Enabling Leaders To Transform Their Organizations

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The Challenge

Followers

Leader

Situation
A contrast that arose initially from studies by James Macgregor Burns (1978), of national political leaders and social movement leaders to distinguish MANAGEMENT from LEADERSHIP and later applied to organizational leadership. (Bernard M. Bass, 1985) Known as “Father” of Transformational Leadership
Transactional Leadership

• Transactional leadership is based on an exchange between leader and followers
• One-way influence from leader to followers
• Based on self-interest
• Values include fairness, honesty, truth telling, promise keeping (process oriented)

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Transactional Leadership

• Status quo bias
• Transactional leaders use contingent reward, management by exception, or laissez-faire leadership style
• Requires frequent, if not continuous, supervision and surveillance
Transformational Leadership

1. Who is transformed (changed)?
2. By whom?
3. How?
4. Transformed from what to what?
Transformational Leadership

According to James MacGregor Burns (1978), transforming leadership occurs “when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes ...become fused...transforming leadership ultimately becomes moral in that it raises the level of human conduct of both leader and led, and thus has a transforming effect on both.”
Charisma and Transformational Leadership

• All transformational leaders are charismatic (as perceived by their followers)
• Not all charismatic leaders are transformational using Burns’ criteria, which include the quality of the values the leader represents. No guarantee the vision is worthwhile. (Hitler Vs. Dr. Martin Luther King, Jr.)
Transformational Leadership

From

Compliance »»»»» Commitment
Transformational Leadership

A man does not have himself killed for a few half-pence a day or for a petty distinction. You must speak to the soul to electrify the man.

-- Napoleon Bonaparte
Transformational Leadership

• Transformational leadership produces commitment to goals shared by both the leader and the followers
• Based on mutual interest
• Influence is two-way, reciprocal
• Values include ideals such as liberty and justice (long-term end states)

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Transformational Leadership

• Bias for change (transformation of organization and individuals)
• Leaders are changed along with followers
• Transformational leaders are charismatic: they arouse a strong sense of purpose, excitement and pride in followers
• Follower respects and trusts the leader

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Transformational Leadership

• Transformational leaders provide inspiration through high expectations, clear, meaningful vision, use of symbols
• Transformational leaders give personal attention to followers, encourage responsibility, show trust and respect
• Followers require minimal supervision because of commitment and self-regulation

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Transformational Leadership

• Transformational leaders encourage followers to take initiative; challenge followers to rethink old ways, solve problems in their own ways; and to provide new ideas

• High levels of motivation are present in both followers and leaders

• Theory Y assumptions
Transformational Leadership

• Followers and leaders are TRANSFORMED into more committed team members and better leaders

• Followers adopt the goals and values of the organizational leader

• They’ll do the right thing, to the best of their ability. . .

  – Whether or not the leader is watching!
### ADDITIVE EFFECT

<table>
<thead>
<tr>
<th>IDEALIZED INFLUENCE</th>
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<tbody>
<tr>
<td>INDIVIDUALIZED CONSIDERATION</td>
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<tr>
<td>INSPIRATIONAL MOTIVATION</td>
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<tr>
<td>INTELLECTUAL STIMULATION</td>
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<tr>
<td>PERFORMANCE BEYOND EXPECTATION</td>
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Transformational Leadership

Initial Effect on Leaders

• Bewilderment, Surprise
• Weird, “Touchy-Feely”
• Fear-Shows Vulnerability
• I’m Not Capable of this - Save it for a Chief, a Saint, or the President?
Effects of Transformational Leadership

- Commitment to shared vision, goals, values
- Intrinsic motivation
- Self-regulation
- Leaders and followers discover meaning larger than self-interest
- Development and change oriented: builds organization and develops new leaders
Bases of Power

Transactional vs. Transformational

**Transactional**
- Legitimate
- Reward
- Coercive
- Expert?

**Transformational**
- Expert
- Referent
- Reward
Leadership Behaviors

**Transactional:**
- Quid pro quo
- Hard Work Deserves Reward
- Poor Work gets Punished

**Transformational:**
- Charisma/inspiration
- Consideration for Individuals
- Intellectual stimulation
Leader Actions

- Develop and Communicate a Vision (I have a dream!)
- Use Unconventional Strategies, Take Risks (Hoosiers)
- Communicate High Expectations and Confidence (Glory)
- Show concern for Individuals (Glory)
- Demonstrate Self-Sacrifice (Braveheart)
Creating an Effective Vision

- Inspirational, gripping, compelling
- Emotional as well as rational
- Clear and challenging: creates meaning and guides standards
- Stable, yet constantly subject to challenge, interpretation and revision
- Future oriented but may still connect to the past
- Lived in details, not broad strokes
- Lived out, not merely posted on walls
Examples of Vision Statements

• Send a man to the moon and back by the end of the decade.
• I have a dream!
• Not One More Life!
• Give Me Liberty or Give Me Death! Or FREEDOM!
Conditions for Transformational Leadership

• Crisis, Change, Instability
• Mediocrity
• Follower Disenchantment
• Future Opportunity
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