

# Transformational Leadership for Growth in Changing Times

Integrity, Vision, Creativity, and Understanding

*If your actions inspire others to dream more, learn more, do more and become more, you are a leader.* John Quincy Adams

# The Origin Story

- In 1978, James MacGregor Burns, was thinking about leadership and announced that there were two basic leadership styles: **transactional** and **transformational**.
- *A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves. Lao Tzu*

# Transactional Leadership

- The leader gets followers to do things based on a promise of some reward or benefit.
- Best used when situations are stable, stress is low, and creativity is not needed.
- Example: Moving rocks for \$20 an hour.
- The Dark side: If you don't do what I say there will be consequences.

# Transformational Leadership

- The leader guides, coaches, and mentors followers to both achieve a goal and be changed by the experience in a positive way.
- Key elements: vision of the possible, creativity, compassion, flexibility, intellectual stimulation, and individualized attention.
- Best used when situations are complex, stressful, and times are changing.
- *You must be the change you wish to see in the world.* Mahatma Gandhi

# Authentic and Inauthentic

- **Authentic Transformational** leaders are focused on the betterment of others, the society, and the world.
- Often these leaders are **charismatic**.
- **Charismatic leaders** who are focused on their own egos become dangerous.
- They are called **Inauthentic** or **pseudo-transformational** leaders.
- *Beware greedy leaders; they'll take you where you shouldn't go.*  
George Harrison
- *Power is of two kinds. One is obtained by the fear of punishment and the other by acts of love. Power based on love is a thousand times more effective and permanent than the one derived from fear of punishment.*  
Mahatma Gandhi

# Pseudo-transformational Leaders

- Use power to reward and punish, manipulate and control.
- They are authoritarian, tyrannical, impetuous, and impulsively aggressive.
- They demand unquestioned obedience and use xenophobia, nationalism, and racism to incite followers.
- *Nothing in all the world is more dangerous than sincere ignorance and conscientious stupidity.* Martin Luther King, Jr.
- *Leadership is a privilege to better the lives of others. It is not an opportunity to satisfy personal greed.* Mwai Kibaki

# Elements of the Authentic Transformational Leader

- **Idealized Influence:** Be at your best, be an example.
- **Inspirational Motivation:** Have a vision of the possible and inspire others with it.
- **Intellectual Stimulation:** Create challenges that stretch abilities but not exceed them.
- **Individualized Consideration:** Know the people you are with and what they each need to grow and develop.
- Bass and Riggio 2006

# 5 Competencies of Transformational Leaders

Jay Conger's 5 competencies:

- Critical evaluation and problem-solving, and self-reflection.
- Envisioning - learning how to unlearn and see new possibilities.
- The communication skills for conveying a vision - rhetorical principles to learn and practice.
- Impression management - the key to transformational leadership includes exemplary behavior, appearance, body language, and verbal skills.
- How and when to empower followers. The key to successful leadership programs is to concentrate on transformational skills over managerial ones.
- *Things do not change; we change.* Henry David Thoreau



# Indicators of Transformational Leaders

- Sociability and some extroversion.
- Ascendancy and dominance - the tendency to assume leadership roles may require some level of dominance.
- Self-confidence - a leader without confidence is not likely to be successful.
- Openness to experience and risk taking. Transformational leaders need to be open and creative, which can be risky.
- Locus of control. Having control over one's life, or at least being comfortable with the control one has, gives a person direction and the confidence to focus on outward issues.
- Hardiness. Transformational leaders are resilient in body and mind.
- Transformational leaders are also intelligent in multiple ways: cognitively, socially, emotionally, and practically (Bass & Riggio, 2006, p. 174).

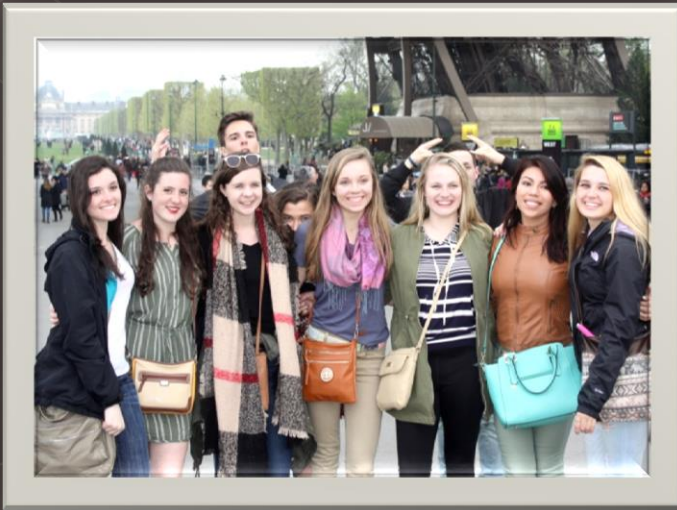
# Learning to be Transformational

**The Wanderers:** "Not all who wander are lost" JRR Tolkien

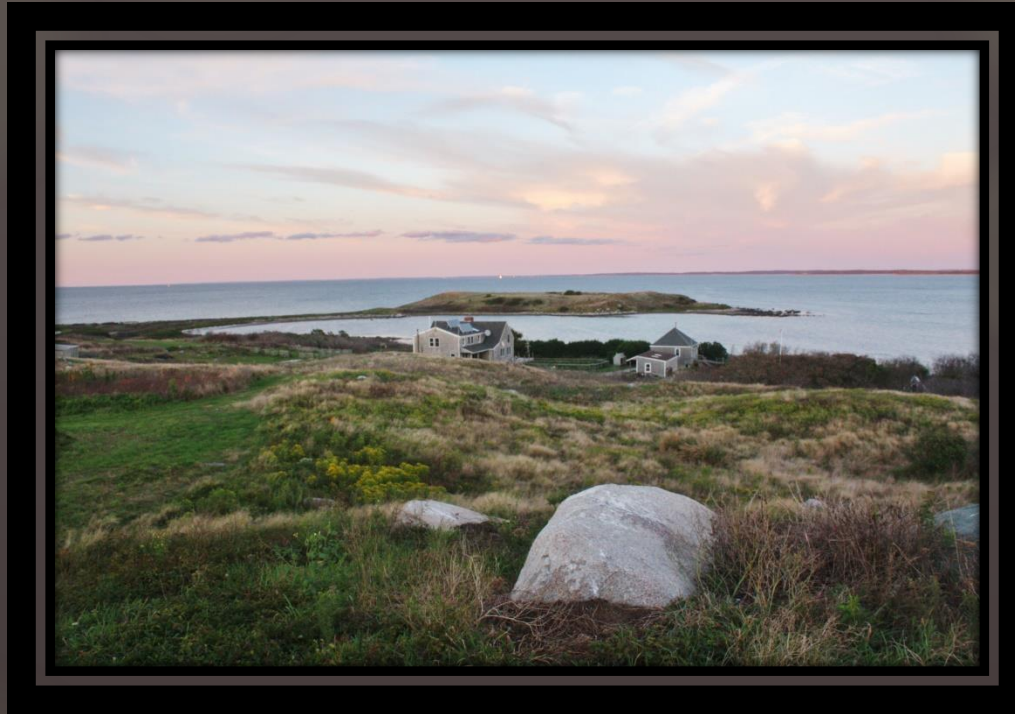


# Practicing Transformational Leadership

- Venice, Lucerne, and Paris with 25 students.



# Transformational Leadership for Healing



*You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I lived through this horror. I can take the next thing that comes along.'* Eleanor Roosevelt

# My personal Keys to Transformational Leadership

1. Be the example of what you want others to be.
2. Gain a compassionate understanding of those around you.
3. Have a vision that extends beyond the managerial tasks.
4. Be a parent, mentor, coach, teacher, and friend.
5. Lead from the emerging future, as Otto Scharmer advises.
6. Have fun, be playful. We are all going to die soon anyway.
7. Love.

# Is Transformational Leadership Really New?

- Think about the earliest societies of man. What was leadership like?
- Did the rise of agricultural societies change leadership styles?
- What about the industrial revolution?

# Are you Transformative?

- Did you identify with some or all of the characteristics and elements listed in the presentation?
- Do you lead in official, and or, unofficial ways?
- Do you have a parent or influential adult who you consider transformational?
- *The highest levels of performance come to people who are centered, intuitive, creative, and reflective - people who know to see a problem as an opportunity. Deepak Chopra*

# Obstacles

- Personal belief that the world is transactional, not transformative.
- Not understanding what transformational leadership is.
- Underdeveloped transformational skills.
- Fear
  
- *The role of a creative leader is not to have all the ideas; it's to create a culture where everyone can have ideas and feel that they're valued. Ken Robinson*



# Fear and Courage

- Transformational leaders are not ruled by their fears.
- Transformational leaders are courageous.
  
- *We pack for our fears.* Sam Kooharian
- *We must build dikes of courage to hold back the flood of fear.* Martin Luther King, Jr.
- *There are people in every time and every land who want to stop history in its tracks. They fear the future, mistrust the present, and invoke the security of a comfortable past which, in fact, never existed.* Robert Kennedy

# Transformational Leadership for Growth Changing Times

- *The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy. Martin Luther King, Jr.*
- *Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current that can sweep down the mightiest walls of oppression and resistance. Robert Kennedy*

# Steps You Can Take

- Pay attention to those around you and be helpful when you can.
- Treat people, animals, and the planet as though they we are all connected.
- Take charge of situations that call for leadership.
- Be your best self and acknowledge when you fall short.
- Stand up for what is right. Defend the weak and vulnerable.

# The End

○ *And in the end the love you take, is equal to the love you make.* The Beatles

○ Go forth and be good to each other.