles on this topic.

Reference: Bass, B.M., 2008. The Bass Handbook of Leadership; Theory, Research and Managerial Applications, 4th ed., Free Press: New York

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