

## *Exploring Action Learning as a Leadership Development Tool*

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### **Components of Transformational Leadership**

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<b>Leadership Factor</b>	<b>Characteristics and Behaviors of Transformational Leaders</b>
Individualized Consideration	Leaders pay attention to each individual's need for achievement and growth by acting as a coach or mentor. Followers are developed to successively higher levels of potential. New learning opportunities are created along with a supportive climate in which to grow. Individual differences in terms of needs and desires are recognized.
Intellectual Stimulation	Leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no ridicule or public criticism of individual members' mistakes. New ideas and creative solutions to problems are solicited from followers, who are included in the process of addressing problems and finding solutions.
Inspirational Motivation	Leaders behave in ways that motivate those around them by providing meaning and challenge to their followers' work. Individual and team spirit is aroused. Enthusiasm and optimism are displayed. The leader encourages followers to envision attractive future states, which they can ultimately envision for themselves.
Idealized Influence	Leaders who influence others through their commitment to principles and ideals are admired, respected, and trusted. Followers identify with and want to emulate their leaders. Among the things leaders do to earn credit with followers is to consider followers' needs over their own needs. The leader shares risks with followers and is consistent in conduct with underlying ethics, principles, and values.

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### **Components of Authentic Leadership**

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<b>Leadership Factor</b>	<b>Characteristics and Behaviors of Authentic Leaders</b>
<b>Self-Awareness</b>	Leader is aware of his or her strengths, limitations, how others see him or her and how the leader impacts others. Items measuring this include: seeks feedback to improve interactions with others, accurately describes how others view his or her capabilities.
<b>Relational Transparency</b>	Leader reinforces a level of openness with others that provides them with an opportunity to be forthcoming with their ideas, challenges and opinions. Items measuring this include: says exactly what he or she means, is willing to admit mistakes when they are made.
<b>Balanced Processing</b>	Leader solicits sufficient opinions and viewpoints prior to making important decisions. Items measuring this include: solicits views that challenge his/ her deeply held positions, listens carefully to different points of view before coming to conclusions.
<b>Internalized Moral Perspective</b>	Leader sets a high standard for moral and ethical conduct. Items measuring this include: demonstrates beliefs that are consistent with actions, makes decisions based on his/her core beliefs.

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