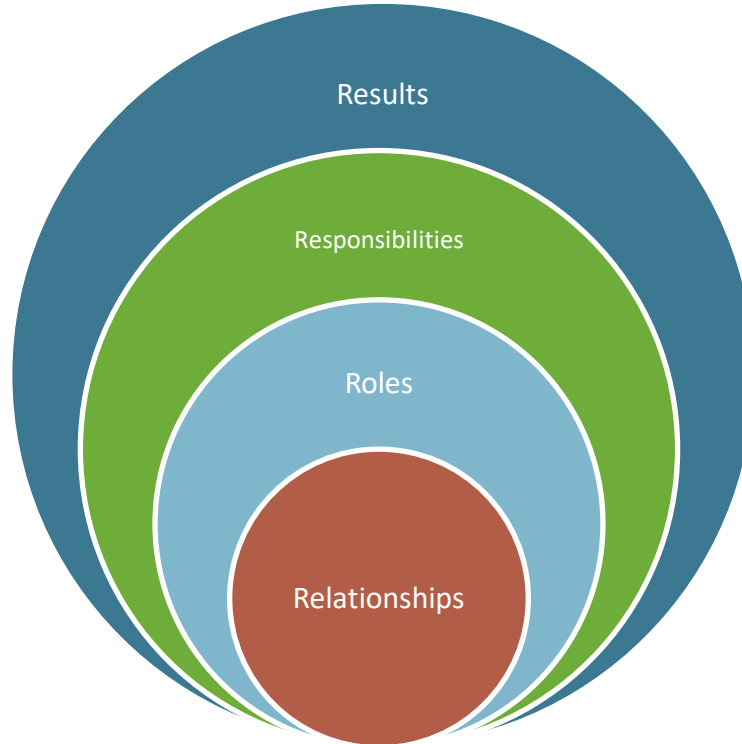


# The 4R Model of Transformational Leadership

Michael Stewart

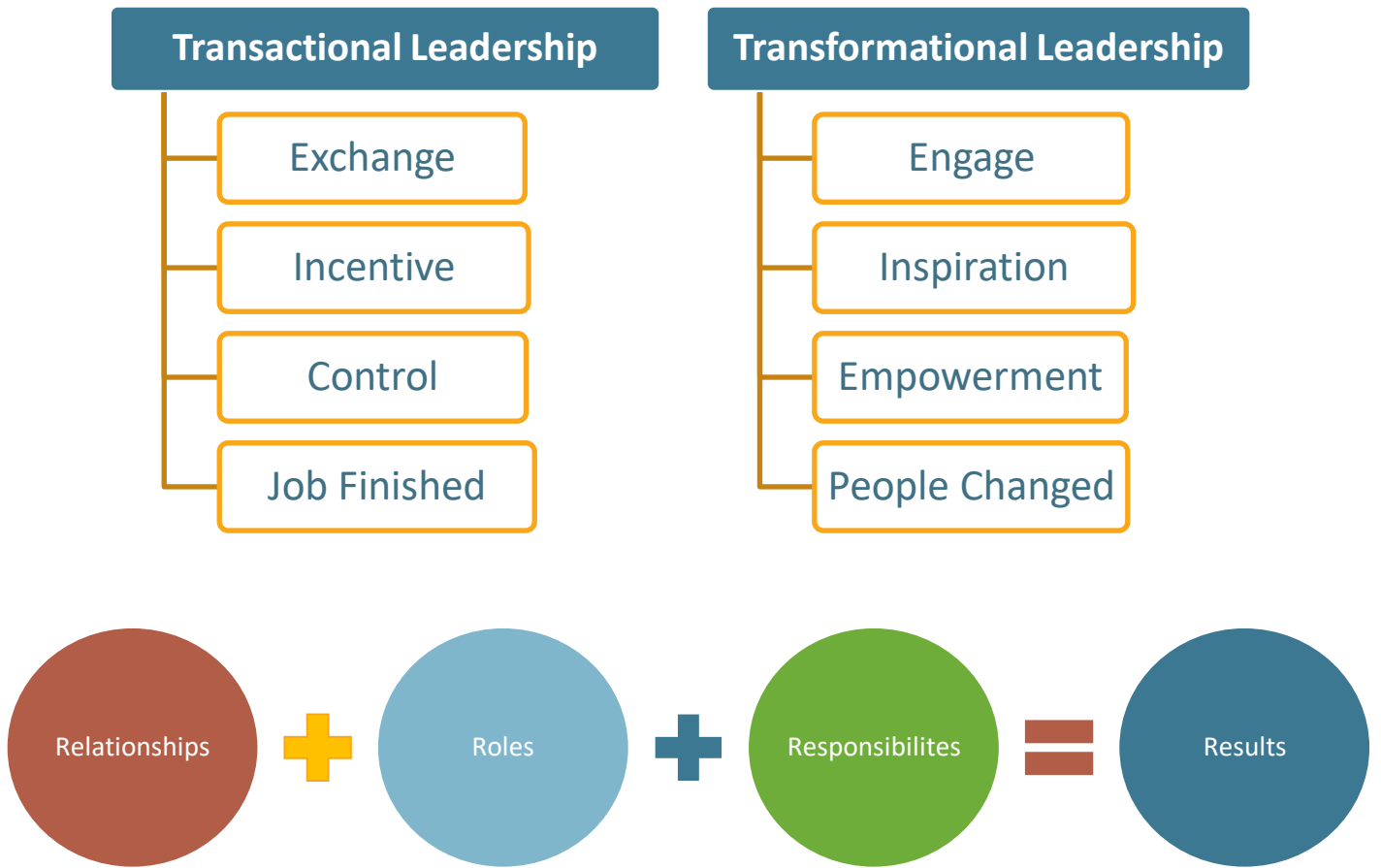
## The 4R Model of Transformational Leadership



### Transactional Leadership vs. Transformational Leadership

The 4R model was developed by Dr. Mark W. McCloskey to depict *“the interplay of critical variables in the process of transformational leadership.”* The graphic below shows some of the key characteristics of Transactional and Transformational Leadership. While both styles of leadership are useful in certain environments, Transformational Leadership is necessary when addressing dilemmas. The Transformational leader gains the trust of their followers and clients based on shared interest in the future of the organization. They create and communicate a unifying vision and mission for a better future, empower and engage followers in the attainment of that vision.

Such leaders serve as a catalyst, helping followers recognize their innate assets and apply them to enhance the success of the organization. Transformational leaders embody the values and vision they promote, and sustain healthy organizations as they inspire and motivate others to achieve the desired results.



The 4R model highlights the 4 critical variables in transformational leadership: Relationships, Roles, Responsibilities, and Results. The 4R model is not linear; each variable is vital in developing and sustaining transformational leadership. Transformational leaders set in motion a pattern of expected outcomes aligned with the organization’s vision, mission, and strategy.

Results are achieved when an effective, transformational leader fosters collaborative Relationships while participating in Roles and implementing Responsibilities. Your relationships, roles and responsibilities as a leader shape your results, and contribute to dilemmas within your organization. Results are broken into 4 categories detailed in the table below.

# Results

Knowing the Business	Providing Service	Driving Results	Innovating
<ul style="list-style-type: none"> <li>• Is knowledgeable about the products and services in the industry</li> <li>• Leverages all departments to contribute to the business goals</li> <li>• Is seen as a subject matter expert</li> <li>• Stays abreast of advances in their field</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates customer needs, meets customers' expectations</li> <li>• Listens to the concerns of customers</li> <li>• Is patient when working with difficult customers</li> </ul>	<ul style="list-style-type: none"> <li>• Holds people accountable</li> <li>• Completes work through formal and informal channels</li> <li>• Performs as promised</li> <li>• Completes large volumes of work</li> </ul>	<ul style="list-style-type: none"> <li>• Works continuously to improve products or services</li> <li>• Thinks and acts in fresh new ways</li> <li>• Produces original ideas</li> <li>• Consistently looks for new and better ways to do work</li> </ul>

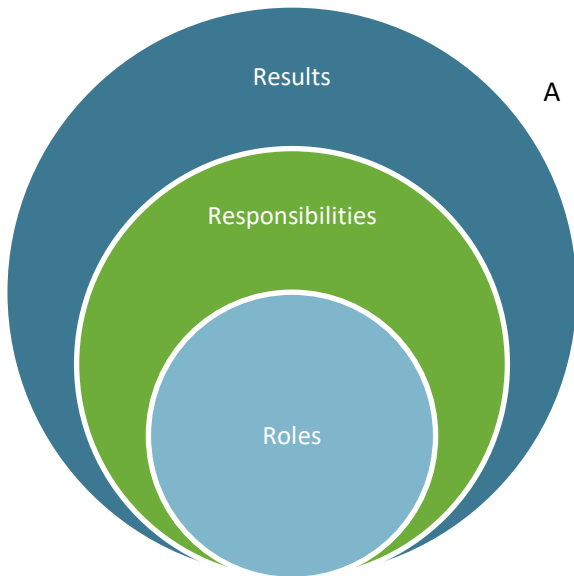


Responsibilities are the varied leadership behaviors required of a transformational leader, and help leaders serve as a personal and collective catalyst for change and development. The Responsibilities of a transformational leader are dependent on virtues, Relationships, and Roles for sustained effectiveness. Mark McCloskey identified several crucial responsibilities of an effective transformational leader, vision casting, strategy implementation, aligning, motivating, and analysis and judgment.

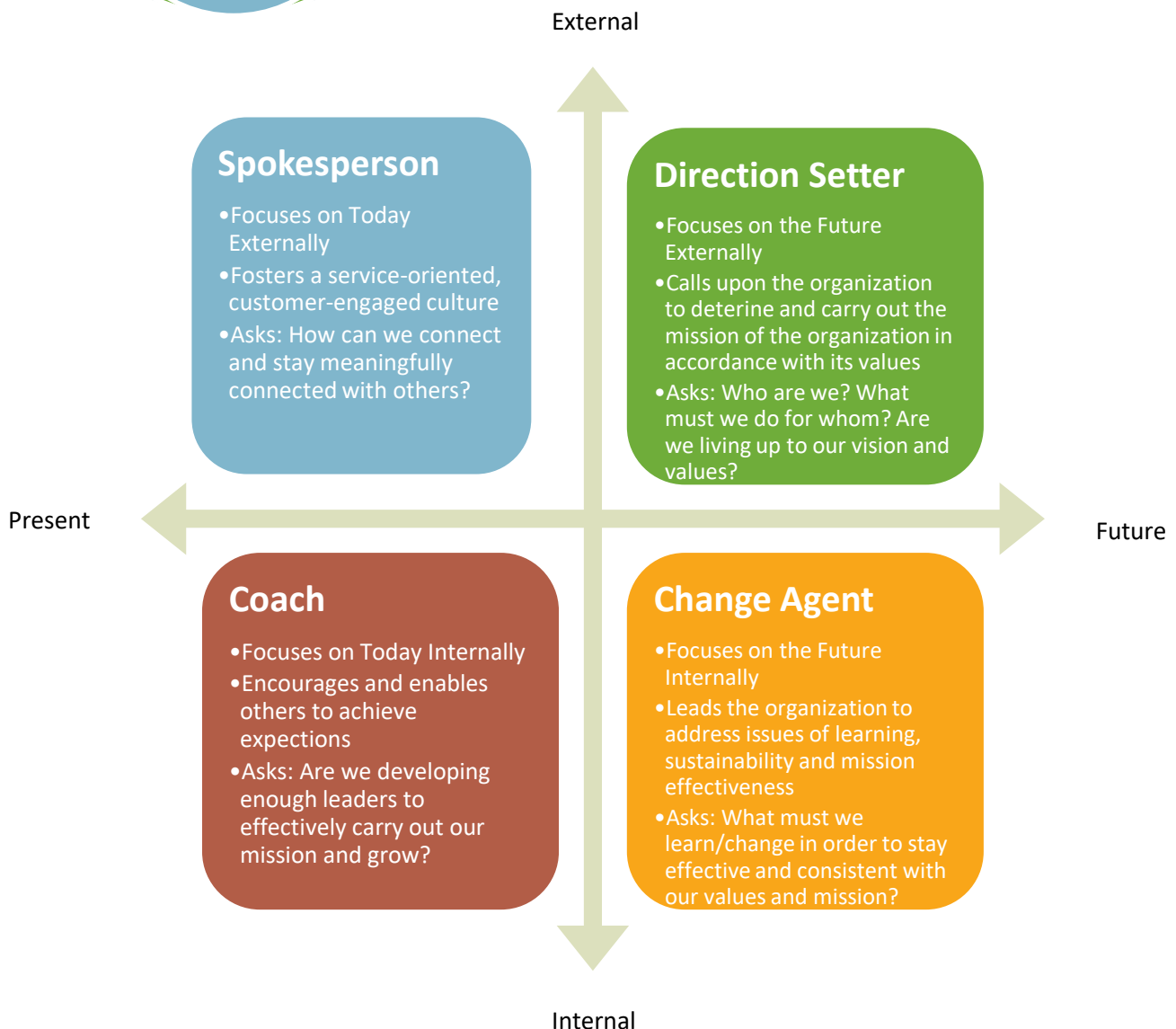
**LEADERSHIP & CULTURE ALIGNMENT**

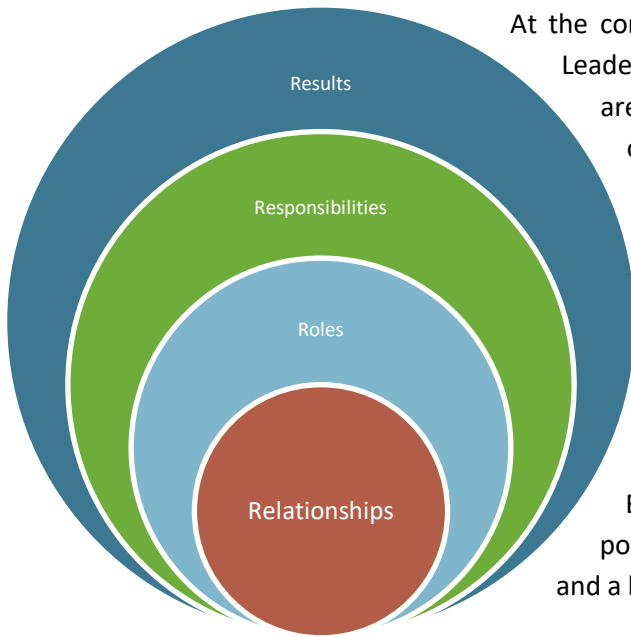
These responsibilities, described in the table below, are focused internally, within the organization, and externally, outside the organization, as well as, on the present and future goals for the organization. These responsibilities are taken on by the transformational leader when playing various roles within the organization.

<b>Vision Casting</b>	<ul style="list-style-type: none"> <li>•Creates and communicates a sensible, engaging vision of the organization's future</li> <li>•This vision serves as a framework for collective effort generating momentum for the vision</li> <li>•Used by spokesperson and direction setter</li> <li>•Focuses on today and the future externally</li> </ul>
<b>Strategy Implementation</b>	<ul style="list-style-type: none"> <li>•Develops a logical way for the organization's vision to be achieved</li> <li>•Puts in place proactive plans to drive strategy execution, prioritizing work and reducing crisis situations</li> <li>•Used by direction setter and change agent</li> <li>•Focuses on future both internally and externally</li> </ul>
<b>Aligning</b>	<ul style="list-style-type: none"> <li>•Fosters a commitment to the vision, goals, and strategy while creating opportunities for followers to participate in the vision</li> <li>•Used by change agent</li> <li>•Focuses on future both internally</li> </ul>
<b>Motivating</b>	<ul style="list-style-type: none"> <li>•Motivates followers with optimistic resolution to overcome obstacles, difficulty and disappointment as the vision is achieved</li> <li>•Used by coach</li> <li>•Focuses on future internally</li> </ul>
<b>Analysis and Judgment</b>	<ul style="list-style-type: none"> <li>•Makes careful, educated decisions, yet has the courage to take risks or say "no" when necessary</li> <li>•Used by coach and spokesperson</li> <li>•Focuses on today both internally and externally</li> </ul>



A transformational leader will play multiple roles within the organization, depending on the need of their followers and clients, helping to shape the organizational health and culture. Mark McCloskey describes 4 key roles critical to Transformational Leadership: spokesperson, direction setter, coach, and change agent. While participating in these roles a transformational leader will be focused on the present or future of the organization, and additionally will focus internally or externally on the organization, assuming various responsibilities accordingly.





At the core of the 4R model is Relationships. Transformational Leaders should be engaged in *collaborative* relationships that are mutually beneficial to the follower and the organization, and establish trust. These relationships are the foundation of the 4R model and Transformational Leadership.

A leader's relationships with others and a greater purpose are a reflection of the relationship a leader has with him/herself. Work Effects represents a leader's capacity for forming collaborative, trust-based relationships with B.A.S.I.C. When developed, B.A.S.I.C. behaviors enhance a leader's capacity to form positive, mutually beneficial relationships with self, others, and a larger purpose.

The ability to sustain Beneficial partnerships is dependent on a leader's capacity of **Aligned Emotions**, **Sustained Determination**, **Intellectual Flexibility**, and **Character**. These BASIC qualities when combined with Roles and Responsibilities enable leaders to sustain Results.

<b>Beneficial Partnerships</b>	<ul style="list-style-type: none"> <li>•The ability to cultivate collaborative relationships and empowering others to get things done</li> <li>•Earns trust and respect through conflict resolution, cooperation, and service to others</li> </ul>
<b>Aligned Emotions</b>	<ul style="list-style-type: none"> <li>•Emotional maturity; understand the emotional wants and needs of self and followers</li> <li>•Recover quickly from failure or adversity</li> <li>•Calm, stable, and resourceful in times of stress</li> </ul>
<b>Sustained Determination</b>	<ul style="list-style-type: none"> <li>•Foster a sense of vision and hope in the face of obstacles</li> <li>•Demonstrate enthusiasm and energy for the work</li> <li>•Encourage constructive activity in the face of adversity</li> </ul>
<b>Intellectual Flexibility</b>	<ul style="list-style-type: none"> <li>•See themselves, others and the world accurately, learning from past mistakes and consequently adjusting behaviors and viewpoints</li> <li>•The ability to see patterns and connect the data to the whole</li> </ul>
<b>Character</b>	<ul style="list-style-type: none"> <li>•Exhibit high moral standards and integrity</li> <li>•Stand strong for the people, organization, and causes that they lead</li> <li>•Create the foundation for trust.</li> </ul>

**WORK EFFECTS**