

LEADing the Leaders: Training Effective Leadership Behaviours

Leadership Development

Leadership → Employee health & well-being

(e.g., Day & Hartling, yesterday)

Transformational leadership skills can be trained

(e.g., Antonakis et al., 2011; Barling et al., 1996)

Developing effective leaders can be:

- expensive
- time-consuming
- inaccessible



LEAD Program



Coaching

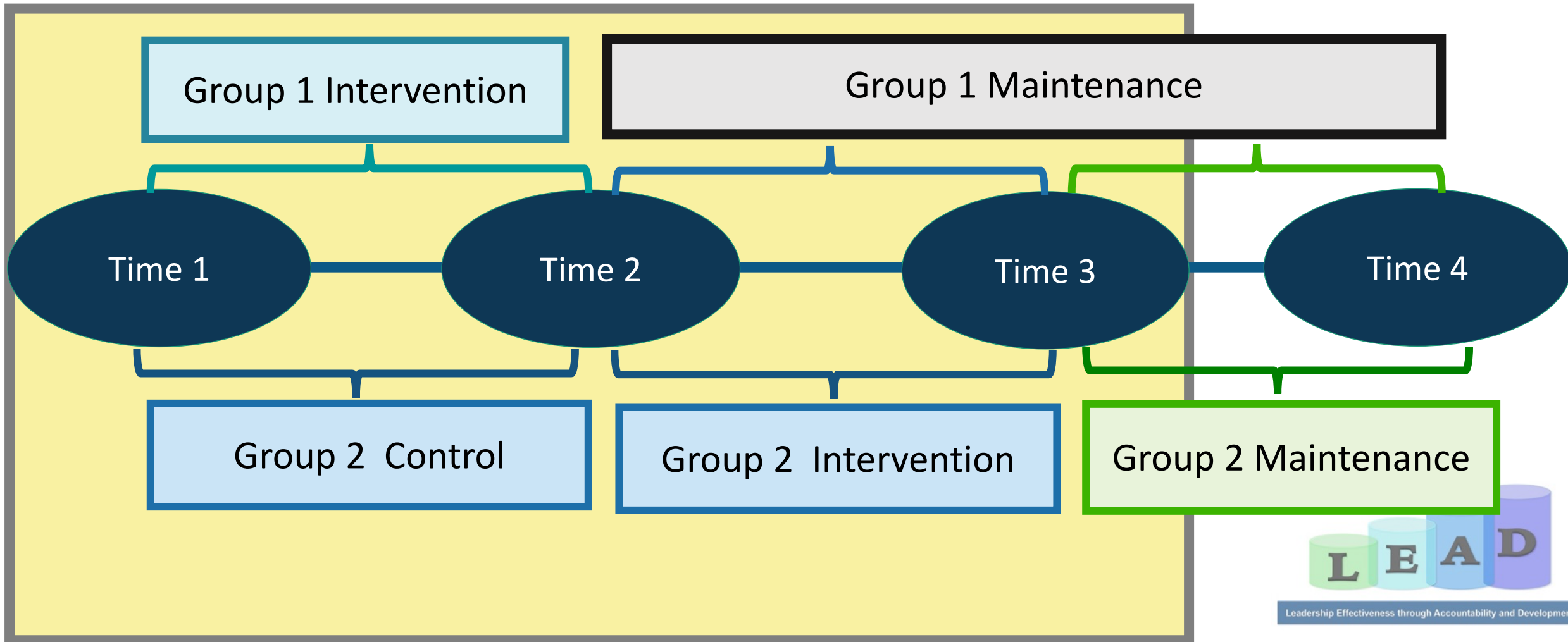
Methods of helping others to improve, develop new skills, achieve goals, a form of training or teaching, teaching. It targets high performance and enable to achieve their full potential to manage life change and personal

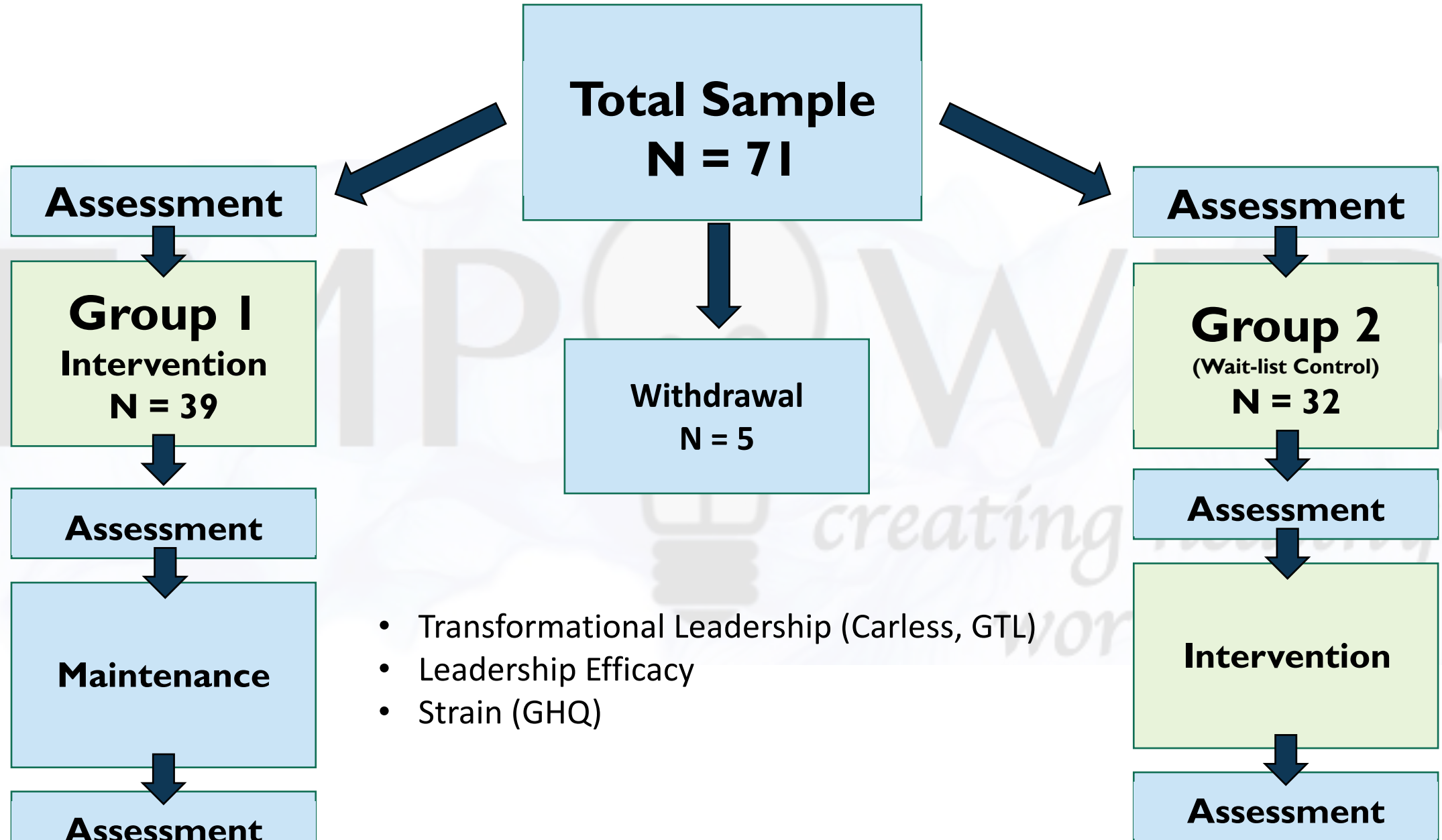
- 10 weeks – Individualized Coaching Sessions
 - 6 weeks – phone coaching
 - 4 weeks - web-based training & email coaching



1	2	3	4	5
Intro	Transformational Leadership	Leadership Feedback	Action Plan	Time Management
6	7	8	9	10
Action Plan Feedback	Communication & Conflict	Leadership & Wellbeing	PHW	Review & Maintenance

Intervention Methodology





Transformational Leadership

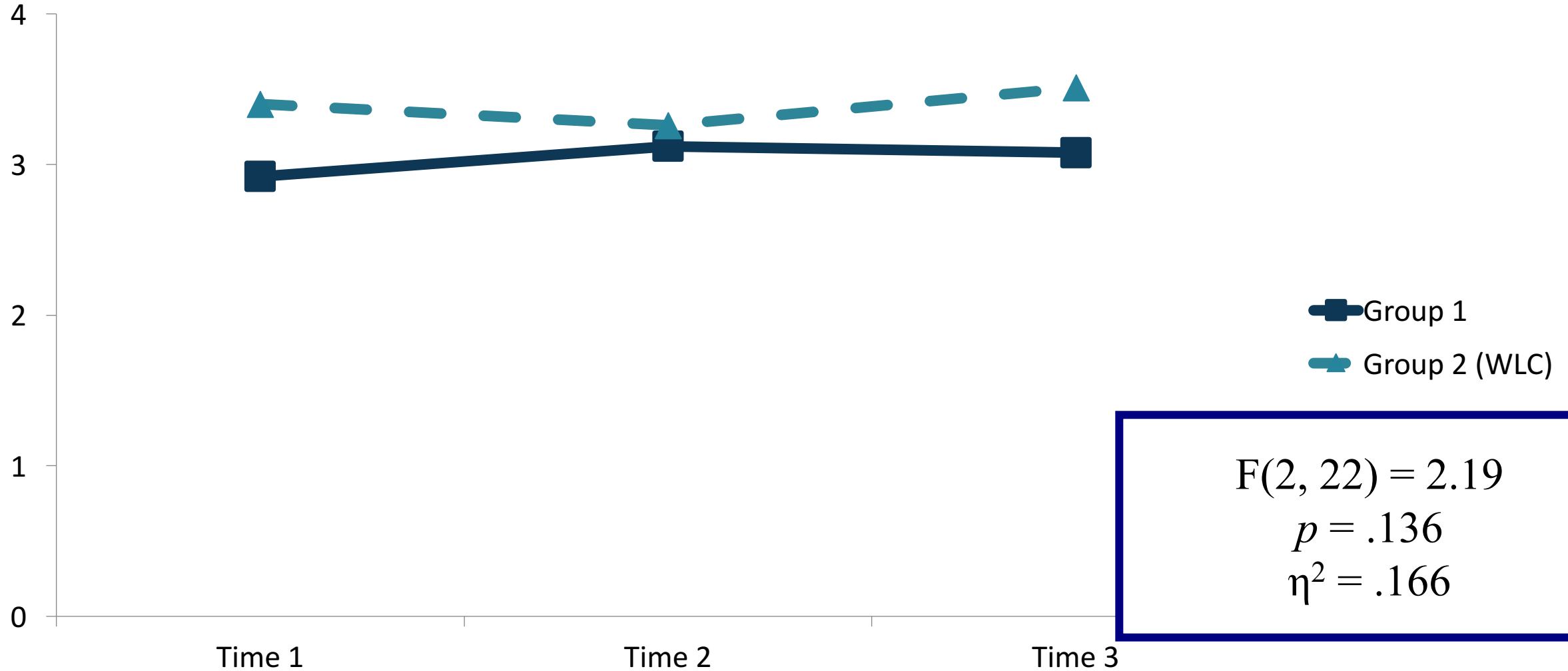
Can we ...

- ... increase transformational leadership behaviours?
- ... increase leader efficacy?
- ... decrease leader strain?



*creating healthy
workplaces*

Transformational Leadership

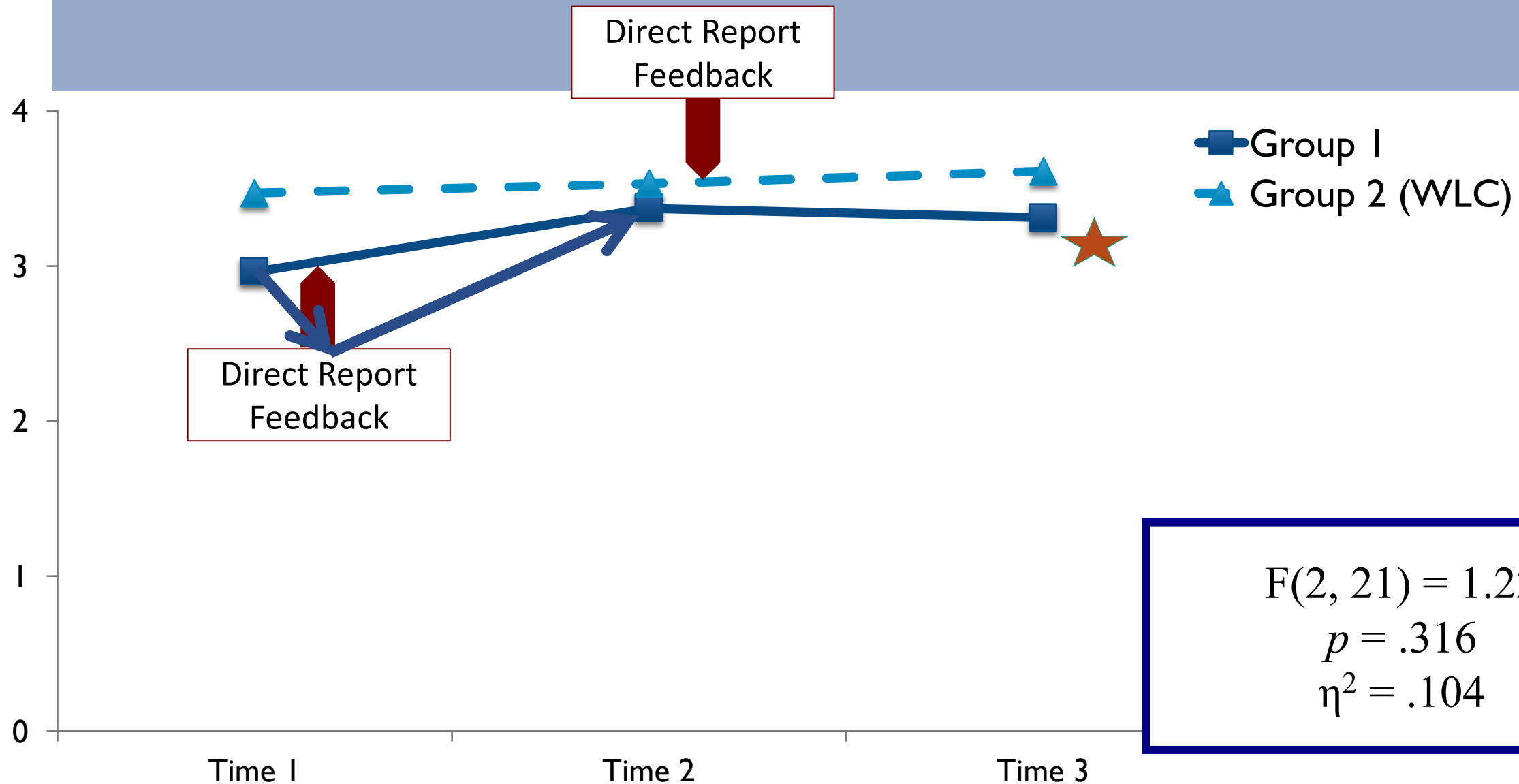


$$F(2, 22) = 2.19$$

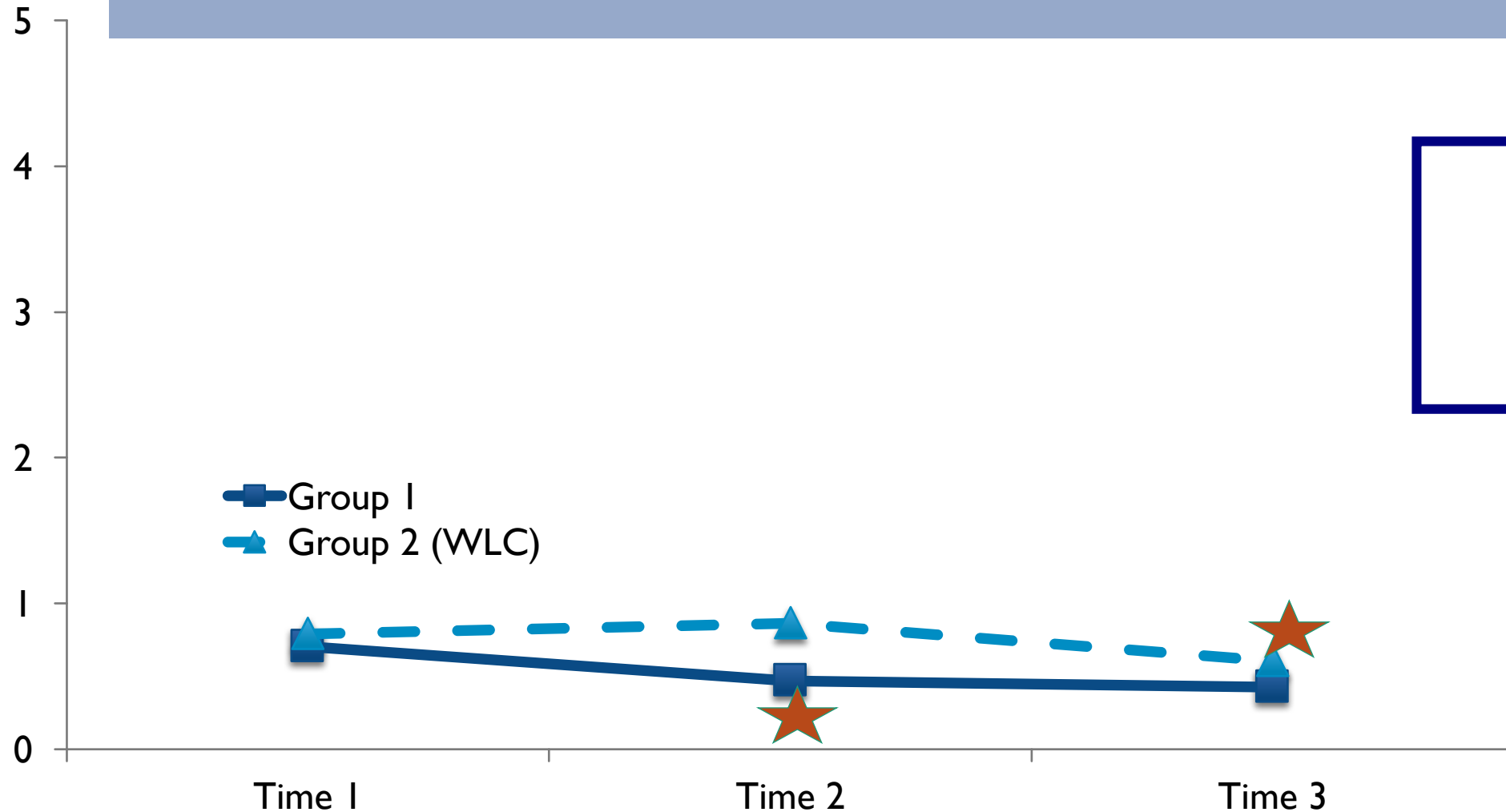
$$p = .136$$

$$\eta^2 = .166$$

Leader Self-Efficacy



Leader Strain



$$F(2, 22) = 1.94$$
$$p = .168$$
$$\eta^2 = .150$$

Discussion & Implications

- Improves leadership self-efficacy after maintenance for Group 1
- Has a positive impact on leader health (decrease in strain)
- Impact of feedback on self rating?
- Importance of self-selection into a leadership program
 - Buy-in -- Motivation
- Importance of coach

Moving Forward:

Supervisory data - Nested data

Larger sample size

True control group and random assignment (maybe if use just one or two organizations instead of 12)



Moving Forward

- Moving Forward:
 - Supervisory data - Nested data
 - Larger sample size
 - True random assignment
 - Link to individual-, group-, and organizational-based program



Leadership Effectiveness through Accountability and Development

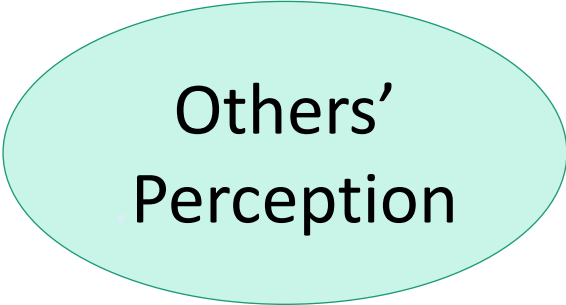
Discussion

Who defines what is “effective” leadership?

Goal #1: Alignment of leader & subordinate perceptions?

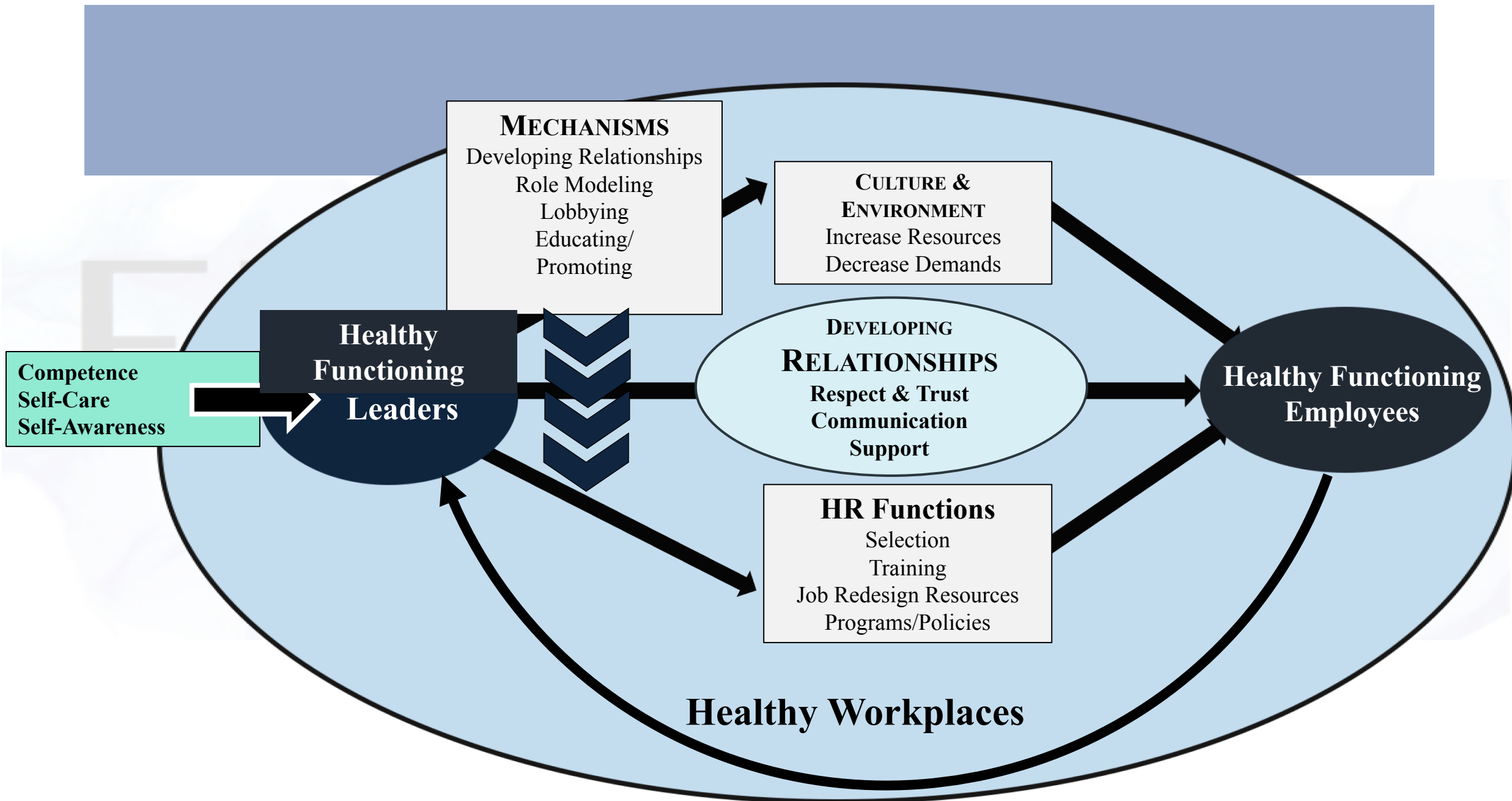


Self
Perception



Others'
Perception







Thank You
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