**Transformational leadership:** how do you rate as a line manager?

Research at Leeds University revealed that 75% of staff stress is induced by a person’s relationship with the line manager. You are a leader. Whether you like it or not, you are symbolic. Your actions will always speak louder than words. It follows that staff will benefit greatly if you can demonstrate the following 13 behaviours. So what’s your score? When you’ve scored yourself, how about asking your team to score you? ~

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| Leadership behaviour | Reviewing it | **Out of 10,**  **I score** |
| **Showing genuine concern** | I take time to do this on a regular basis. I make a point of talking to staff when things are difficult for them either professionally or personally. I offer help and follow through |  |
| **Enabling** | I give my staff clear guidelines, the resources to undertake the job and the freedom to own and achieve success |  |
| **Being accessible** | I am always available to staff. Serious issues get a response very soon. I operate an open door policy. Staff members always get a response, no matter what. |  |
| **Encouraging change** | I show an active interest in change and development. I encourage others to propose and action it. I don’t stand on ceremony or tradition. I model change in what I do and how I think about it. |  |
| **Being honest and consistent** | I am honest in my personal dealings with everyone. I remember what I said to people and record important decisions in a way we can all refer to |  |
| **Acting with integrity** | I never discuss an individual’s performance with a third party. I don’t gossip. I flag up discretion where I have to exercise it. I am a model of fairness and the Nolan principles |  |
| **Being decisive** | Where a decision is needed I make it and justify it clearly. Where my team is wavering, I provide the impetus for a clear decision. I live by decisions and don’t unmake or remake them. |  |
| **Inspiring others** | I am a motivator and live by the maxim that every encounter with staff will enable them to feel more positive and enthusiastic about their given tasks than before |  |
| **Resolving complex problems** | I spend time on difficult issues and have a reputation for listening to other’s suggestions before summarizing the issue and drawing effective conclusions |  |
| **Networking** | My colleagues come to me for contacts and suggestions of collaborators and approaches |  |
| **Building shared vision** | I don’t just try to foist my own ideas on the team, I am known for my inclusive and sympathetic approach to colleagues and their views in deciding what we will do |  |
| **Supporting a developmental culture** | I am very keen to move the organization forward. I reward and support others when they find ways of doing this |  |
| **Facilitating change sensitively** | When we move things forward, I have a reputation for considering the impact of change. I will always spend time and effort looking for a win-win scenario. |  |
|  | **Total - out of 130 =** |  |