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# TRANSFORMATIONAL LEADERSHIP

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*Exploring the  
Mantle, Roles and Obligations  
of Leadership in  
Tomorrow's Organizations*



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# INTRODUCTION

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Leadership has never been more important than it is today, or more illusive. With all the emphasis which organizations have placed on employee participation, teams, self-direction, quality circles, and shared roles – leadership has passed beyond the “positional” roles of Manager, supervisor and the like to a role without concrete, easily definable name. Leaders are “springing” up at all levels of the organization, sometimes based on position, sometimes based on skill or knowledge, sometimes based on necessity.

The individual leaders look and act differently, but what seems to make them the most effective is their ability to understand first the needs and responsibilities, then to act in accomplishment of those results, then to account to the larger system openly and effectively. We have decided to call this type of leadership – **TRANSFORMATIONAL LEADERSHIP** since it carries both the traditional leadership roles and responsibilities along with the call to transform or change our organizations through the development and liberation of leaders as all levels.

In an effort to explore and understand leadership more fully, this outline is divided into three key sections. The first – **LEADING** – is an attempt to look at the mantle of leadership, the responsibility taken on by a leader which is apart from the roles and “situational” styles of leadership. Next we will explore 7 Leadership styles and their impact on the organization. Finally, we will focus on a foundational issues for leaders, the accountability or – **MONITORING** – responsibility and it’s connection to progress, growth and effectiveness.



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# LEADERSHIP AGENDA

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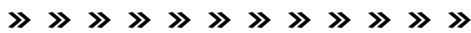
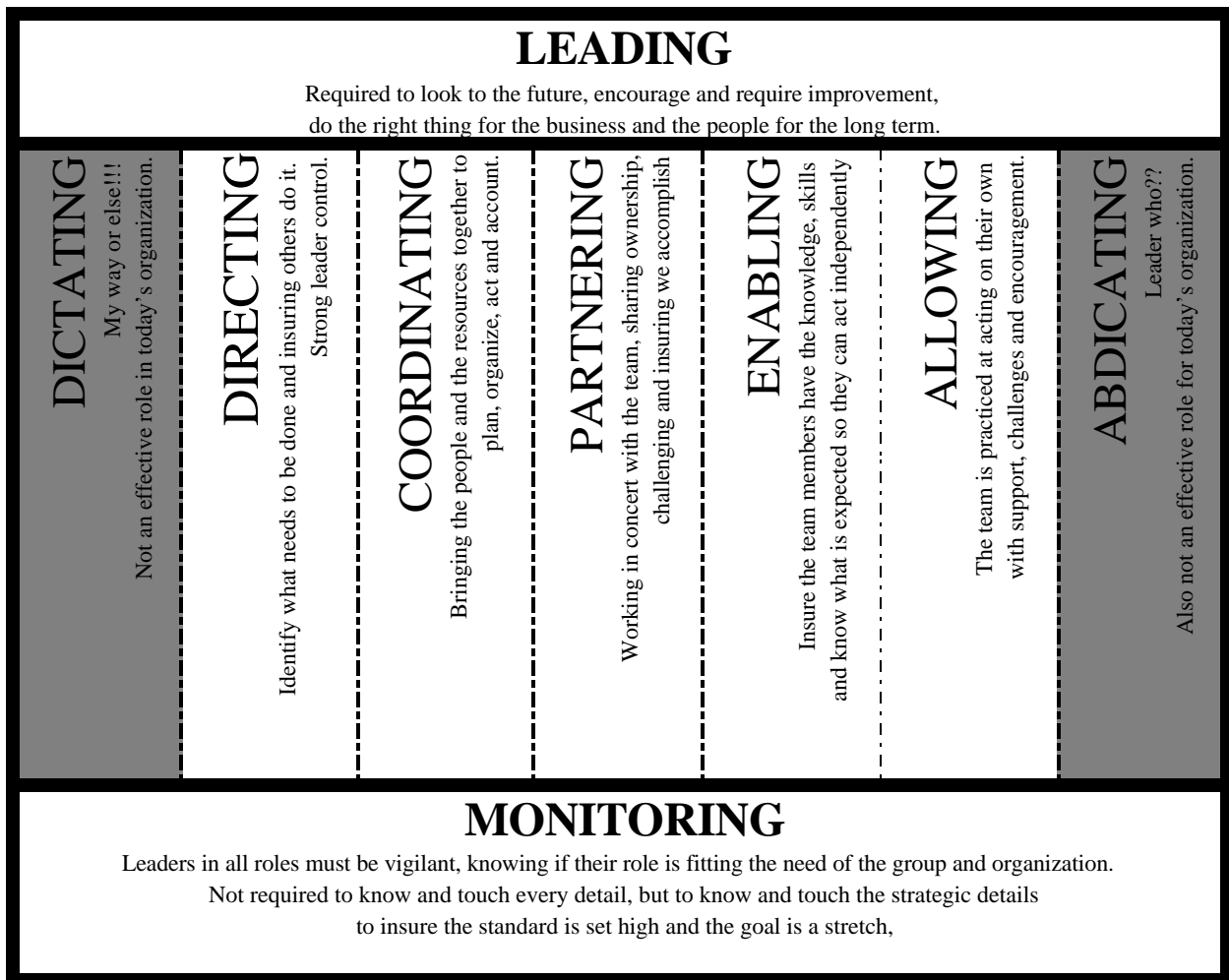
- ! Introductions
  - ! “Farmer Smith had a Horse” – Listening and Communicating Exercise
  - ! Setting Expectations for today – sub-groups and General Open discussion
    - " What are the major concerns? What do you need to learn, figure out, improve right now in order to move forward?
    - " What do you think the PLT is expecting from them?
      - What are you under pressure about?
      - What do you feel blamed for?
      - What are you most uncomfortable with?
    - " Roles for the session?
      - What do you expect from STS? From Michele?
      - What does STS/Michele expect from you?
  - ! Progress update – Where are we with the Teams?
    - " What have you expected the Teams to take on?
    - " What are you still holding on to?
    - " What do you want to transfer to the teams over the next 3 months?
  - ! Transformational Leadership – a new model
    - " Overview of the 3 continuum
      - Leading
      - Transformational Roles
      - Monitoring
    - " Leading and Monitoring – roles which continue regardless of the effectiveness of the teams
      - Identifying the following:
        - # Where do we excel in Leading? In Monitoring?
        - # Where are our biggest challenges?
        - # What standards are we weakest at upholding as an organization?
        - # What are we willing to do to make a difference?
  - ! Planning the next steps – next leadership meetings.
    - " Identifying commitments to each other
    - " Selecting the next 3 key topics to explore
  - ! Feedback and Closure
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# A MODEL FOR TRANSFORMATIONAL LEADERSHIP

As you can see from the model below, we have identified two elements which are required regardless of whether there is strong “leader” control or strong “team” control. Then there are “transformational” roles which will allow us to function differently based on the situation, the development of the team or group and the emergence of other leaders to move us forward.



**Greater Leader Control**

**Shared Control**



**Greater Team Control**



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# LEADING

## Understanding and Taking on the Mantle of Leadership

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- ! Vision – where are we going
  - " Leaders are reaching for the next challenge themselves
  - " Leaders are constantly Learning and Developing new skills
  - " Leaders communicate the vision, their learning and the possibilities to their followers
  
- ! Values and Standards
  - " Leaders Expect:
    - Much from themselves
    - Stretch from others
  - " Leaders are clear on:
    - The Guiding Values for their organization
    - Minimum critical expectations and specifications
  - " Leaders do not sanction incompetence
    - They do not tolerate sup-standard performance – they address it
    - They keep people connected with the real and natural consequences of their performance (both positive and negative)
  - " Leaders celebrate excellence
    - They don't miss the opportunity to cheerlead excellence
    - They recognize in tangible and intangible ways
    - They appreciate both effort and results
  
- ! Walk the Talk
  - " Leaders do what they expect others to do
  - " Leaders keep their word
  - " Leaders acknowledge their own failures and debilities while recommitting to improve



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# TRANSFORMATIONAL ROLES

Acting in the Right Role to get the Right Results

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- ! Dictating – Out of bounds
  - " My way or the high-way
  - " One way communication – down
  - " No Shared responsibility
  
- ! Directing
  - " Mostly communicating downward but gaining agreement to follow-through
  - " Clarifying and Delegating assignments and responsibilities
  - " Expecting progress reports on progress and results
  - " Primary Responsibility and Accountability resides with the leader.
  
- ! Coordinating
  - " Multi-directional communication
  - " Connecting people to tasks and insuring assignments are made
  - " Meeting with participants to review progress and create future plans
  - " Primary Responsibilities reside with individuals who have accepted delegated tasks and coordinate accountability.
  
- ! Partnering
  - " Teaming with multiple levels of people focused on a common cause, result or purpose.
  - " Leader is a part of the effort – almost transparent – can act as leader and participant with equal ease.
  - " Responsibility and accountability is common to each member based on the commitments they have made to each other, to carrying out roles, to their stakeholders.



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- ! Enabling
  - " Leader is moving from participant to teacher/facilitator.
  - " Focus is on insuring others have the skills which the leader has, that others direct, coordinate, and lead to various levels and in various tasks.
  - " It is hard to see the leader who is enabling others, but he remains accountable for the results with the others and does not “blame” them for low results or failures.
  
- ! Allowing
  - " As the team is capable of directing more of it’s activities, the leader can allow greater freedom without participation in the group.\
  - " Focus moves more to leading and monitoring, connecting with people rather than insuring the task is done – because the people have demonstrated they can get the job done.
  - " Accountability is faced by the team with strong support of the leader. If failures happen, he returns to partner and enabler, rather than abdicator.
  
- ! Abdicating – Out of bounds
  - " Leader “lets go entirely” and then blames the team for results
  - " Usually an all or nothing – either a dictator or an abdicator.
  - " Accountability and responsibility are claimed to be “others”
  - "



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# MONITORING

An Effective Steward Knows both the Direction and Distance and  
is Ready and Capable to Account for those Results

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- ! Leaders are aware of where we are:
  - " Metrics
  - " Goals
  - " Achievements
  
- ! They know which measures are important and which are just window dressing – and act to “cut to the chase.”
  
- ! The leader accounts, the team accounts, individuals account.
  - " Accountability is the ability to give a real and accurate accounting of the results.
    - Goal Attainment Results/Productivity Results
    - Action Plans to adapt and change with the environment
    - Coordination and effectiveness with other departments
    - Individual Performance management and development
  
  - " Accountability requires:
    - Clarity of Expectations and metrics
    - Clarity of Commitments between people, groups, levels...
    - A consistent and public method of communicating Results
    - A specific, actionable plan and re-commitment to future goals
    - Action Orientation



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# SUMMARY, FEEDBACK AND FUTURE PLANNING

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This is a personal planning outline. As a group we should identify some general areas which apply, but each person should clearly identify their individual plans and commitments for the coming month. We would ask that you share these within your Business Units and with your Business Leaders.

Key Results Areas – What are the “Right Results” which we must achieve:

C Performance Results  
C  
C  
C  
C

C People Results  
C  
C  
C  
C

Key Methods, Values or Strategies which I will work on the next Month:

C  
C  
C  
C

Next Steps I plan to take in Developing my Business Unit or Team:

C  
C  
C

Next Things I need to Learn, Explore, and Improve to be more effective in my leadership role:

C  
C  
C