Transformation Leadership

> **Leadership = Inspiring & Motivating Others**

Leadership is needed to:
- Establish and Support Generative and High Trust Cultural Norms
- Creating technologies that enable Developer productivity and reliability
- Support Team Experimentation
- Achieve Strategic Alignment
- Set Tone and Reinforce Cultural Norms

Dimensions of Transformational Leadership
- From Rafferty and Griffin (2004)
1. **Vision**—Has a Clear Vision of where the organization is going and where it will be in 5 years
2. **Inspirational Communication**—Communicates in a way that inspires and motivates, even in uncertain and changing environments
3. **Intellectual Stimulation**—Challenges followers to think about problems in new ways
4. **Supportive Leadership**—Demonstrates care and consideration of follower's personal needs and feelings
5. **Personal Recognition**—Praises and acknowledges achievement of goals and improvements in work quality, personally complimenting others when they do outstanding work

- Similar to a Servant Leadership but with a focus on Results rather than Followers
- Strong correlation with eNPS scores

Role of Managers

Primary Roles
1. Connecting Strategic Objectives to the work of their Team
2. Create environment where Employees feel Safe
3. Investing in developing the Capabilities of their People
4. Removing Obstacles to Work (including Deployment Pain)

Enable Cross-Functional Collaboration by:
- Building trust within your counterparties on other teams—building Trust between Teams
- Encouraging practioners to move between Departments—Lateral movements are valuable
- Seek and Reward work that facilitates collaboration

Create a Climate of Learning by:
- Create a Training budget and advocating for it internally
- Ensure the resources of your team to engage in informal learning and the space to explore ideas
- Create opportunities and spaces to share information
- Encourage sharing with Demo Days and Forums

Make Effective use of Tools by:
- Make sure the team can choose their Tools—Commitment outweighs the benefits of standardization
- Make monitoring a Priority—Proactive monitoring leads to less Burnout and greater Job Satisfaction