

# **Transformational Leadership--Glory**

## **DFL Lesson --Faculty Guide**

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### **PURPOSE**

This lesson surveys transformational leadership tenets and how they apply to successful strategic leaders. The students will synthesize their role in the strategic leadership arena and the necessity of having a transformational outlook.

### **RELATIONSHIP TO THE COURSE**

Transformational leadership ties together the entirety of the course. The transformational leader must master the skills we have taught in the Strategic Leadership Foundation block and what will be taught in the Strategic Leader Competencies, and Values and Ethics blocks. This lesson prepares the students for the Strategic Leadership and Change block. It takes a first look at the strategic competencies, which are the hallmark of the Leadership and Ethics curriculum. It demonstrates via the movie such skills as: vision, values, goals, motivating, mentoring, team building, and inspiring; all traits necessary to successfully lead in a VUCA involvement.

### **DESIRED LEARNING OUTCOMES:**

1. Understand the attributes of **transformational** and **transactional** leadership.
2. Recognize the relationship between transformational and transactional leadership.
3. Comprehend and analyze the relationship between directive and participative leadership.
4. Contrast when transactional or transformational leadership would be most appropriate for a situation or organization.

### **READINGS:**

1. Transformational Leadership. This article focuses on the basic tenets and definition of a transformational Leader. Leadership principles are timeless, while the models that examine those principles may change. The transformational model offers one of many good ways to examine leadership and the type of leader and follower, who are ideally suited for today's and tomorrow's strategic environment. A transformational leader is not merely wielding power, but appealing to the values of the follower. They must motivate followers to action by appealing to shared values and by satisfying the higher order needs of the led. A transformational leader rises above self-interest and through hard work followers come to share the leader's goals and values, transcend their self-interest and accomplish the mission.
2. The Leadership Engine. In this portion of the book, Tichy speaks to what values a leader must possess and instill in his followers. "So, whether through inherent wisdom or smart learning, winning leaders recognize the importance of having corporate values that support the organization's goals, and of making sure that everyone in the organization understands and lives by them. In order to do this, I have observed, winning leaders deliberately and consciously do five things:

- 1) They clearly articulate a set of values for the entire organization or team.
- 2) They continually reflect on the values to make sure that they are appropriate to achieving the desired goals.
- 3) They embody the values with their own behavior.
- 4) They encourage others to apply the values in their own decisions and actions.
- 5) They aggressively confront and deal with pockets of ignorance and resistance.”

3. Leading Airmen. This article focuses even further on what a transformational leadership is, how it works, and why it’s the best approach in today’s Air Force. Gen Link says, “On one hand, the military leader is issued followers and provided the legal authority to coerce them to achieve goals. On the other hand, the followers of the modern military leader may not require coercion.” “Indeed, they may perform at much higher levels of productivity if they are engaged. Transformational leadership is a practice in which 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. Transforming leaders create environments in which leader and follower purposes become fused.” We especially need this type of leadership in today’s Air Force because of our central tenet of Air Force operations: centralized control and decentralized execution. According to Gen Link, “At their most elemental level, centralized control and decentralized execution require leader vision and subordinate initiative.”

4. The Little Blue Book. The Air Force core values are an attempt to give all members a common standard for mission execution. By establishing this, it gives the transformational leader a step up in that everyone has the same values to draw from for mission execution. “They are the common bond among all comrades in arms, and they are the glue that unifies the force and ties us to the great warriors and public servants of the past.”

## **ISSUES AND QUESTIONS FOR DISCUSSION:**

1. Compare and contrast transformational and transactional leadership?

**Transformational leaders appeal to follower's higher sense of morality, ethics, and vision. They must instill in their followers the same motivational values and use that common value to lead. He motivates followers to action by appealing to shared values and by satisfying the higher order needs of the led, such as their aspirations and expectations.**

**Transactional leaders "pay" their followers. Transactional leadership is based on a transaction or exchange of something of value the leader possesses or controls that the follower wants in return for their services, i.e. jobs for votes, subsidies for campaign contributions. The transactional style is precisely what happens in a contracting scenario.**

2. What scenes demonstrate transformational leadership and which scenes portray transactional leadership? (See clips)

3. How do you balance transactional versus transformational leadership? **Situation dependent. The best leadership is both transformational and transactional. Transformational leadership augments the effectiveness of transactional leadership; it does not replace transactional leadership. Transaction continues to be an effective tool, and a necessary tool, for leaders at all levels. Transformational leaders, whose choice would be to gain agreement by appealing to the values of the followers or peers, finding the road blocked, may resort to the transactional style.**

4. Is directive leadership transformational? **This is a matter of academic debate, however, transformational leaders need at times to be directive, just as at times they need to be transactional.**

5. What Leadership style works best in the Air Force, Army, Navy, Marine Corps, Coast Guard, or Civil Service? **A matter of debate, however, a case can be made that leadership is leadership, no matter where a leader finds themselves. It would be interesting if anyone can make a case that different leadership styles work better in the different services.**

6. What leadership style do you think works best in combat? **A matter of debate, however, most leaders believe that it is a combination of both styles as the situation dictates. It would seem logical that while in combat following directional orders works best—up to the point the individuals need to make on the spot decisions on how to proceed with the "big picture" orders. For example, the example in the paper, last paragraph about observations of a Chechen commander:**

**A Chechen commander was killed. On his body was a diary that compared fighting the US with fighting Russians. He noted that when you take out the Russian leader, the units stops and mills about, not sure of what to do next. But he added that when you take out a US leader, somebody always and quickly takes his place with no loss of momentum. A squad leader goes down, it may be a private that steps up to the plate before they can iron out the new chain or command. And the damn thing is that the private knows what the hell he is doing.**

7. How do you know where your leadership style should be on the transformational -- transactional continuum? . **“Sometimes transformational leaders use transactional methods to lead, but stage 4 leaders have the ability to understand the available options and to act in the manner that is most appropriate to the situation.”** The military professional must weigh the pros and cons of these leader/follower relationships to judge which is best and when. This is by no means an easy task and usually results in a great deal of thought, for being a leader is work!

8. How can you become a transformational leader? **This is a process not a destination. Leaders must read voraciously. Then trying to develop in themselves the ideas presented in the paper, especially adopting the ten tenets summarized below:**

- 1. Leaders have high moral and ethical values.**
- 2. Leaders express genuine interest in followers.**
- 3. Leaders have an inspirational vision.**
- 4. Genuine trust exists between leaders and led.**
- 5. Followers share leader’s values and vision.**
- 6. Leaders and followers perform beyond self-interest.**
- 7. Participatory decision-making is the rule.**
- 8. Innovative thinking and action is expected.**
- 9. Motivation is to do the right thing.**
- 10. Leaders mentor.**

#### **Lesson Conduct Recommendations:**

Cover the differences between transformational and transactional leadership. Ask students to provide you with a listing of leader attributes with which you will analyze the movie for examples:

Transformation: Appealing to the values of followers

Transaction: Payment for agreed work

Negotiation: transactional skills

Steps 2, 3, and 4 of Keagan’s 6-step model

Step 2: Transactional

Step 3: Bridges the gap between steps 2 and 4

Conflicting loyalties for leader

Follow beliefs and goals have not changed

Step 4: Leaders operate from an internal value system transcending agendas and loyalties

Followers are motivated by what is right to do above self-interest

Cover the main characters in the movie:

Mathew Broderick	COL Shaw
Carey Elwes	Maj Forbes
Morgan Freeman	Sgt Major Rawlins
Danzil Washington	Trip
Andre Braugher	Thomas Searles
Jihmi Kennedy	Jupiter Sharts
John Finn	Sgt Major Mulcahy
Cliff De Young	COL Montgomery
Bob Gunton	Gen Harker (COL Montgomery's boss)
Jay O. Sanders	Gen Strong

With these ideas in mind, analyze the movie characters that exhibited these various traits. Obviously the paper and movie hold much fertile ground that I have only provided a few examples of below:

Clip	Scene
<b>Scene 1</b>	COL Shaw addressed troops, inspiration speech—vision statement. First appeal to the big vision was a failure—about restoring the union—followers were not interested. Appealed to emotions and values of followers when invoking a common interest/value--God. Burns insists that for leaders to have the greatest impact on the “led,” they must motivate followers to action by appealing to shared values and by satisfying the higher order needs of the led, such as their aspirations and expectations. This is just the beginning of the process.
<b>Scene 2</b>	Maj Forbes called over by COL Shaw for talking to Thomas, an enlisted person. Fraternization. Instilling common values and mentoring.
<b>Scene 3</b>	Sgt Mulcahy training troops, stage 2 leadership. Directive/transactional leadership. Instilling common values bonds for enculturation. In most organizations there is a transaction process that pays people a salary to perform their work. Additionally, in professions the new entrant also begins an enculturation process. This process ingrains in the individual the goals and values of the profession. For leaders and followers to adopt the transformational model, they must all be in tune with the same culture and share similar values. The core values serve as a starting point so all understand what behaviors and conduct are acceptable and should be emulated. They act as beacons vectoring people to the path of professional conduct. (Little Blue Book)

. . [V]alues are internalized so deeply that they define personality and behavior as well as consciously and

unconsciously held attitudes. They have become an expression of both conscience and consciousness. [Italics original] Hence, holders of values will often follow the dictates of these values in the absence of incentives, sanctions, or even witnesses . . . .

- Scene 4** Confederate Congress Proclamation—COL Shaw is up-front people. The truly transformational leader seeks the greatest good for the greatest number and is concerned about doing what is right and honest is likely to avoid stretching the truth or going beyond the evidence for he/she wants to set an example to followers about the value of valid and accurate communication in followers.
- Scene 5** Sgt Mulcahy berates Thomas for falling out of formation. COL Shaw calls over the Sgt to discuss. The Sgt convinces him that this is just. There is give and take and discussion, not all operations require instant obedience. The Transformational leader strives to achieve a true consensus in aligning individual and organizational interests. In true consensus, the interests of all are fully considered, but the final decision reached may fail to please everyone completely. The decision is accepted as the best under the circumstances even if it means some individual members' interests may have to be sacrificed.
- Scene 6** COL Shaw instructs/mentors Shart and Maj Forbes on rifle training. This instance shows COL Shaw is the leader, envisioning the future, what it will bring and Maj Forbes is the manager, building the administrative processes (firing proficiency) to get there and producing orderly results.
- Scene 7** Maj Forbes speaks to COL Shaw about his treatment of the men. Forbes does not see the big picture, only the immediate tasks at hand. COL Shaw retorts with an inspirational speech about doing their duty—instilling values, vision statement, mentoring. While initially rebuffed by Maj Forbes, his values and vision do eventually get through.
- Scene 8** Thomas wants to talk to COL Shaw—transactional—use chain of command, instilling values.
- Scene 9** COL Shaw walking through camp, approachable, looking after troops, demonstrating care—Thomas, “Merry Christmas.” There is a time and place to approach the boss.
- Scene 10** COL Shaw tells the quartermaster that he has been trying to get items for men at Christmas dinner—using channels failed—only option left is cutthroat negotiation.
- Scene 11** Never question authority, COL Shaw to Maj Forbes—transactional, enculturation and instilling values

- Scene 12** Beating: instilling values, enculturation—COL Shaw didn't like it—being a leader is not a popularity contest. Just punishment for the times. Transactional leadership—you do the right thing you get paid, you do the wrong thing you get punished.
- Scene 13** COL Shaw asks to talk to Rawlins about soldiers—demonstrates genuine concern for people.
- Scene 14** COL Shaw gets shoes. Inspirational, gets what troops need against the odds. Shaw tried to use the system and be transformational—it is the right thing to give the troops shoes. When the transformational leader sees himself in a win-lose negotiation he tries to convert it into a win-win problem-solving situation. If this is not possible, then he displays the transactional skills necessary as an effective negotiator. Since Shaw out-ranked the quartermaster—his negotiation was swift.
- Scene 15** COL Shaw demonstrates genuine concern for troops—visits Trip in hospital.
- Scene 16** Pay—COL Shaw and officers don't take pay with enlisted folks. Inspirational—willing to act in best interest of troops.
- Scene 17** Uniforms—Inspirational, shows demonstrated concern for troops.
- Scene 18** Contraband soldiers, only doing what they can for immediate gain—transactional.
- Scene 19** Darien—fire the town—stage 3. COL Shaw feels torn in this situation of conflicting loyalties. The loyalty to the army to do the right thing—not fire the town, or loyalty to his troops—do the right thing and risk court-martial and lose his troops. A stage 4 leader would not have felt this conflict. One could argue that a stage 4 leader would tell COL Montgomery that his order to fire the town violated the articles of war, an illegal order must not be followed and that if he persists, since Shaw has the better trained and competent troops, COL Montgomery will be placed under arrest for his court-martial and Shaw will take charge of Montgomery's troops.
- Scene 20** Sgt Rawlins speech, transformational, appeals to the values and morals of his followers.
- Scene 21** COL Shaw tells Gen Strong about character—transformational.

- Scene 22** Sgt Rawlins—transformational. The goal of transformational leadership is to empower all subordinate leaders and followers with the organizational values and goals so that they may operate independently.
- Scene 23** COL Shaw walks through the ranks before battle—inspirational.
- Scene 24** The ultimate transformation as Shaw realizes that his troops will not move forward unless he leads them, even in death. Shaw’s leadership is transformational because it goes beyond his or his follower’s personal self-interest. The goal is greater than the battle and their own lives. Shaw and his troops are operating from a personal value system that transcends their agendas and loyalties. Before Trip would not agree to carry the colors because he was operating at stage 3. While Trip and Shaw had mutual regard Trip had not made the leap to change his beliefs and goals until now. At this point all were at stage 4. Transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspirations of both leader and the led, and thus it has a transforming effect on both.