



Transformational Leadership and Transformational Teams

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Ulaanbaatar, Mongolia

Transformational Leadership



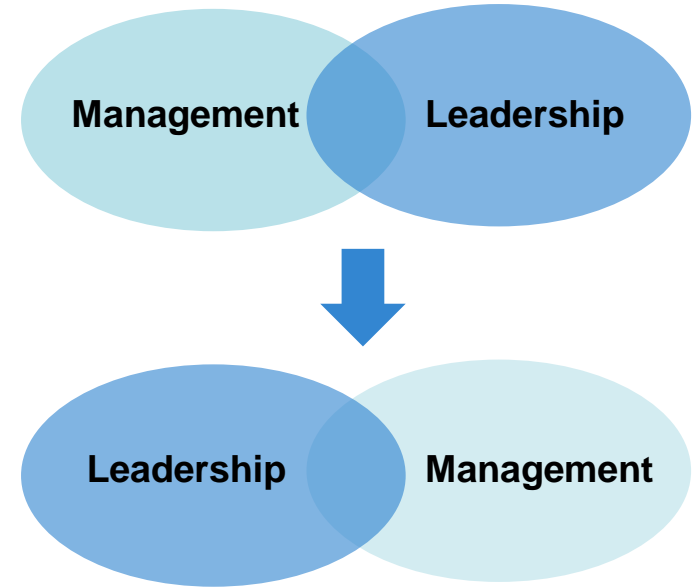
David Marquette on Leadership

Transformational Leadership

Management is doing things right, leadership is doing the right things.

(Warren Bennis and Peter Drucker)

- **Transformational Leadership** is about a leader who operates as a 'facilitator of visions,' who can:
 - Define a vision
 - Inspire others to work towards that vision
 - Build and coach the team that is necessary to deliver the vision
 - Manage the work that is necessary to the success of the vision



Transformational Leadership

- An approach that has worked well in the public sector
- Limited emphasis on hierarchy – leader makes decisions when necessary
- Work in a team setting - everyone's contributions considered equal and respected (experience and expertise cumulative)
- Power is distributed because people need it to accomplish a purpose
- Power/authority is not meant to make someone greater

“There is no place in collaborative leadership for dictatorial power. You are trying to guide, and facilitate, and nurture rather than demand, and tell, and order.”

EVOLUTION OF THE MANAGER



Most of the new skills expected of managers are – in fact – leadership skills.

Becoming a more effective leader

- Leader's primary tools to influence others is authority and communications
 - Dialogue can enhance and overcome authority
 - Dialogue needs to be sincere and requires practice
- Need to be as open and honest as possible (let others know when you might use your authority)
- Help others to understand the system and the role that you play
- Use networking to enhance your ability to support the team and your collective work (not your own career development)
- Try to understand and appreciate the perspectives of others from their vantage point (staff, clients, stakeholders, industry, politicians, senior executives)
- Look to bring something new to the table
- Recognize the distinction between your leadership and your own expertise
- Be courteous and respectful

Leading & Following

- How many have taken lessons on leading?
- How many have taken lessons on following?
- Followers account for 80% of organization's success (Kelly 1992)
- Most theories/training focuses on leadership and leading others
- Effective followers think for themselves when carrying out tasks. They bring energy and enthusiasm while exercising initiative and assertiveness.

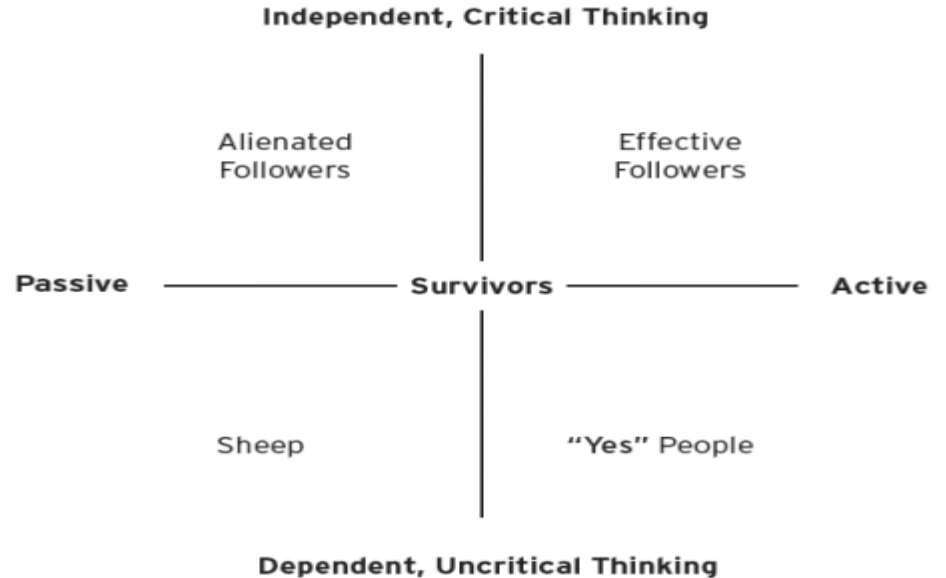
Effective followers possess four qualities:

1. They manage themselves well
2. They are committed
3. They build their competence
4. They are courageous, credible and honest



Followership

- Partnerships need leadership & followership!
- Leadership is setting the frame – followership is creating within it!
- Everyone is a leader and a follower!
- When to lead and when to follow?



Transformational Teams



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- Two or more individuals with a high degree of interdependence geared toward the achievement of a goal or the completion of a task.
 - Teams make decisions, solve problems, provide support, accomplish missions, and plan their work.



Attitudes for Effective Teamwork

- Appreciation for value of team decisions
- Respect for team members
- Mutual trust
- Openness to feedback
- Reflection on group process and interest in improving
- Shared vision



What are Characteristics of Effective Teams?

- Members have a clear goal
- The focus is on results & members are committed
- There is a plan for achieving the goal
- They achieve decisions through consensus
- There is diversity among team members
- Members have effective interpersonal skills
- They know each other well and have good relationships
- Members feel empowered to act, speak up, offer ideas
- There is shared leadership of the team
- There is recognition of team member accomplishments

Building Innovative Teams

- In a very real way creating innovation is about building innovative teams

Therefore, hiring and having on your team people with innovation-friendly characteristics and skills is very important.

So is creating an innovative environment.

- Heterogeneous groups are more likely to be innovative but homogeneous one are better at implementation

Resilience – the Power to Bounce Back

- **Resilience:** adaptive capacity that maintains the goals of the organization as paramount.
- Resilience is about **Flexibility** and **Adaptability**
- While organizational resilience in the face of crisis is important, there is a day-to-day resilience that is also very important in all organizations.

Resilience and Risk

Mitigate risk by having options

- To assess risks, to anticipate their shocks and mitigate, avoid, or prevent it
- To plan and prepare for disruption, in a fashion that protects the organisation
- To adapt or respond to and manage shocks successfully, hence stopping the cascading effects of disruption
- To recover to a new “normal” state after a shock
- Have a day-to-day resilience in place

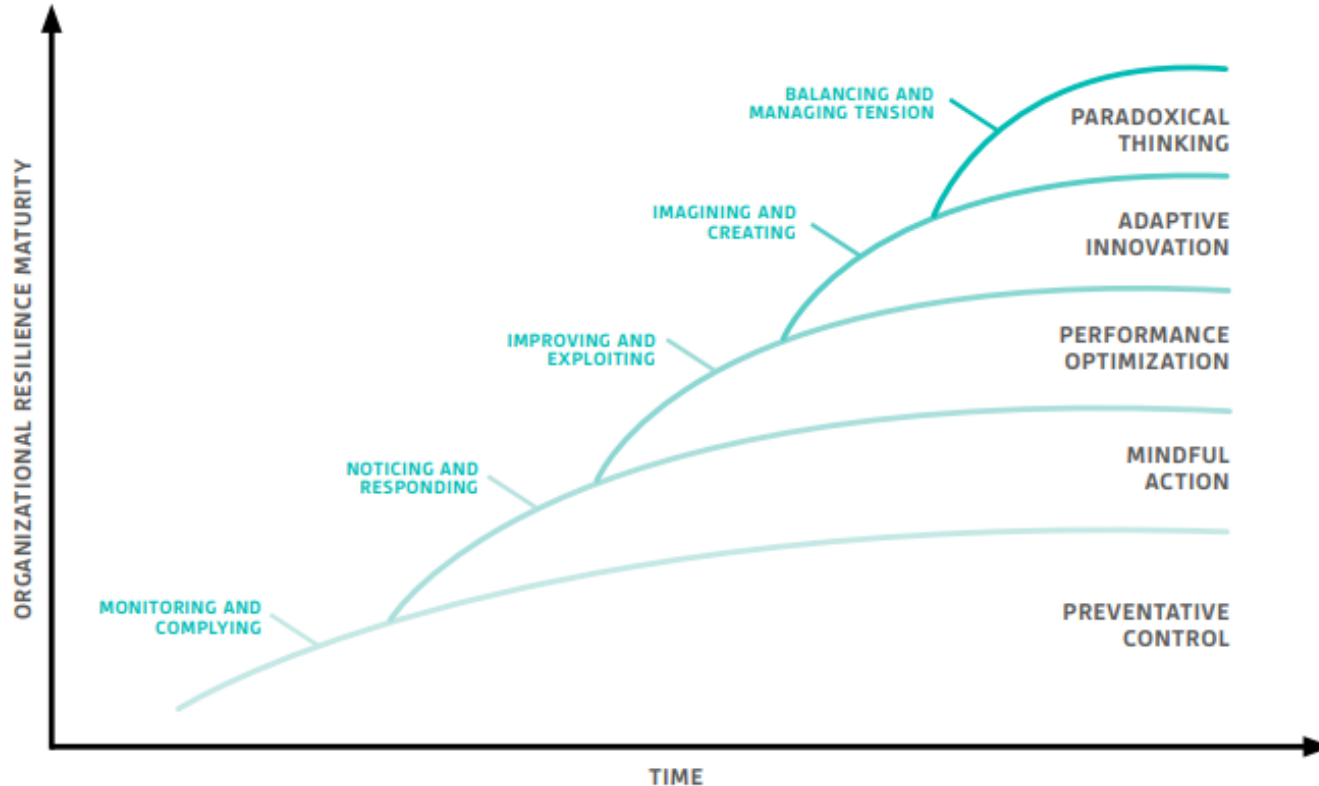


Four Dimensions of Resilience

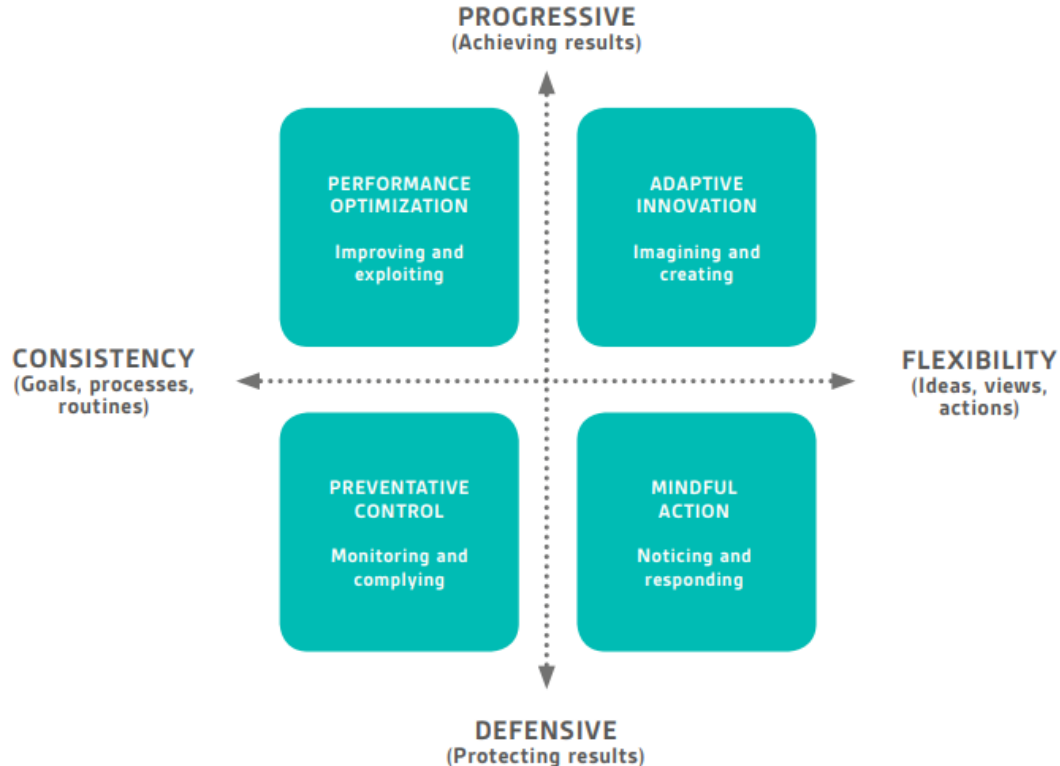
- Preventative control (defensive consistency)
- Mindful action (defensive flexibility),
- Performance optimization (progressive consistency) and
- Adaptive innovation (progressive flexibility).



Evolution of Resilience Thinking over Time



Tension Quadrant in Organizational Resilience



Paradoxical thinking

- Organizational Resilience is achieved by balancing preventative control, mindful action, performance optimization and adaptive innovation, and managing the tensions inherent in these distinct perspectives.





Thanks!

Any questions?

