

14 – TRANSFORMATIONAL LEADERSHIP (CHAPTER 7)

Overview Statement: Old school thinking of leadership evolved around following orders. A modern study of leadership focuses on the leader’s relationship with the followers. Does the leader transform and empower the team? If so, transformational leadership has begun.

Connection to the Curriculum: Ties in with a central theme of chapter seven in *Learn to Lead*, Team Leadership.

Estimated Time: 25-30 Minutes

Resources Required: *Learn to Lead*, Module Two; Whiteboard (or chalkboard, butcher paper or easel pad).

Key Terms:

Transformation – “A complete change, usually into something with an improved appearance or usefulness.” Encarta Dictionary

Leadership – “The art of influencing and directing people to accomplish the mission.” *Air Force Doctrine 1-1*

INTRODUCTION

Attention: Complete this phrase: “The early bird gets the _____.” {Worm}

Motivation: How come we praise the early bird but nearly no one laments the early worm?

Overview: Our studies of leadership theory have been more like the early bird, focused on accomplishing the mission. But as the early worm alludes to, there are two considerations to make. The Air Force’s definition of leadership talks about accomplishing the mission, but it also focuses on directing people. In today’s lesson we will discuss the concept of transformational leadership as a great way to direct and influence your team.

Your role in this discussion is to be an active participant. You are free to share your views with each other. Please be involved and considerate of one another. My role will be to take notes on what you say, and I may occasionally ask a question or two. There are no right or wrong answers to the questions. I am simply interested in what you have to say.

MAIN POINT: TRANSFORMATIONAL LEADERSHIP IS PEOPLE FOCUSED

A leader's approach to leadership is likely to have a direct impact on his or her power. In other words, the leader's effectiveness with transformational leadership will dictate how much ability the leader enjoys to influence change.

Transformational leadership was developed in the 1970s by James McGregor Burns. Transformational leaders are able to raise their followers to a new level. In transformational leadership, leaders strive to help followers reach their full potential. Through inspiration and participation, the leader's appeal compels others to not only follow, but to follow well.

There are four major leadership factors in the transformational model.

{Write the following on the board:}

Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration

Review:

Idealized Influence ~ Leaders are effective role models for followers. They inspire followers so much that followers want to be like them. It's about being energetic and having a commanding presence. According to Northouse, leaders who practice idealized influence often display high levels of moral and ethical conduct and can be trusted to do "the right thing."

- **Question:** Think of a leader who is inspirational to you. In what ways did this leader inspire? {Write the answers on the board.}
- **Question:** Why does a leader's influence suffer when their ethical conduct is lacking?

Inspirational Motivation ~ Leaders communicate high expectations to followers, inspiring them to become committed to and a part of the shared vision in an organization. Inspirational motivation promotes team spirit, which can lead to great teamwork and success.

- **Question:** How can a leader motivate his or her team? {Write the answers on the board.}

- **Question:** Is it enough to lead others with an inspiring speech? Defend your answer.

Intellectual Stimulation ~ Leaders encourage teams to think differently. Such leaders have the ability to look at things in creative ways. Teams are encouraged to challenge assumptions, even their own. Followers are given the latitude to figure things out by themselves while solving problems carefully.

- **Question:** Describe a time when the team came up with a great solution. Why did the team succeed? {Write the answers on the board.}
- **Question:** Why is it hard for some leaders to give up control?

Individualized Consideration ~ Leaders pay attention to the individuals on the team and help each to become better. Such leaders are supportive and listen closely to individual needs. This type of leader cares for each follower in a unique way that is appropriate to the individual's situation. Because everyone is different, everyone brings their unique talents to the team. The transformational leader knows how to tap into these differences to create the best possible outcome.

- **Question:** Think about a person who successfully challenged you to excel. How did this person do that? {Write the answers on the board.}
- **Question:** Can a team be successful if one or more individuals are not operating at their full potential? Defend your answer. How would you encourage such team members?

CONCLUSION

Summary: Transformational leadership is powerful. You can work to change your followers, improve their confidence and skills, and make a huge difference in their lives. I encourage you to research “Transformational Leadership” on your own to gain further insights and practical skills.

Remotivation: Small team leadership is not about you, it’s all about your team.

Closure: Lead well!

SUGGESTED ACTIVITIES

Note to the instructor: Every informal discussion should be followed by one or more hands-on activities that reinforce one or more of the concepts being discussed. These activities should last 25-30 minutes, giving about one hour total block of time for the leadership session at a typical CAP meeting (25-30 minutes for the informal discussion, plus 25-30 minutes for the activities).

Along with any questions found in the activities themselves, you should be sure to ask, **“How does this activity tie in with our discussion?”**

CAP recommends activities from the *Learn to Lead Activity Guide* by Rob Smith (published by the Civil Air Patrol). You are free to substitute another activity, or create your own, as long as you tie in with one or more concepts of the informal discussion.

Main concepts for this lesson: **Empowerment; teams; affecting change.**