



# IUPUI THE FUND RAISING SCHOOL

LILLY FAMILY SCHOOL OF PHILANTHROPY



**20** YEARS



**THE PAUL G. DUKE ACADEMY  
FOR COMMUNITY LEADERSHIP**



# Transactional v. Transformational Leadership

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# Transactional v. Transformational Leadership

## Breakout Session

Notes:

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# Transformational Leadership

- Lead toward the vision!
- Value and exemplify organizational success, not individual success
- Energize and mobilize colleagues around those values
- Lead toward those values with a compelling agenda for action
- Continually focus on the well-being of others – people served by the organization; colleagues within the organization
- Sacrifice for colleagues in order to help them achieve organizational success



(Johnson, 2014; MacGregor Burns, 1978)

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# Transformational Leadership

- **Idealized Influence:** Leader models organizational values and vision
- **Inspirational Motivation:** Leader is optimistic and inspiring about the organization and the vision
- **Intellectual Stimulation:** Leader encourages input, info, ideas, and recommendations from everyone else
- **Individualized Consideration:** Leaders provides prompt feedback & professional development tailored to each team member's strengths & weaknesses

(Johnson, 2014)

Notes:

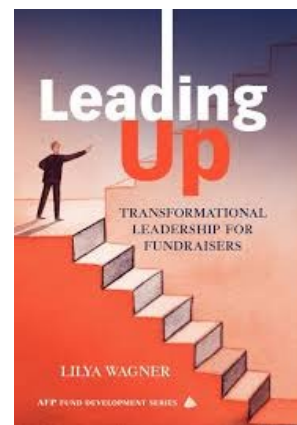
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# Fundraising & Transformational Leadership



*“This is important for the fundraiser, because our work is less about us than about everyone else, from donors to colleagues to community.”*

- Dr. Lilya Wagner



(Wagner, 2005)

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Notes:

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# Transformational v. Transactional Leadership



[Selma](#)

What examples of transactional and transformational leadership do you see in this scene?



Notes:

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# Transformational v. Transactional Leadership

## Transactional

How does the individual benefit?

Individual accomplishment

I support my personal interests

Relationships between leader & followers based on self, not on team

People as objects; people as things

## Transformational

How does the organization benefit?

Organizational accomplishment

We support the organization's interests

Relationships between leader & followers based on team, not on self

People as colleagues; people as partners

(Johnson, 2015; MacGregor Burns, 1978)

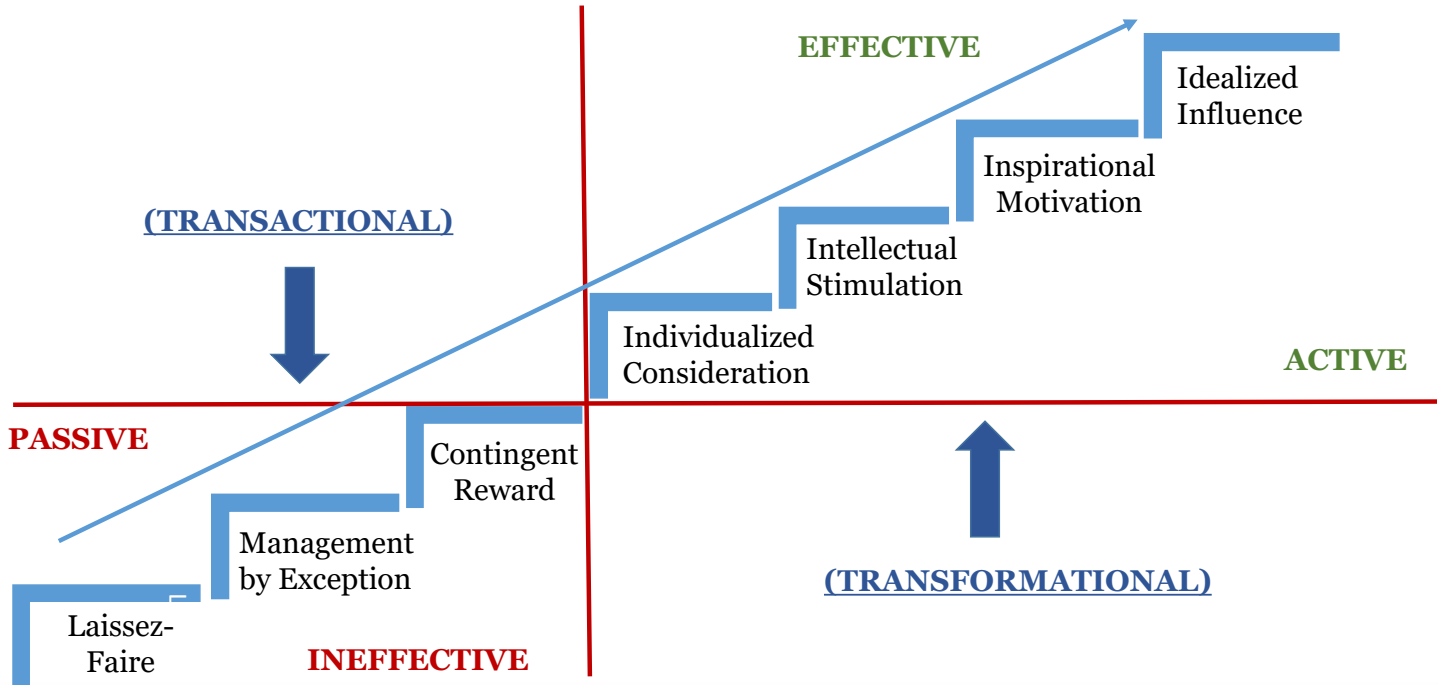


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Notes:





(Robbins & Judge, 2016)

Notes:

## Are You A Transformational Leader?

- Role Model of NPO's Vision
- Transactional leader behaviors
- Articulate inspiring Vision
- Laissez-faire
- Intellectual stimulation associated with the Vision
- Management by exception
- Individualized consideration
- Contingent rewards

(Johnson, 2015)



Notes:

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## Transformational Leadership Scale Self-Assessment

INSTRUCTIONS: Think about a situation in which you either assumed or were given a leadership role. Think about your own behaviors within this context. To what extent does each of the following statements characterize your leadership orientation?

Very Little			A Moderate Amount			Very Much
1	2	3	4	5	6	7

1. Have a clear understanding of where we are going. \_\_\_\_\_
2. Paint an interesting picture of the future for my group. \_\_\_\_\_
3. Am always seeking new opportunities for the organization/group. \_\_\_\_\_
4. Inspire others with my plans for the future. \_\_\_\_\_
5. Am able to get others to be committed to my dreams. \_\_\_\_\_
6. Lead by "doing," rather than simply by "telling." \_\_\_\_\_
7. Provide a good model for others to follow. \_\_\_\_\_
8. Lead by example. \_\_\_\_\_
9. Foster collaboration among group members. \_\_\_\_\_
10. Encourage employees to be "team players." \_\_\_\_\_
11. Get the group to work together for the same goal. \_\_\_\_\_
12. Develop a team attitude and spirit among employees. \_\_\_\_\_
13. Show that I expect a lot from others. \_\_\_\_\_
14. Insist on only the best performance. \_\_\_\_\_
15. Will not settle for second best. \_\_\_\_\_
16. Act without considering the feelings of others. \_\_\_\_\_
17. Show respect for the personal feelings of others. \_\_\_\_\_
18. Behave in a manner thoughtful of the personal needs of others. \_\_\_\_\_
19. Treat others without considering their personal feelings. \_\_\_\_\_

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20. Challenge others to think about old problems in new ways. \_\_\_\_\_
  21. Ask questions that prompt others to think. \_\_\_\_\_
  22. Stimulate others to rethink the way they do things. \_\_\_\_\_
  23. Have ideas that challenge others to reexamine some of their basic assumptions about work. \_\_\_\_\_
  24. Always give positive feedback when others perform well. \_\_\_\_\_
  25. Give special recognition when others' work is very good. \_\_\_\_\_
  26. Commend others when they do a better-than-average job. \_\_\_\_\_
  27. Personally compliment others when they do outstanding work. \_\_\_\_\_
  28. Frequently do not acknowledge the good performance of others. \_\_\_\_\_

### Scoring

Reverse your scores on questions 16, 19, and 28. There are seven dimension scores to be computed.

**Articulate vision:** Sum your responses to questions 1-5 and divide by 5. **Provide appropriate model:** Sum your responses to questions 6-8 and divide by 3. **Foster acceptance of goals:** Sum your responses to questions 9-12 and divide by 4. **High performance expectations:** Sum your responses to questions 13-15 and divide by 3. **Individual support:** Sum your responses to questions 16-19 and divide by 4. **Intellectual stimulation:** Sum your responses to questions 20-23 and divide by 4. **Transactional leader behaviors:** Sum your responses to questions 24-28 and divide by 5.

### My Scores Are

Articulate vision \_\_\_\_\_

Role model \_\_\_\_\_

Foster goal acceptance \_\_\_\_\_

Performance expectations \_\_\_\_\_

Individual support \_\_\_\_\_

Intellectual stimulation \_\_\_\_\_

Transactional leader behavior \_\_\_\_\_

A high score of 6 and greater reflects a strong orientation to engage in each of these behaviors. A low score of 2 or less reflects that you are unlikely to engage in each of these behaviors.

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Thank you!

Notes:

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<https://philanthropy.iupui.edu/news-events/blog/index.html>



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