

TRANSFORMING YOUR LEADERSHIP AND THOSE YOU LEAD

RON RIGGIO, PH.D.

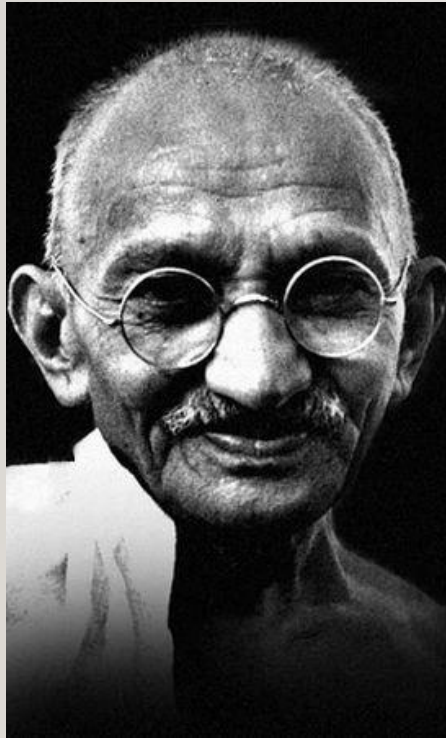
KRAVIS LEADERSHIP INSTITUTE

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MYTHS AND TRUTHS ABOUT LEADERSHIP



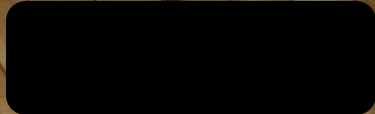
A black and white portrait of Mahatma Gandhi, showing his characteristic round glasses and a slight smile. The portrait is set against a dark background.

**I. ARE LEADERS
BORN OR MADE?**

Be the change you want to see in the World.

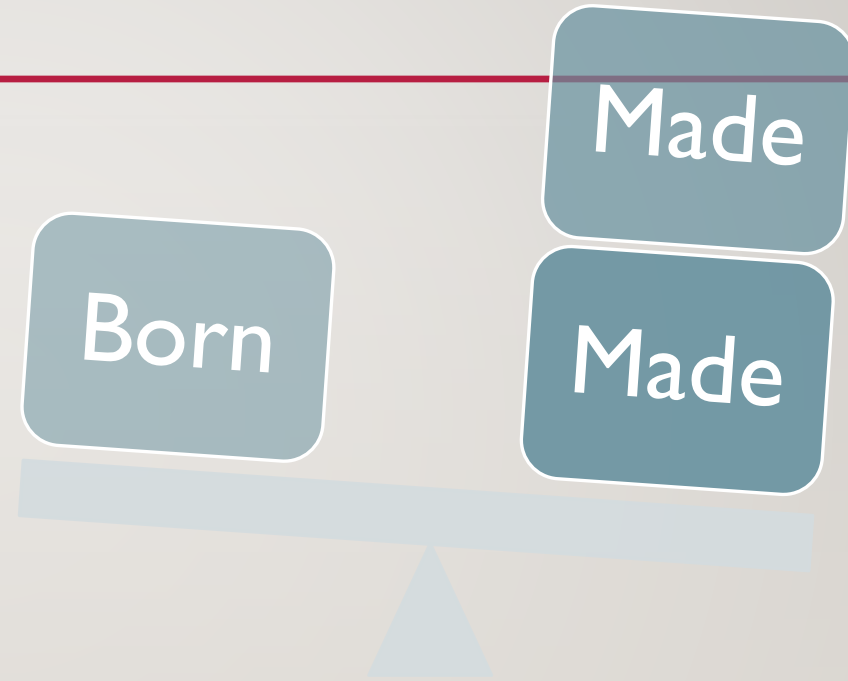
-Mahatma Gandhi

+Alireza Yavari



Made

Studies of identical twins suggest that leadership is about $\frac{2}{3}$ “made” and about $\frac{1}{3}$ “born”



If not, then we are wasting our time on leadership development.

2. TRUE OR FALSE?

LEADERSHIP AND MANAGEMENT ARE
FUNDAMENTALLY DIFFERENT.

False

“Managers do things right,
leaders do the right things”

Managers have supervisory responsibilities that demand leadership and effective leaders need to manage.

Effective leadership is about both managing and leading.

A large flock of birds is flying in a V-formation against a soft, pinkish sky. The birds are silhouetted and appear to be in flight, with their wings spread. The formation is centered in the upper half of the image. The overall tone is serene and hopeful.

3. True or False?

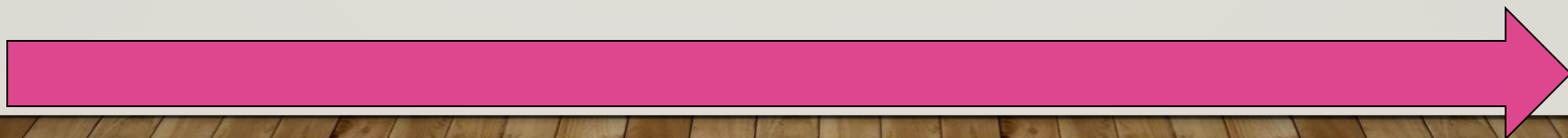
Leaders Lead and Followers Follow

False

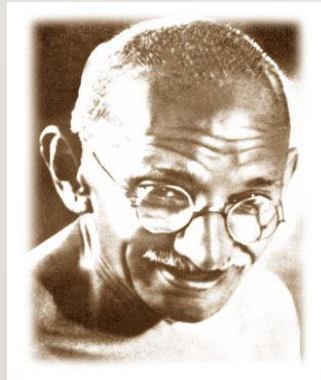
Both leaders
AND followers
together create
leadership

The best
leaders are also
the best
followers

Exemplary
followers share
in creating
leadership– the
co-production
of leadership



- *Transformational 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 - James MacGregor Burns*



TRANSACTIONAL LEADERSHIP

- Based on Social Exchange (“do this for me and I’ll give you X”)
- Effective, but limited. The relationship is “transactional.”

WHAT IS TRANSFORMATIONAL LEADERSHIP?

- ✦ Charismatic, visionary leaders who transform organizations through empowering followers.
- ✦ Leaders who bring out the best in followers and develop them into leaders.
- ✦ Leaders who motivate and challenge teams to perform at levels beyond expectations.

Components of Transformational Leadership

Components

1. Inspire

**2. Be a Positive
Role Model**

**3. Connect &
Communicate**

4. Challenge

COMPONENTS OF TRANSFORMATIONAL LEADERSHIP

- *Inspirational Motivation* - motivate and inspire followers by providing meaning and challenge.
- *Idealized Influence* - serving as positive role models for followers (“walking the talk”).
- *Individualized Consideration* - paying special attention to followers’ needs and concerns; developing followers via mentoring/coaching
- *Intellectual Stimulation* - stimulate followers to be creative/innovative by questioning assumptions, reframing problems, and devising new solutions.

INSPIRATIONAL MOTIVATION

- ✦ Motivating and inspiring followers by providing meaning and challenge
- ✦ Displaying high levels of energy and commitment
- ✦ Positive, “can do” attitude

IDEALIZED INFLUENCE

- ✦ Serving as positive role models for followers (“walking the talk”)
- ✦ Related to one’s image as “leader”
- ✦ Suggests that the leader is an ethical role model
- ✦ Living the mission

INDIVIDUALIZED CONSIDERATION

- Paying special attention to followers' needs and concerns
- Developing followers via mentoring and coaching
- Involves successful and strategic delegation

INTELLECTUAL STIMULATION

- Stimulating followers to be creative/innovative by questioning assumptions, reframing problems, and devising new solutions
- Challenging, driving, getting followers to think “outside the box”

DOES TRANSFORMATIONAL LEADERSHIP MATTER?

- Transformational leaders clearly have more satisfied followers
- Transformational leaders lead more effective work teams
- Followers of transformational leaders experience less stress and burnout

HOW DOES TRANSFORMATIONAL LEADERSHIP WORK?

- **Transformational leaders:**
 - Enhance followers' self-esteem and self-efficacy
 - Empower followers
 - Increase followers' identification with the organization
 - Align followers' goals and values with their own

HOW TO DEVELOP TRANSFORMATIONAL LEADERSHIP QUALITIES

- Motivation to develop – “Commit to it!”
- It takes time and dedication (“gym membership analogy”)
- Get some feedback.
- Get some help – Coaching/Mentoring; Training

Components of Transformational Leadership

Components

1. Inspire

**2. Be a Positive
Role Model**

**3. Connect &
Communicate**

4. Challenge

HOW TO INSPIRE OTHERS EFFECTIVELY

- Create a compelling vision (“We can be a top-performing school” “We can create a bully-free environment”)
- Be positive and upbeat in your messages (“We can do it!”)
- Always focus on mission and purpose (“Why are we doing this?” “What can we create together?”)

HOW TO BE A POSITIVE ROLE MODEL

- Have the courage to do the right thing; take calculated risks
- Consider different perspectives when making decisions
- Control your emotions; Stay in control
- Treat others fairly and give credit where credit is due

HOW TO CONNECT WITH YOUR TEAM MEMBERS

- Work on Active Listening – Focus on what others are saying
- Check in regularly with team members
- Understand the value in developing each individual team member
- Develop high-quality professional relationships with each member (get to know strengths & limitations)

HOW TO CHALLENGE AND GET EXTRAORDINARY PERFORMANCE

- Set challenging goals
- Continually ask for others' input and contributions
- Reframe problems; ask challenging questions
- Question the status quo (“Is this the best way?” “Can we do it differently and better?”)

LET'S DISCUSS! QUESTIONS?

