

SPRING 2018 FELLOWS LEADERS

Transformational Leadership

Transformational leadership:

“The process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and follower. It is concerned with emotions, values, ethics, standards, and long-term goals” —James MacGregor Burns (Leadership, 1978)

The leader and followers are inextricably bound together in the transformation process. In this model, leadership is not equivalent to power, because leadership is inseparable from followers’ needs over the needs of the leader

Transformational leaders:

- **Are attentive to the needs and motives of their followers**

*“Mohandas Gandhi is a classic example of transformational leadership. Gandhi raised the hopes and demands of millions of his people, and, in the process, was changed himself”
(Northhouse, Leadership: Theory and Practice, 162)*

- **Help their followers reach their full potential**

*“Another good example of transformational leadership can be observed in the life of Ryan White. This teenager raised the American people’s awareness about AIDS and in the process became a spokesperson for increasing government support of AIDS research”
(Northhouse, Leadership: Theory and Practice, 162)*

- **Display and live a sense of justice and morality that is not defined by the people that follow or the organization they lead**

A good example here would be of a manager who seeks to change the culture and direction of an organization towards more fair and just practices, regardless of the reaction of how the organization reacts

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Transformational vs. Transactional Leadership

Transformational leadership

- Process-oriented
- Connection between leaders and followers needs
- Focused on community motivation, morality, ethics, values
- Seeks to effect transformative and organizational change in the long-run

Transactional leadership

- Outcomes based
- Exchanges between leaders needs and followers abilities
- Reward contingent upon effort by followers towards organizational needs
- Involves corrective criticism and transactions

The 4 factors of Transformational Leadership

Source: (Peter G. Northouse, Leadership: Theory and Practice 7th edition, 167-171)

1. Idealized influence (charisma): “Idealized influence describes leaders who act as strong role models for followers; followers identify with these leaders and want very much to emulate them.”

- High standards of moral and ethical conduct
- Trust their followers and are trusted
- Provide a vision and sense of mission
- Attributional—Attributions of leaders are observed by followers
- Behavioral—Followers observe and emulate the leaders behavior

Who is an example of this factor of leadership for you? How do they represent this factor?

2. Inspirational motivation: “This factor is descriptive of leaders who communicate high expectations to followers, inspiring them through motivation to become committed to and a part of the shared vision of the organization.”

- Symbols and emotional appeals used to focus group members' efforts
- Team spirit enhanced

Who is an example of this factor of leadership for you? How do they represent this factor?

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3. Intellectual stimulation: “This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues.”

- Encourages followers to think out things on their own and reflect
- Encourages problem-solving
- Stimulates followers to be creative and innovate
- Challenges followers to challenge their beliefs and values, as well as those of the leader and the organization

Who is an example of this factor of leadership for you? How do they represent this factor?

4. Individualized consideration: “This factor is representative of leaders who provide a supportive climate in which they listen carefully to the individual needs of followers.”

- Leaders are coaches and advisers
- Leaders take a special interest in the whole person, rather than what the person produces
- Assists followers in becoming fully actualized
- Delegation may be used to help followers grow through challenges

Who is an example of this factor of leadership for you? How do they represent this factor?

Transformational leadership applied

Transformative leaders look both to challenge their own points of view, as well as the points of view of their followers. Contrary to popular belief, transformative leadership and transformation is often a process in discomfort.

That is to say that your first goal as a leader is not to cater to the comfort of yourself or your followers, but rather to challenge viewpoints and communities to grow beyond their status quo.

Transformative learning: The process by which people examine problematic frames of reference to make them more inclusive, discriminating, open, reflective, and emotionally able to change. (Jack Mezirow)

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Questions

What are the biggest ways your community needs to transform?

What is your vision for transformation?

What characteristics do you need to intentionally work on?

In order to work on those characteristics, identify 3 problematic frames or points of view that you need to move beyond and challenge yourself in. *(Remember: discomfort is actually OK here.)*

HOMEWORK: Due Tuesday, April 3

Fill out this entire worksheet and complete the tasks below. Remember, self-reflection, awareness, and challenge is key to getting the most out of this exercise.

1. **Read:** [Patricia Cranton on transformative learning](#)
2. **Enter your orientation reimbursement information (if any)**
 - We will reimburse a small percentage of food and printing costs
 - You must keep all receipts and send receipts to fellows@ofa.us in order to receive your reimbursement
 - We do not guarantee covering all of your orientation costs
 - The form must be completed by Tuesday, March 27 EOD
3. Continue to accept fellows: [They must fill out this acceptance form](#)
4. Practice your orientation materials!

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