

Transactional Leadership Vs. Transformational Leadership & Differences between Managing and Leading

	What Transactional Leaders Do	What Transformational Leaders Do
Focuses on:	Short-term success; getting today's work done today	Long-term success, getting people and systems in place for future growth
Style is:	Command & Control; authority-based to get immediate results	Heart & Soul; influence-based to emotionally engage employees
Power source:	Policies, performance management, extrinsic motivations (carrot & stick)	Inclusion, interest in individuals and their potential, intrinsic motivations
Spends time:	In meetings, monitoring metrics and reports, checking on daily tasks	Coaching, developing, listening, giving individual feedback & encouragement
Talks about:	KPIs, measurable goals, recent job performance, policies, best practices	A shared vision for the future that includes all team members
See success as:	Output rate, savings, profit, programs, goal attainment for month/quarter	Expanded competence & confidence of employees; growth in team capacity
Results are:	Stuck and unsure how to get ahead, not promotable due to poor following	High levels of employee engagement, promotable due to impact/following

Practices and Commitments of Transformational Leadership

<i>Model the Way</i>	<ol style="list-style-type: none"> 1. Find your voice by clarifying your personal values. 2. Set the example by aligning actions with shared values.
<i>Inspire a Shared Vision</i>	<ol style="list-style-type: none"> 3. Envision the future by imagining exciting and ennobling activities. 4. Enlist others in a common vision by appealing to shared aspirations.
<i>Challenge the Process</i>	<ol style="list-style-type: none"> 5. Search for opportunities by seeking innovative ways to change, grow and improve. 6. Experiment and take risks by constantly generating small wins and learning from mistakes.
<i>Enable Others to Act</i>	<ol style="list-style-type: none"> 7. Foster collaboration by promoting cooperative goals and building trust. 8. Strengthen others by sharing power and discretion.
<i>Encourage the Heart</i>	<ol style="list-style-type: none"> 9. Recognize contributions by showing appreciation for individual excellence. 10. Celebrate the values and victories by creating a spirit of community.

Chart 1 from: <https://blog.peoplefirstps.com/connect2lead/transactional-leadership-vs.-transformational-leadership>

Chart f2 rom: <http://sourcesofinsight.com/5-practices-and-10-commitments-for-leadership/>

Both are based on [The Leadership Challenge](#), James M. Kouzes and Barry Z. Posner