

## Presentation 2 Student's Handout

### Transformational Leadership presented by Prisca Were

#### Leadership

- The ability to influence others to achieve organizational goals (Bartol et al., 2003, p. 389).
- “the projection of personality . . . that makes other people do what you want them to do” (Megginson, Mosely, & Petri, 1989, p. 385).

#### Transformational leadership

The process of defining the objectives of an organization and rallying and empowering followers to accomplish these objectives (Yukl, 1994). 4 dimensions:

- Idealized influence
- Individual consideration
- Intellectual stimulation
- Inspirational motivation (Bass, 1985, as cited in Yukl, 1994)

#### Characteristics of transformational leaders

- Risk takers
- Network builders
- Inspirers of trust who also trust others
- Visionaries (Lussier & Achua, 2004; Yukl, 1994; Kreitner & Kinicki, 1992)

#### Impact of transformational leadership in the Teachers' Service Commission, Kenya

1965 - 1998: Autocratic/laissez-faire leadership

1998 - 2006: Transformational leadership, marked by

- Creation of the TSC logo
- Outlining of the Mission/Vision statements
- Drawing of the 1<sup>st</sup> ever strategic plan
- Drawing of a service charter
- Renewed focus on staff training
- Computerization of the systems
- Restructuring of the organization

#### Conclusion

Because transformational leaders have foresight and are able to anticipate change as well as challenge, they are able to ensure that their organizations stay afloat in the advent of competition. This has proved to be the case with the TSC.

“The task of the leader is to get his people from where they are to where they have not been.” Henry Kissinger.

#### References

- Bartol, K., Matthews, G., & Martin, D. (2003). *Management: A Pacific rim focus* (enhanced edition). Boston: McGraw-Hill.
- Kreitner, R., & Kinicki, A. (1992). *Organizational behavior*. Boston: Richard D. Irwin, Inc.
- Lussier, R. N., & Achua, C. F. (2004). *Leadership: Theory, application, skill development* (2<sup>nd</sup> ed.). Sydney: Thompson.
- Megginson, L. C., Mosley, D.C., & Petri, P.H. (1989). *Management: Concepts and applications* (3<sup>rd</sup> ed.). New York: Harper and Row publishers.
- Yukl, G. (1994). *Leadership in organizations* (3<sup>rd</sup> ed.). New Jersey: Prentice Hall.

## PREPARE

A good speaker should **prepare** carefully for their talk and be:

**P**urposeful  
**R**elevant  
**E**nthusiastic  
**P**roficient  
**A**cademic  
**R**eliable  
**E**ngaging

<b>Purposeful</b>	Indicate the structure of your talk and give your audience a clear sense of direction.
<b>Relevant</b>	Make your material relevant to the topic and to the audience.
<b>Enthusiastic</b>	Show that you enjoy your subject.
<b>Proficient</b>	Maintain control throughout your talk by researching and preparing your material carefully. Practise using the equipment in advance, and be ready to answer audience's questions.
<b>Academic</b>	Use formal language and ensure that the style and content of your slides are appropriate.
<b>Reliable</b>	Provide sources for your information. Include references when necessary and be prepared to give your audience a short bibliography on request.
<b>Engaging</b>	Keep your audience's attention by using good eye contact and delivering your material as a talk, rather than reading from your notes or reciting from memory. Use unobtrusive cards for your notes so that they do not hide your face.

## **Use of PowerPoint and other slides**

- Face the audience, not the screen.
- Point with the mouse on the computer, or with a laser pointer on the screen.
- Stand to one side, so people can see the screen.
- Give the audience time to read your slides.
- Make sure your font is large enough to read from a distance (e.g. Arial size 22 for PowerPoint).
- Use a font colour which contrasts strongly with the background of your slides.
- Have a maximum of about 40 words on each slide/transparency.
- Use only relevant content.
- Design the slides to support what you are saying, not to hide it.
- Include references in the text of your slides where necessary, and provide a reference list at the end of your slides.
- Avoid distractions such as moving images on your slides.
- Use simple transitions between slides.
- Use a simple background, and stick to the same background for each slide.

## **Your Oral Presentation**

Some questions to consider about your presentation:

### **Content and structure**

- \* What is your topic?
- \* What are your key points?
- \* How can you structure your talk?
- \* Does your introduction show the key points and structure clearly?
- \* How can you make an essay, or detailed notes, into prompts for your talk?

### **Slides and handouts**

- \* Do you need any PowerPoint slides?
- \* Does the order of the points on your slides match the order of the points in your talk?
- \* Do you need to prepare a handout?
- \* What references should you include on your slides or handouts?
- \* When should you give the audience your handout?

### **Audience and delivery**

- \* Can you visit the room before the presentation, in order to check the equipment?
- \* What do you know about the audience?
- \* Is humour acceptable?
- \* How is eye contact best maintained?
- \* How can you control your voice?
- \* How can you overcome nervousness?
- \* How can you make sure you keep to time?
- \* Are you well prepared?