

# Learning to be a Transformational Leader

## An Experiential Introduction



### **Dr. Steve Mayner**

SAFe Fellow and Principal Consultant

Scaled Agile, Inc.

[steve.mayner@scaledagile.com](mailto:steve.mayner@scaledagile.com)



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## Decentralize decision making Unlock intrinsic motivation

### *Intellectual Stimulation (IS)*

- Challenge the status quo
- Encourage followers to learn, be creative, explore new ways of doing things
- Decentralize decision making
- Expect relentless improvement
- Encourage innovative thinking
- **Adaptive leadership**

## Inspire and align with mission

### *Inspirational Motivation (IM)*

- Articulate a clear vision and intent
- Inspire passion and motivation to achieve goals
- Drive organizational alignment
- Encourage others
- **Charismatic leadership**

# Transformational Leadership



## Develop leaders

### *Individualized Consideration (IC)*

- Offer personalized support, coaching, and encouragement  
Keep lines of communication open
- Offer direct recognition individual and team contributions
- Exhibit genuine care and concern
- **Empathetic, Servant leadership**

## Lead the change Know the way

### *Idealized Influence (IIA/IIB)*

- Be a role model; set the example
- Be a lifelong learner; gain the knowledge required for change
- Create an environment of trust and respect through transparency
- Act with integrity
- **Authentic, Charismatic leadership**

Why it matters:

*Transformational leadership has a greater influence on followers' commitment to supporting organizational change than implementing specific change management practices.*

Herold, Fedor, Caldwell, & Liu. 2008

*Transformational leadership can be learned...*

Avolio & Bass, 1994; Bass, 1998; Dvir et al., 2002; Parry & Sinha, 2005

► Simple, brief, sensible, appealing... answers “why”

- Repetition
- Multiple forums and channels
- Two-way engagement
- Stories, metaphors, examples





## Activity: Practice communicating your vision



- ▶ Pick an element of your organization that you are personally passionate about.
- ▶ You have one minute to craft a one minute elevator speech communicating the vision of the organization highlighting the element you identified in a way that is simple, compelling, and answers “why”.
- ▶ Find a pairing partner and share. Each person has one minute to share. Use a timer to stay in the time box.

PREPARE



SHARE



# Conceptualizing Authenticity



*The ability to “walk the talk” by being a role model of desired professional and ethical behaviors; acting with honesty, integrity, and transparency*

- ▶ Key attributes of authentic leadership
  - Self-aware
  - Takes ownership of mistakes
  - Transparent about their learning journey
  - Behaviors consistent with stated values
  - Does the right thing even when no one is watching



*“Authenticity is the alignment of head, mouth, heart, and feet - thinking, saying, feeling, and doing the same thing - consistently. This builds trust, and followers love leaders they can trust.”*

*Dr. Lance Secretan*



## Activity: Transparency through life experiences



- ▶ Think of real life experience such an embarrassing moment, mistake, or failure.
- ▶ Using a sheet of paper and a sharpie, sketch out a picture that illustrates this event. You have one minute for this part of the exercise.
- ▶ In pairs, share the event you drew. Each person has one minute to share their story.

PREPARE



SHARE



# Conceptualizing Growth



*The ability to develop leaders by growing their competence and their confidence supported by organizational clarity*

## ► Build competence

- Specify goals, not methods (intent)
- Continuously repeat the message
- Create a learning environment where it is safe to fail
- Develop guiding principles for use in decision making
- Offer personalized support, coaching, and encouragement



*David Marquet,  
Captain, US Navy  
(Retired)  
Author of “Turn the  
Ship Around”*



# Conceptualizing growth (cont.)

## ► Providing organizational clarity

- Begin with the end in mind
- Focus on excellence over simply avoiding errors
- Exhibit genuine care and concern – build trust and take care of your people
- Offer immediate recognition for individual and team contributions
- Use active listening, open ended questions, and “how can I help?”

*“It’s not about taking control and attracting followers, it’s about giving control and growing leaders.”*

– Captain David Marquet (USN Retired)



## Activity: Practice growing leaders



- ▶ Use your previous pairing partner for this exercise.
- ▶ Person 1 (the subordinate) comes to Person 2 (their supervisor) with a situation they are “escalating” for a decision (“tell me what to do”). Person 1 has the *technical competence* to make the decision.
- ▶ Person 1 has one minute to role play their escalation. Person 2 has one minute to build clarity and confidence so that Person 1 can make this decision on their own.
- ▶ Due to time constraints we will not reverse roles.

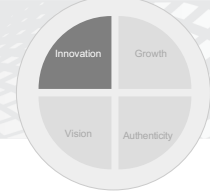
PREPARE



SHARE



# Conceptualizing Innovation



*The ability to foster innovation through high performing teams that challenge the status quo and create differentiating solutions*

- ▶ Create an environment that builds high performing teams
- ▶ Create the space for learning, creativity, exploring new ways of doing things, and relentless improvement
- ▶ Decentralize decision making (emancipate vs. empower)
- ▶ Encourage a questioning attitude over blind obedience
- ▶ Focus innovation on solving real problems





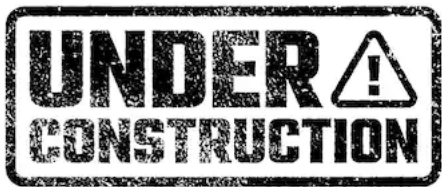
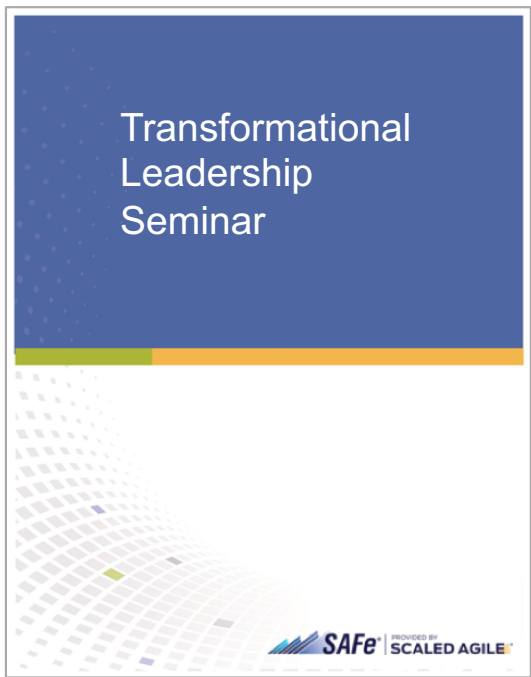
## Discussion: Practice fostering innovation



- ▶ Think about your own organizational context and the degree to which it fosters innovation (or not).
- ▶ Using the suggestions on the previous slide, brainstorm with your pairing partner at least one practical action your organizations can take immediately to encourage and enable greater innovation.

DURATION





- ▶ One day a week for 6 weeks
  - 3 one-day intensive workshops every other week
  - 3 cohort sessions for panel discussions and adaptive challenge development between workshops
  - Final adaptive challenge showcase during the final cohort session
- ▶ Supported with 360 surveys, one-on-one mentors, and cohort coaches
- ▶ Experience culminates with an adaptive challenge specific to the organization

*"This course made me realize how many tools for becoming a better leader and taking my organization through the change are available to me. I don't have to create all of them by myself and I'm not alone in this journey."*

*"This training was an eye-opener for me. I was provided with the necessary tools & framework to be a leader who creates other leaders. My shared experience with my peers & my direct leaders gave me a sense of trust and commit to be a better leader. Thank you!"*

*"I left these sessions feeling inspired by the content and the people I shared this experience with. I'm excited not only about the future and possibilities within our organization, but the reality that we can actually spark meaningful change."*

*"So many training experiences provide the tips and tricks what are exciting in the moment, but forgotten when urgent tasks encroach again. However, this experience was different - the conversations really go to the holistic core of who we are as individuals, as leaders and as facilitators of change and provided the principles and tools to ensure success, with the flexibility be applied any situation."*

The help I need... companies ready to develop transformational leaders and contribute to the creation of an amazing leadership course in the process!

 [steve.mayner@scaledagile.com](mailto:steve.mayner@scaledagile.com)

 [@stevemayner](https://twitter.com/stevemayner)

 [linkedin.com/in/stevemayner](https://www.linkedin.com/in/stevemayner)