

Example of report on key concepts related to transformational leadership

[Business](#), [Management](#)



Impression management and integrative negotiation are as most crucial for knowing others in relation to transformational leadership. Through impression management, a supervisor or a subordinate can exert influence in an organization. In turn, integrative negotiation can generate a more collaborative working relationship in one's company. Both concepts can be effective strategies for leaders. The succeeding sections explain these two concepts.

Impression Management

Impression management is defined by Schlenker as the " attempt by individuals to control the image they project in social interactions" (qtd. in Kacmar, Wayne and Wright 499). In organizations, for example, supervisors can influence the way their subordinates see them by emphasizing their (the supervisors') positive qualities. The information they make available about themselves is manipulated in such a way that they project positive impressions. Kacmar et al. (500) mentioned several techniques in impression management including self-promotion, doing favors, complimenting, and opinion-conformity. The ways to manage impressions is achieved through the manipulation of one's verbal or non-verbal language, or through one's actions.

This concept was selected as the writer believes that the image that a person projects to his peers and superiors would affect his/her interaction with them. This particular concept relates to leader behavior particularly in the aspect of charisma or idealized influence. Someone who projects a positive image is most likely to be emulated or treated as a role model. Thus,

it would be interesting to look into how impression management would be applied in specific situations, such as organizations or other cultures.

Relationship to transformational leadership

The management of others' impressions is important a leader can influence his peers. In any organization, subordinates are more likely to follow a leader that is perceived as likeable and has a genuine concern for the welfare of the workers. Impression management would fit into the ' leader behavior' aspect of transformational leadership. Among the behaviors of a transformational leader are idealized influence and individualized consideration. Impression managements fits right into these two aspects because a leader can manipulate the way others see him/her. Aside from behaving as a role model, the leader can also motivate co-workers, coach them and provide individualized encouragement.

Applying the concept to the organization

There are several basic examples of impression management. Behaving as a role model means coming to work early, delivering outputs in a timely manner, and providing constructive criticism when necessary. A simple smile, nod, or an appreciative greeting can motivate a peer or subordinate to perform better. As regards relating to the boss, examples of impression management include listening to instructions and asking relevant questions in a respectful manner. This behavior gives the impression that one is not only willing to learn about the tasks but also acknowledges the authority of his/her superior. Doing so can develop the supervisor's trust on the person.

Applying the concept to a different culture

Impression management is useful at Summer Day Camp. This organization has a high power distance score. Thus, the counselor, through his/her behavior and language can project the image of being respectful to the management. Since Summer Day Camp also has a high uncertainty avoidance score, the counselors need to behave efficiently to gain the trust of the campers' and their parents. This company likewise has a high collectivism score, thus the counselors' and staff's show of genuine concern for the campers can leave a good impression.

When applied to Brazil, impression management would definitely be very effective. Brazilians have a high collectivism score, thus it is important to show genuine concern for one another through words and actions. The high power distance also makes it important to behave in a respectful manner towards elders and persons of authority.

Integrative Negotiation

Integrative negotiation is an approach of negotiation which focuses on the win-win solution. Unlike distributive negotiation which only has one party/person gaining at the expense of the other, this approach is collaborative and takes into account the different interests of the parties in order to identify a solution that would benefit those involved in the negotiations. Time is not a critical factor here, thus there is an opportunity to identify many options. According to Mayer integrative negotiation is about building relationships successfully and would also entail good education, mutual education, and mutual problem solving (152).

The reason for selecting this concept is the win-win aspect. The question of “what’s in it for me” is often asked by a person before he/she takes part in any activity. Thus, a type of negotiation that accommodates all parties’ concerns is definitely worth discussing. This concept also relates to collectively purposeful causation. As indicated in the class slides, the leader establishes the goal and this goal is modified by the aspirations of the followers. In integrative negotiation, there is a conscious intent to involve all stakeholders and collect the interests of everyone to have a win-win solution. Thus, in the negotiation processes it would always be important to keep in mind the collective purposes.

Relationship to transformational leadership

Negotiation is a process that is used not only for major events (e. g. joint ventures, mergers) but in common tasks in organizations such as applying for a particular task, requesting for a salary increase, or adopting a particular policy. For these tasks, the value of an integrative negotiation cannot be underestimated. Organizations, in the modern times, benefit from recognizing the interests and concerns of all its stakeholders. Taking the time to communicate and educate all parties involved about the issues and identifying their interests is part of the process of joint decision-making. In transformational leadership, there is a collaboration between both supervisors and subordinates. According to Burns, the “ leaders and followers are engaged in a common enterprise; they are dependent on each other, their fortunes rise and fall together, they share the results of planned change together” (426). These collaborations evolve into the aspect of collectively purposeful causation.

Applying the concept to the organization

An example of integrated negotiation is the boss taking the time to ask everyone's opinion about an issue or planned activity. He/she can send an email informing everyone about the issue and requesting them to give their feedback. For a specific activity, for example the launching of a new product, the boss can ask each department for their ideas and post the suggestions for the whole organization to comment on. Then during the meeting, the ideas can further discussed and the boss can formally thank the workers for participating in the discussion. The process of integrative negotiation is taking place here, and this also makes the workers feel appreciated because they would know that their voices have been heard.

Applying the concept to a different culture

The concept of integrative negotiation is applicable here because of the high collectivism and uncertainty avoidance. Through this type of negotiation, the staff and counselors can collaborate with one another to identify and implement both camp activities and appropriate measures to ensure the campers' safety and security. As regards the country, Brazil, the concept of integrative negotiation is very much in tune with the country's culture. Recognizing the interests of the different sectors and working together to identify win-win solutions would definitely benefit the people and make everyone involved satisfied and happy.

Conclusions

The preceding sections have shown that both impression management and integrative negotiation are relevant concepts in transformational leadership.

The applications of these concepts are likewise affected by the culture of an organization or even of a country, as noted in the last sections for both concepts. However, it is important to remember that both concepts still are applicable to any culture. The person who uses such concepts just need to have a full grasp of the concepts as well as a thorough understanding of the culture of the organization or country. For the transformational leader, having such knowledge is certainly an added advantage.

Works Cited

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