GOVERNMENT OF MALTA

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Transformational leadership

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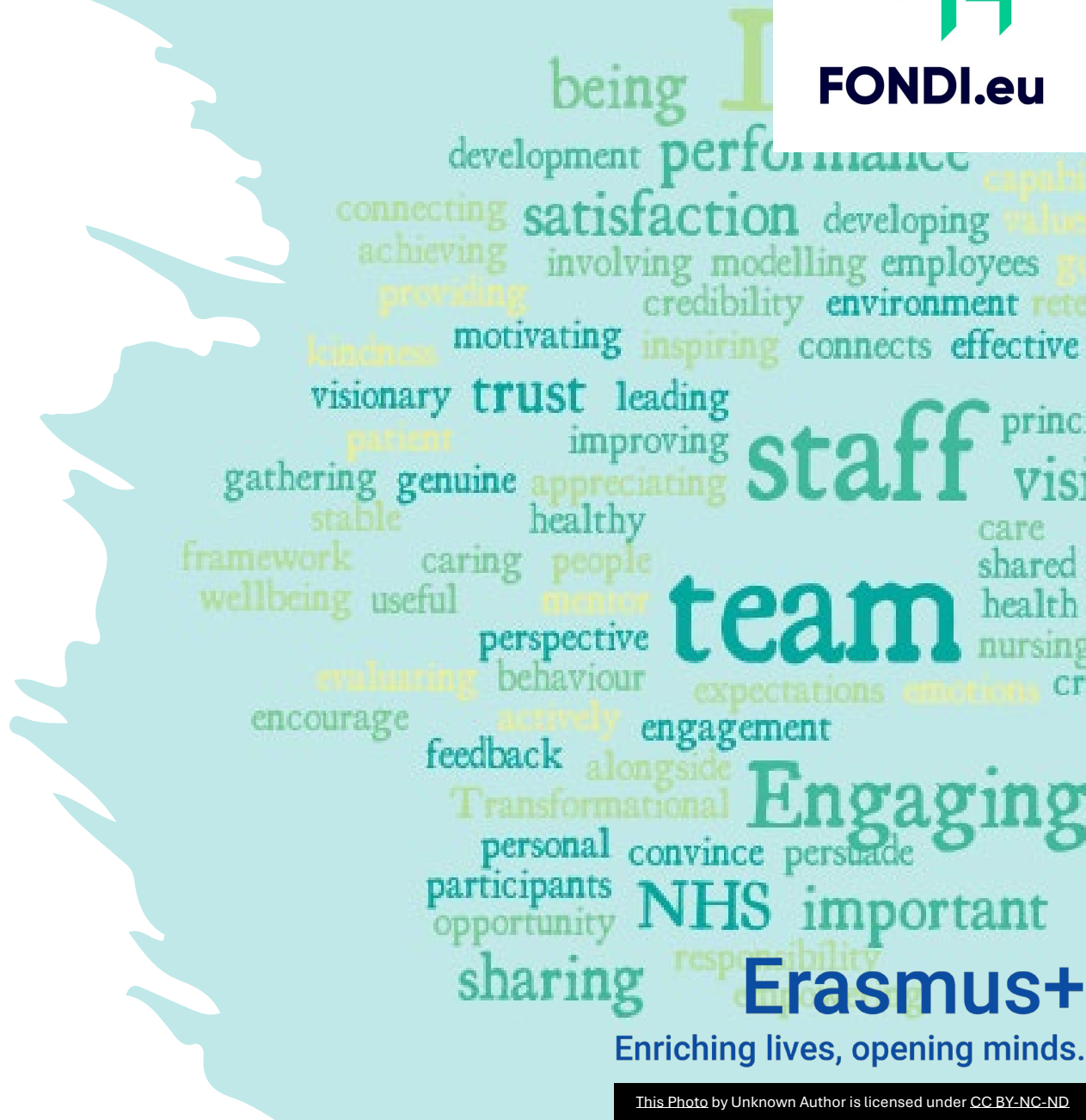
Copenhagen 2026



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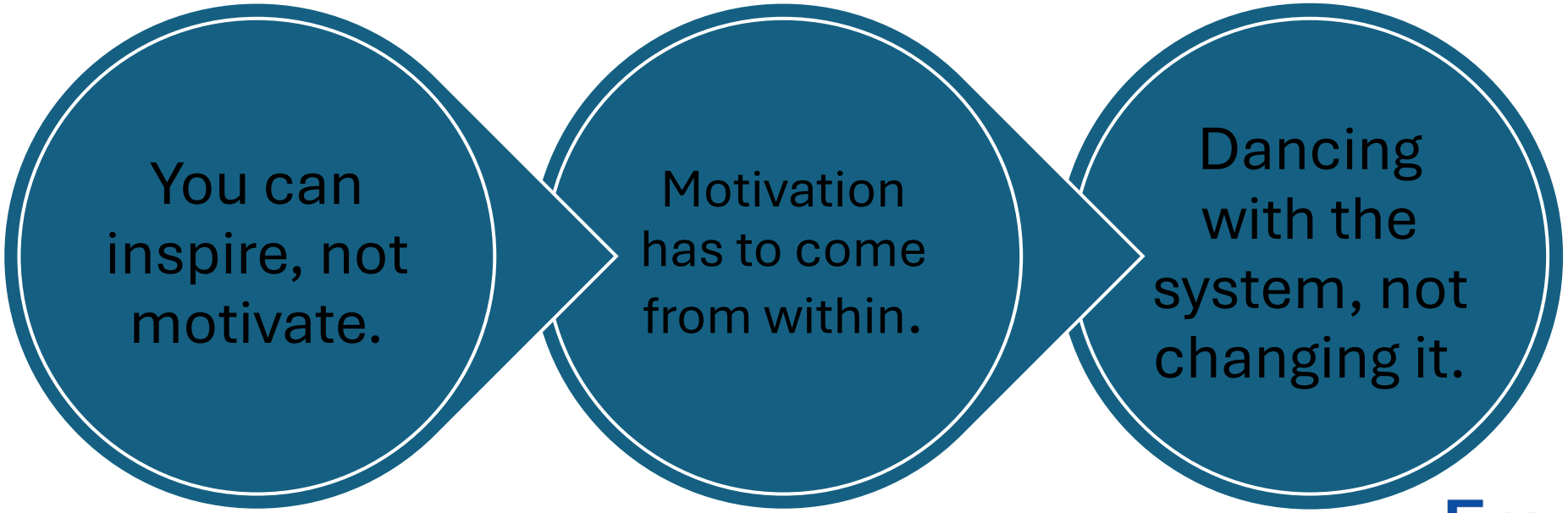
What are your thoughts?



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Can you differentiate between management and leadership?

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Transformational leadership VS Management



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Transformational leaders

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Management – something that can be seen and measured

Leadership – something that can be felt

Sometimes we need to lead and sometimes we have to follow. The need to balance management with leadership.

With transformational leadership, you see people as people with their luggage. You are not just a manager. People end up following you because they want to.

It is easier to manage than to lead. However, leading is what takes you places.

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Sometimes people do not follow
not because they do not want to,
but because they do not feel safe and secure to follow,
because of previous disappointments.

Any thoughts about this?

TEAM – Together Everyone Achieves More

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Leadership is not just management



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Factors that lead to results



The need for strong roots to have a strong team – to have a long-lasting transformation and not just changes.

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The 4 principles of life
– Toltec wisdom tradition

Popularised
by Dom Miguel Ruiz
in The Four Agreements

1. Be impeccable with your words
2. Don’t take anything personal
3. Don’t make assumptions
4. Always do your best

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Food for thought

Is the employee a resource within the school or the school's identity, and where does the difference lie?

A resource can be replaced. It is just a number.

With an identity, you can identify.

You cannot force an identity on someone, and you cannot pass on conflicting messages that you are part of an identity but treat someone just like a resource. Conflicting messages lose trust.

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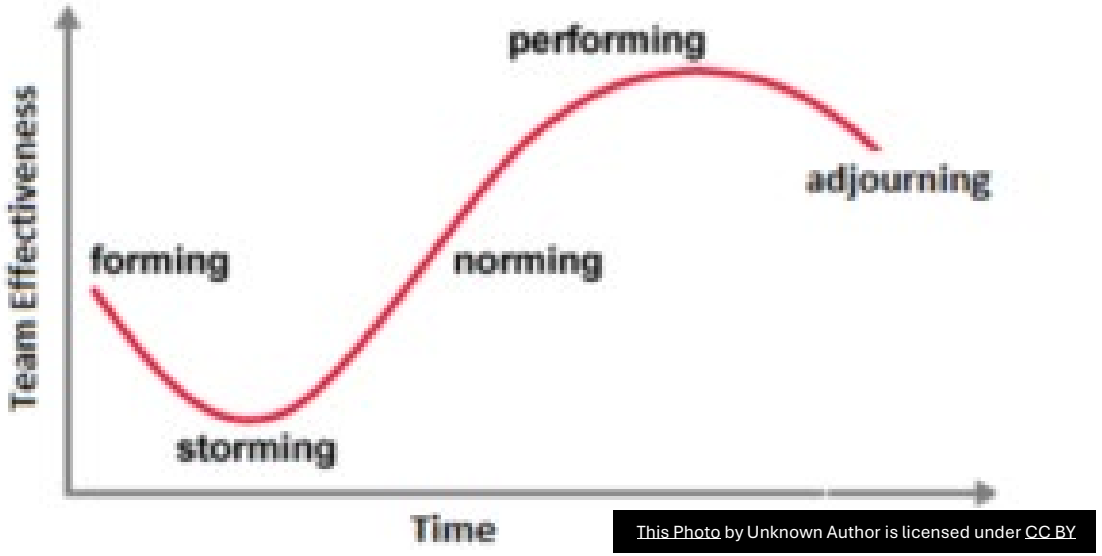

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4 Team Development Stage

1. Introduction phase
2. Dissatisfaction phase
3. Integration phase
4. Production phase

Sometimes, there is the need to move from introduction to production phase. However, this is being a manager all the time. A balance is needed.

To be a transformational leader, you need to go through phases 2 and 3, even if it is difficult.

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Introduction phase (exploration phase)

- Characteristics – moderate enthusiasm
- Needs – shared understanding and agreement
- Challenges – acceptance and trust

How one introduces things is very important

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Dissatisfaction phase (honeymoon is over)

Opening up for people who might not want change

- Characteristics – expectations vs. reality
- Needs – diversity creates wholeness
- Challenges – power struggles and conflicts

This phase **must not** be skipped.

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It is good to remember that there are people who are on your side.

Let those who are against the idea talk for a while. When they start repeating themselves, move forward with a solution. You do not need everyone to be on board.

This phase is not only negative. It can strengthen the idea by bringing certain perspectives.

One can be dissatisfied but also curious about what everyone can bring to the table.

People are afraid of changing all the way. Sometimes, balancing things out is important.

The importance of positive reinforcement. (Character traits activity)

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Integration phase



Using **we** instead of **me**

- Characteristics – knowledge to practice
- Needs – integration
- Challenges – shared responsibility

Bridges differences in perspective.

When step 2 is allowed, then most people will take responsibility.

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Production phase (self-leadership)

- Characteristics – self-driving
- Needs – new challenges
- Challenges – continuous growth and learning

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Activity

1. Building something with lego
2. Passing on information/instructions

What does this show you about who you are?

- Are you an active listener?
- Are you a doer, willing to take more work to get things done properly?
- Are you patient enough in allowing the process needed for something to happen?

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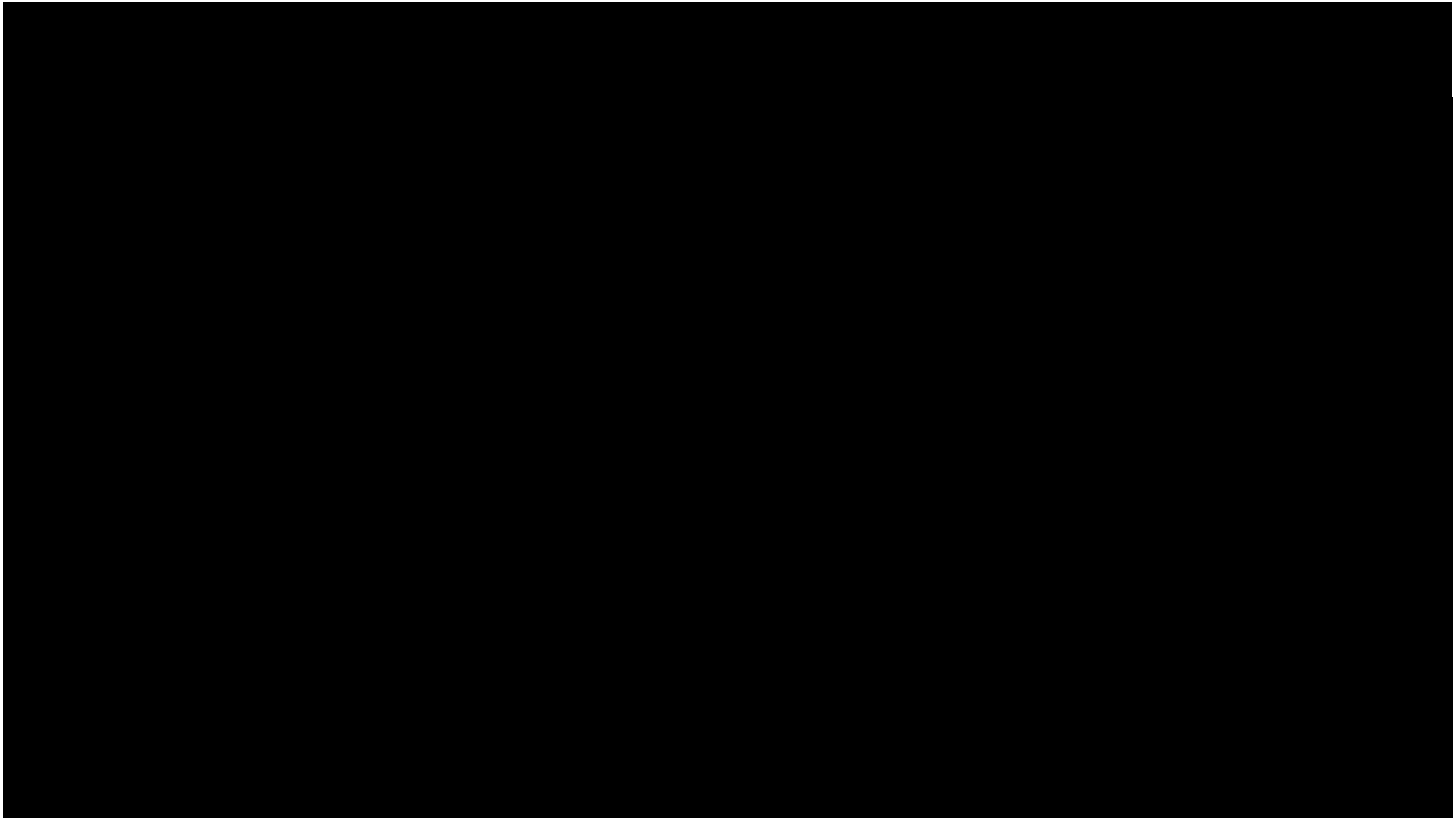

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The importance of being *mindful* instead of being *mind full*

Teaching is about intensity and not quantity

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