

The Quest for Transformational Leadership



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Session Outline



The Need for a New Model of Leadership

Participating in the unfolding
of our World

Leadership Challenges around the World

- ◉ We share this common goal of reconstructing a society ravished by racial discrimination, disease prevalence, economic injustices and collapse, corruption, crime and leadership failure

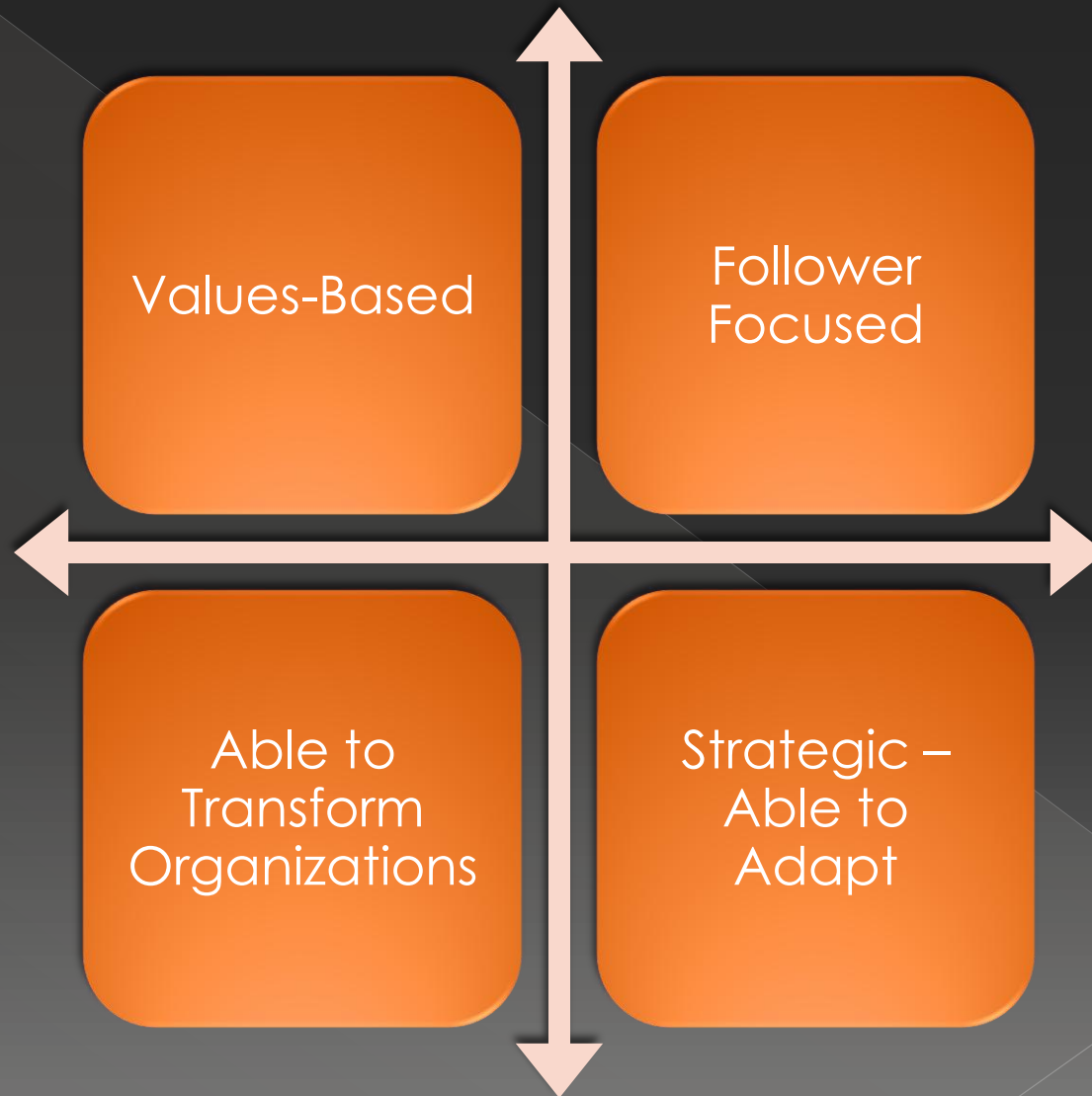


Global Shift in Leadership



- “...we finally begun to reexamine more critically our traditional concept of leadership. It is based on an outmoded ego ideal glorifying the competitive, combative, controlling, creative, aggressive, self-reliant individualist...”
- Lipmen-Blumen

The Need for a New Model of Leadership



Resurgence of Cultural and Moral Values-Based Leadership

Southern Africa

China

- The word ubuntu is derived from the Zulu word umuntu, which literally means a person or human being. Ubuntu is loosely translated to mean humanness in English. Ubuntu means “group solidarity, compassion, respect, human dignity, and collective unity”.

- Key ingredients of guanxi include trust, honesty, reciprocity, and social status. It is an intangible asset in that those who share a guanxi commitment maintain an informal and unwritten code of trust, forbearance, and equity.



Defining Leadership

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.”

- Peter G. Northouse



Guanxi

Ubuntu

Defining Transformational Leadership

In transformational leadership, the leader enhances the motivation, morale and performance of his follower group.



Defining Transformational Leadership

- Transformational leadership is a Leadership style that is defined as leadership that creates valuable and positive change in the followers.
- A transformational leader focuses on "transforming" others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole.

The History of Transformational Leadership Theory

James MacGregor Burns (1978)

- Transactional and Transformational Leadership

Bernard Bass (1985)

- Transformational Leadership is measured by level of influence

Bernard Bass and Jim Avolio (1993)

- “Full Range Leadership” – Moving from Transactions to Transformation

Gary Yukl (1994)

- The Central Role of Vision in Transforming Organizations/Followers

Characteristic of Transformational Leadership

Charisma/Idealized Influence



Inspirational Motivation



Intellectual Stimulation



Individualized attention/consideration

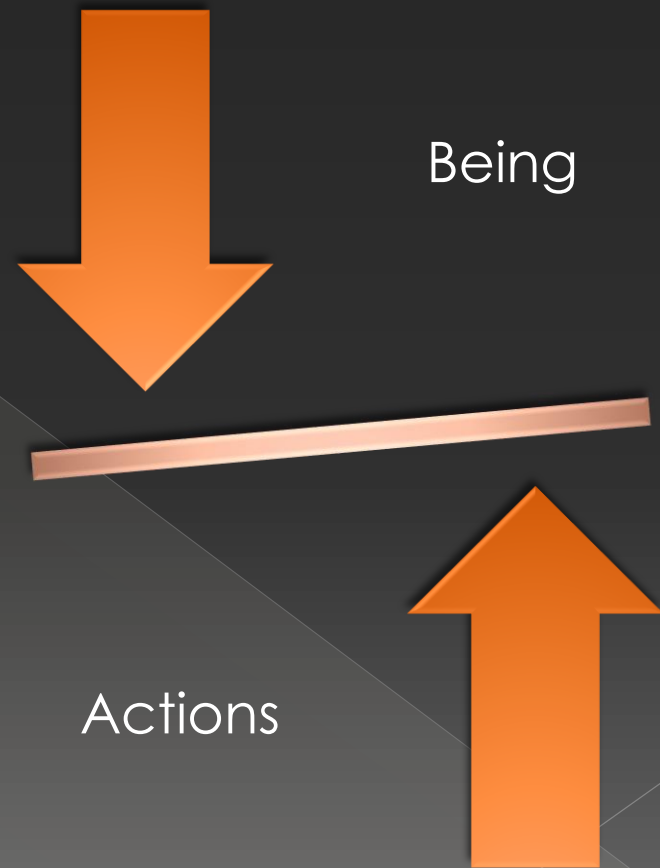
Charisma/Idealized Influence

- The degree to which the leader behaves in admirable ways that cause followers to identify with the leader. Charismatic leaders display convictions, take stands and appeal to followers on an emotional level. This is about the leader having a clear set of values and demonstrating them in every action, providing a role model for their followers.



Charisma/Idealized Influence

- Transformational Leaders lead by being rather than mere actions.
- Their character remains their greatest “tool” in leadership



Charisma/Idealized Influence

1. Get to know yourself.
2. Determine your values.
3. Make sure that your goals and values meet up.
4. Learn to live your values.



Inspirational Motivation

- The degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand.



Inspirational Motivation

- Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. It is also important that this visionary aspect of leadership be supported by communication skills that allow the leader to articulate his or her vision with precision and power in a compelling and persuasive way.



Inspirational Motivation

1. Determine the vision of the organization
2. Make sure that the vision of the organization and your own match up.
3. Disregard all competing visions.
4. Find compelling ways to share the vision.



Intellectual Stimulation



- The degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this trait stimulate and encourage creativity in their followers.

Intellectual Stimulation

- Transformational Leaders participate in the ongoing education and transformation of their followers. They are concerned about their growth.



Intellectual Stimulation

1. Do not be afraid to ask questions. Learn from your followers.
2. Share personal growth lessons.
3. Invest in the education and development of your followers.
4. Be honest when you do not know.



Individualized Attention

- The degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. This also encompasses the need to respect and celebrate the individual contribution that each follower can make to the team (it is the diversity of the team that gives it its true strength).



Individualized Attention



- Transformational Leaders lead by communicating true and long-lasting concern for their followers. This kind of leadership is more follower-focused than leader-focused.

Individualized Attention

1. Remember that organizations consist of people.
2. Lead by roaming.
3. Ask what your followers need.
4. Do everything in your power to serve your followers.



Characteristic of Transformational Leadership

Charisma/Idealized Influence



Inspirational Motivation



Intellectual Stimulation



Individualized attention/consideration

Gary Yukl's Five Steps (1994)

Building Organizational
Transformational Leadership

Gary Yukl's (1994) Five Steps of Organizational Transformational Leadership

1. Develop a challenging and attractive vision, together with the employees.
2. Hook the vision with the strategy for its achieving.
3. Develop the vision, specify and translate it to actions.
4. Express confidence, decisiveness and optimism about the vision and its implementation.
5. Realize the vision through small planned steps and small successes in the path for its full implementation.

Gary Yukl's (1994) Five Steps of Transformational Leadership



Constructing Compelling and Transformative Visions

The Key to Transformational Leadership

Five Steps In Constructing Compelling Vision

1. Locate the Vision in the Organization: (a) History, (b) Purpose, (c) Values, and (d) Followers.
2. Develop the Vision: Make it clear. Link it with strategy. Translate into actions.
3. Communicate the Vision to all. Aesthetics are of key importance.
4. Personally lead with the vision. If you lead – they will follow.
5. Measure and Celebrate key success points in the implementation of the vision.

Five Steps In Constructing Compelling Vision

Locate



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graph TD; A[Locate] --> B[Develop]; B --> C[Communicate]; C --> D[Lead]; D --> E[Celebrate];
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Develop

Communicate

Lead

Celebrate

An Ancient Example

The Transformative
Leadership of Jesus of
Nazareth

The Example of Jesus

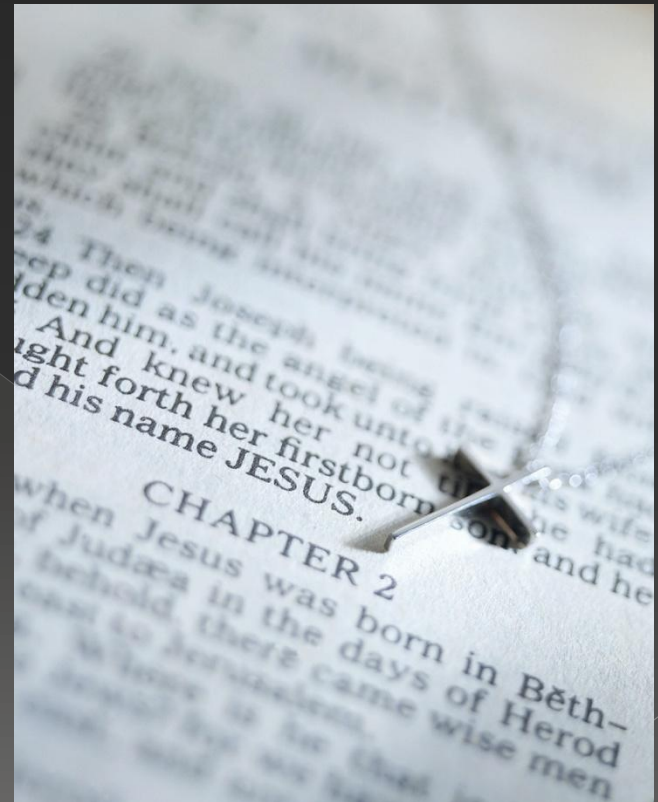
“Your attitude should be the same as that of Christ Jesus:
Who, being in very nature God,
did not consider equality with God something to be grasped,
but made himself nothing (Kenosis),
taking the very nature of a servant,
being made in human likeness.
And being found in appearance as a man,
he humbled himself
and became obedient to death...”

- Philippians 2:5-11 (NIV)

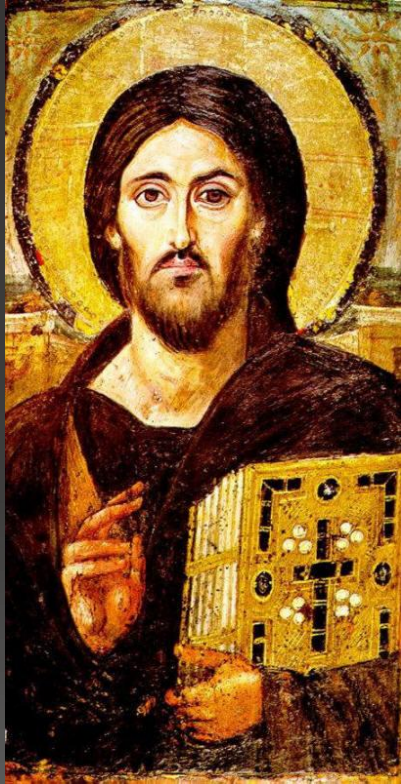


Five Leadership Values

1. Self-Emptying
2. Service
3. Humanity
4. Humility
5. Obedience



The Construct of Kenosis



Kenao

Kenosis

Self-emptying

Kenotic Leadership



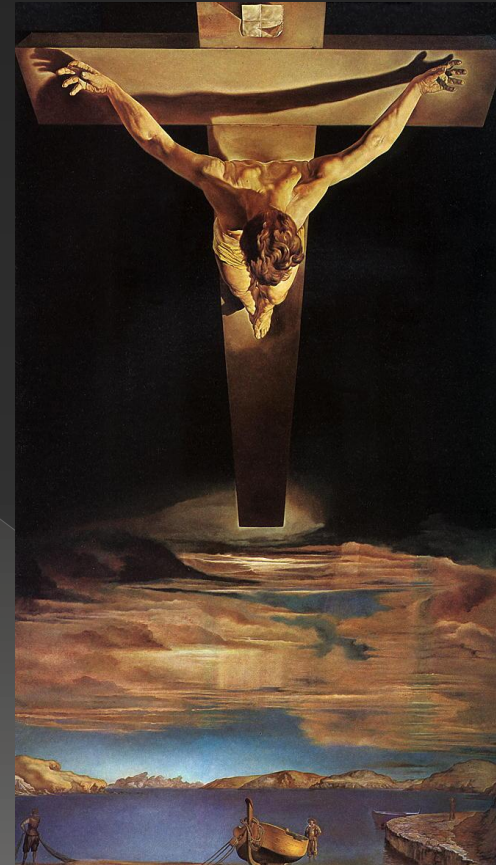
Kendell Geers (2001) "Be[l]ie[ve]"

- Voluntary Self-limitation
- Vulnerability
- Present to the "other"
- Voluntary powerlessness
- Purification from self-centeredness
- Humility
- Self-sacrifice
- Openness to the "other"

The Promise of Kenotic Leadership

“...kenosis, then, is the gateway to mutual understanding, and beyond this, to an intimate sharing that is the consummation of a relationship in union...By dispossession of self we are able to absorb the amazing riches of others...”

- Yves Raguin



A New Definition of Leadership

- “It’s not about positional power; it’s not about accomplishments; it’s ultimately not even about what we do. Leadership is about creating a domain in which human beings continually deepen their understanding of reality and become more capable of participating in the unfolding of the world. Ultimately, leadership is about creating new realities.”

- Joseph Jaworski

Let us Go Forth and Change our World

The Future of our World Lies in
our Hands

