What's Your Leadership Style: Transactional or Transformational
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BACKGROUND
Today's leaders in osteopathic medical education are challenged by constant change and growing uncertainty. Being a competent clinician or educator is no longer enough to succeed in medical education. Success now requires not only leadership, but also the proper style of leadership. In academic health science centers, and by extension, in undergraduate medical education, the dominant leadership style remains transactional. A systematic review of leadership training at MD- and DO-granting medical schools included competencies such as working with others but did not explicitly identify leadership styles. The Full Range of Leadership Model represents a continuum of leadership styles, including laissez-faire, Transactional, and Transformational. Every leader displays each leadership style to some amount.

LEADERSHIP STYLES

Full Range Leadership Model

Effectiveness

Activity
Source: US Air Force

OBJECTIVE
1. Determine the extent to which you possess transformational leadership.
2. Identify areas of transformational leadership to improve in order to develop your career and facilitate your success in medical education.

METHODS
Transformational leadership survey developed by Donald Clark and used with permission.

RESULTS
Scoring
This survey measures your leadership skills on six factors: Charisma, Social, Vision, Transactional, Delegation, and Execution. Each factor is measured by three questions as shown below. Your score is determined by adding your three scores together for each factor in the chart below. Note that the lowest score you can get for each factor is 3, while the highest score is 12.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>Charisma</td>
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<td>Vision</td>
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<td>Delegation</td>
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<td>Execution</td>
<td>6, 12, 18</td>
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The total scores and enter the number here: The highest score possible is 72, while the lowest possible score is 18.

As noted earlier, there are no correct answers. However, the survey gives you an idea of what makes a good leader. You can see what leadership methods you use the least. Questions are scored on a Likert-type scale of 1-9, where 1 means you never use the leadership method and 9 means you always use the leadership method.

CONCLUSIONS
A score of 54 or higher means that you are well on your way to becoming a transformational leader. You should spend some time reflecting and then taking action on the factors on which you scored 9 or less.

REFERENCES