

The background of the slide is a dark green field filled with vertical columns of glowing green characters, resembling the 'digital rain' effect from the movie The Matrix. The characters are a mix of letters, numbers, and symbols, creating a sense of constant digital activity.

# TRANSFORMATIONAL LEADERSHIP

FOR THE QA INFLUENCER



Stock/Google Images of leadership

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WHO / HOW ARE YOUR  
MOST CHERISHED LEADERS





# TRANSFORMATIONAL LEADERSHIP

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Transforming leaders... seek to create  
change by helping followers become  
better versions of themselves.

"Truly great and creative leaders do  
something more. They arouse peoples'  
hopes and aspirations and expectations,  
convert social needs into political  
demands, and rise to higher levels of  
leadership as they respond to those  
demands."

—JAMES MAGREGOR BURNS REMEMBERED IN [WAPOST](https://www.washingtonpost.com/news/on-leadership/wp/2014/07/17/remembering-james-macgregor-burns-and-his-leadership-wisdom/?utm_term=.eab8f3e55694)

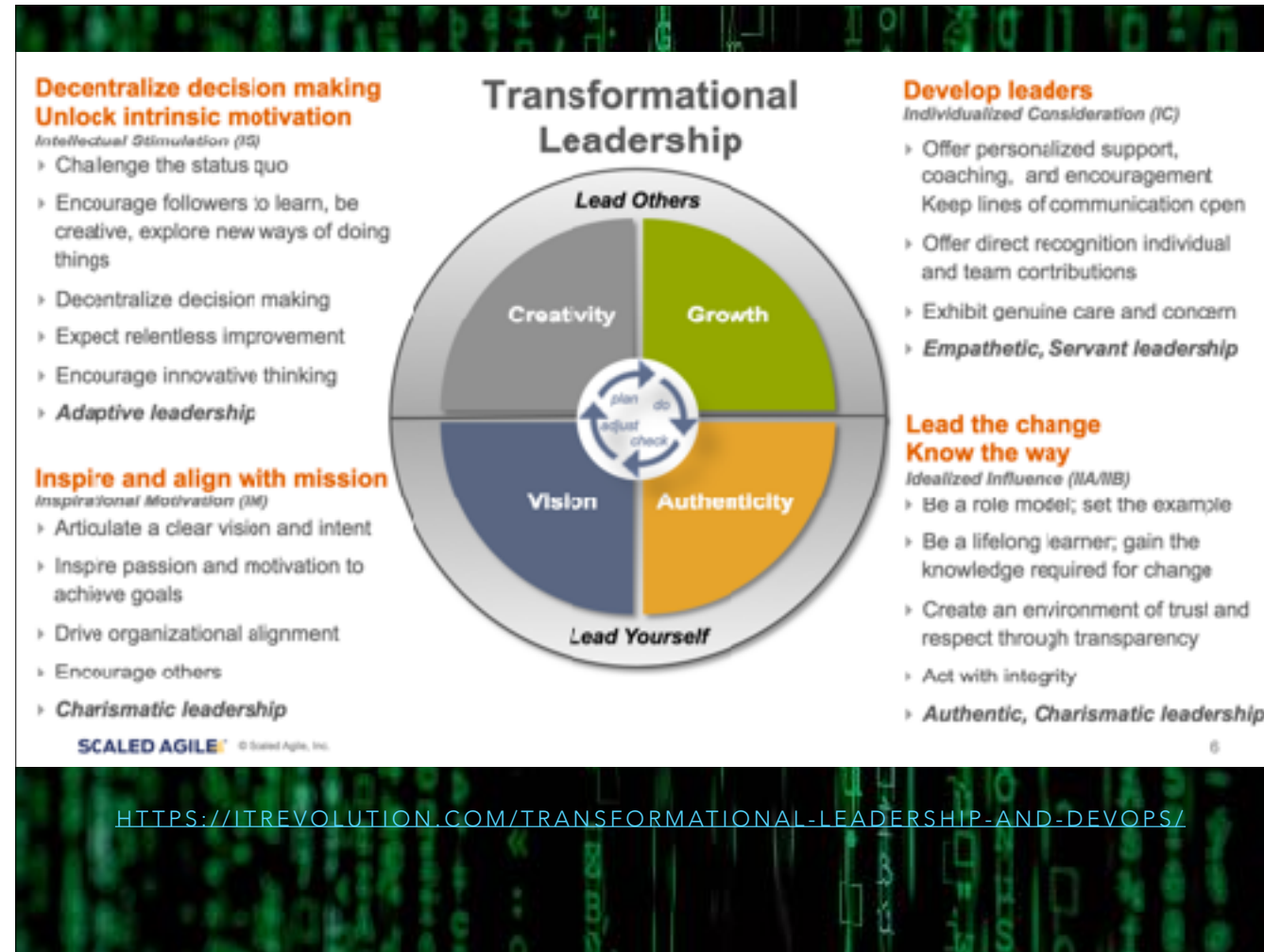
Transforming -> Transformational with Bernard Bass

[https://www.washingtonpost.com/news/on-leadership/wp/2014/07/17/remembering-james-macgregor-burns-and-his-leadership-wisdom/?utm\\_term=.eab8f3e55694](https://www.washingtonpost.com/news/on-leadership/wp/2014/07/17/remembering-james-macgregor-burns-and-his-leadership-wisdom/?utm_term=.eab8f3e55694)

## 4 ELEMENTS: BURNS' TRANSFORMATION

1. **Individualized Consideration** – the degree to which the leader *attends to each follower's needs*, acts as a mentor or coach to the follower and listens to the follower's concerns and needs.
2. **Intellectual Stimulation** – the degree to which the leader challenges assumptions, takes risks and *solicits followers' ideas*.
3. **Inspirational Motivation** – the degree to which the leader *articulates a vision* that is appealing and inspiring to followers.
4. **Idealized Influence** – *Provides a role model* for high ethical behavior, instills pride, gains respect and trust.

1. Individualized Consideration – the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self development and have intrinsic motivation for their tasks.
2. Intellectual Stimulation – the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.
3. Inspirational Motivation – the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more effort in their tasks, they are encouraged and optimistic about the future and believe in their abilities.
4. Idealized Influence – Provides a role model for high ethical behavior, instills pride, gains respect and trust.



<https://itrevolution.com/transformational-leadership-and-devops/>



## TRANSACTIONAL LEADERSHIP

- Work within the system
- Start solving challenges by fitting experiences to a known pattern
- Want to know the step-by-step approach
- Minimize variation of the organization

## TRANSFORMATIONAL LEADERSHIP

- Working to change the system
- Solving challenges by finding experiences that show that old patterns do not fit or work
- Wanting to know what has to change
- Maximizing their teams' capability and capacity





FOR THE QA INFLUENCER

START WITH WHY

**"People don't buy what you do,  
they buy why you do it."**

- SIMON SINEK @ TED  
[HTTPS://WWW.YOUTUBE.COM/  
WATCH?V=VHMAYENJ6XG](https://www.youtube.com/watch?v=VHMAYENJ6XG)



Sinek: 3rd most viewed TED talk of all time

# QA AND TRANSFORMATIONAL LEADERSHIP

- How Might We (brainstorming questions)
- HOW
- MIGHT
- WE

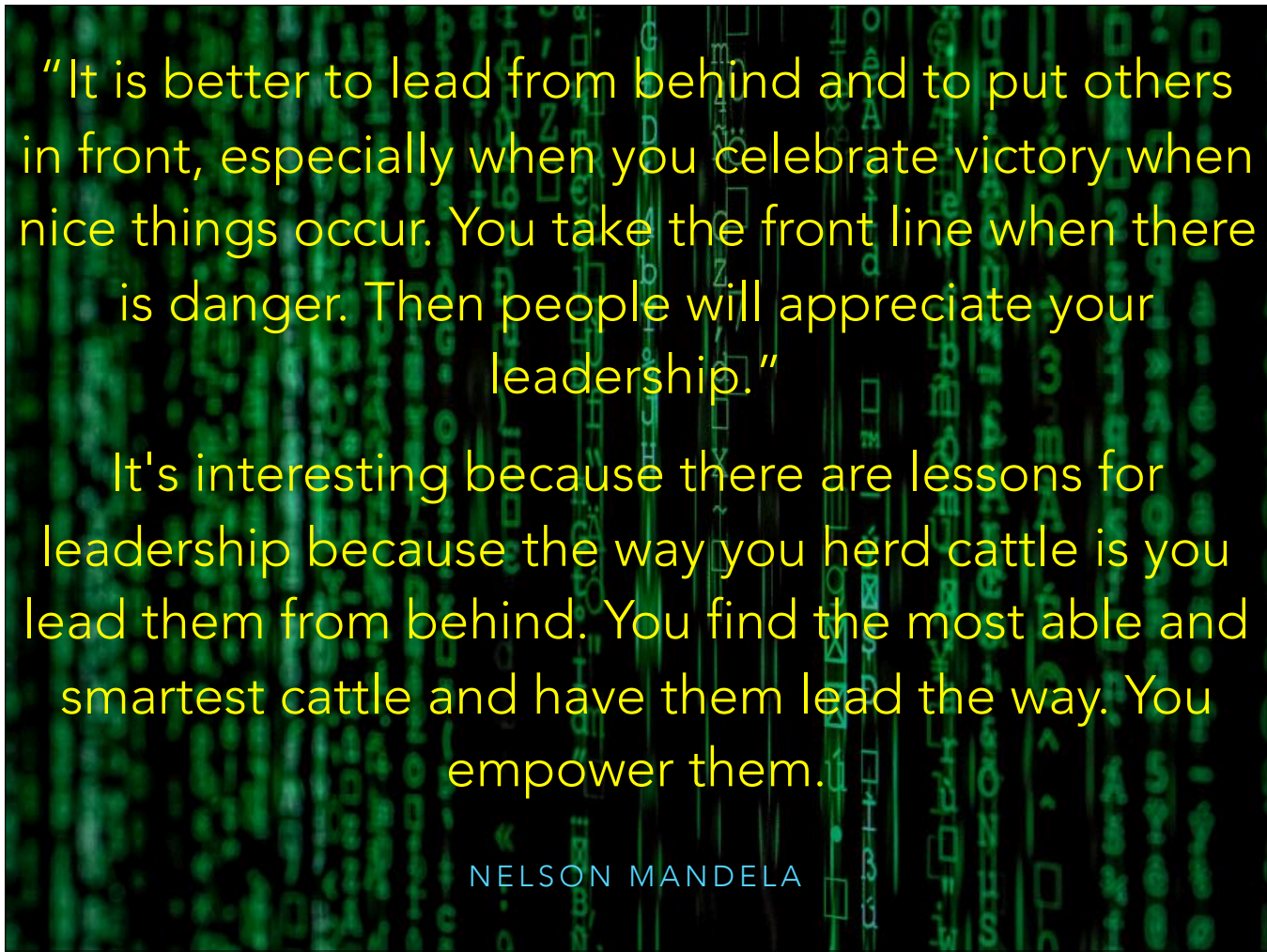
[HTTPS://DSCHOOL.STANFORD.EDU/RESOURCES/HOW-MIGHT-WE-QUESTIONS](https://dschool.stanford.edu/resources/how-might-we-questions)

[HTTPS://DESIGNSPRINTKIT.WITHGOOGLE.COM/METHODOLOGY/PHASE1-UNDERSTAND/HOW-MIGHT-WE](https://designsprintkit.withgoogle.com/methodology/phase1-understand/how-might-we)



## EXAMPLE HMW'S

- "How might we reduce the number of defects found in production this month?"
- "How might we increase test coverage in the highest risk component during next sprint?"
- "How might we reduce complexity in this component?"
- "How might we measure customer satisfaction for this experiment?"



"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership."

It's interesting because there are lessons for leadership because the way you herd cattle is you lead them from behind. You find the most able and smartest cattle and have them lead the way. You empower them.

NELSON MANDELA

so...



\*\*\*\*\* (0-5)



## Inspirational Motivation

### VISION

- \_\_\_ Communicates clearly where we are going
- \_\_\_ Has a clear sense of where our team will be in 5 years
- \_\_\_ Has a clear idea where the organization is going
- \_\_\_ Inspires the team to contribute to the goals

0-5 for each

Total (average?)



## Idealized Influence

### AUTHENTICITY

- Sets an example worth following
- Demonstrates ongoing learning and professional improvement
- Creates an environment of trust for and within the team
- Communicates and acts honestly

0-5 for each  
Total (average?)





## Individualized Consideration

### GROWTH

- \_\_\_ Exhibits genuine care for persons on the team
- \_\_\_ Offers personal support, encouragement and development
- \_\_\_ Celebrates individual and team success and growth
- \_\_\_ Demands and models a culture of improvement

0-5 for each

Total (average?)

# Intellectual Stimulation

## CREATIVITY

- \_\_\_ Challenges the status quo
- \_\_\_ Shares decision making
- \_\_\_ Expects continuous improvement of the team and its work output
- \_\_\_ Encourages innovation

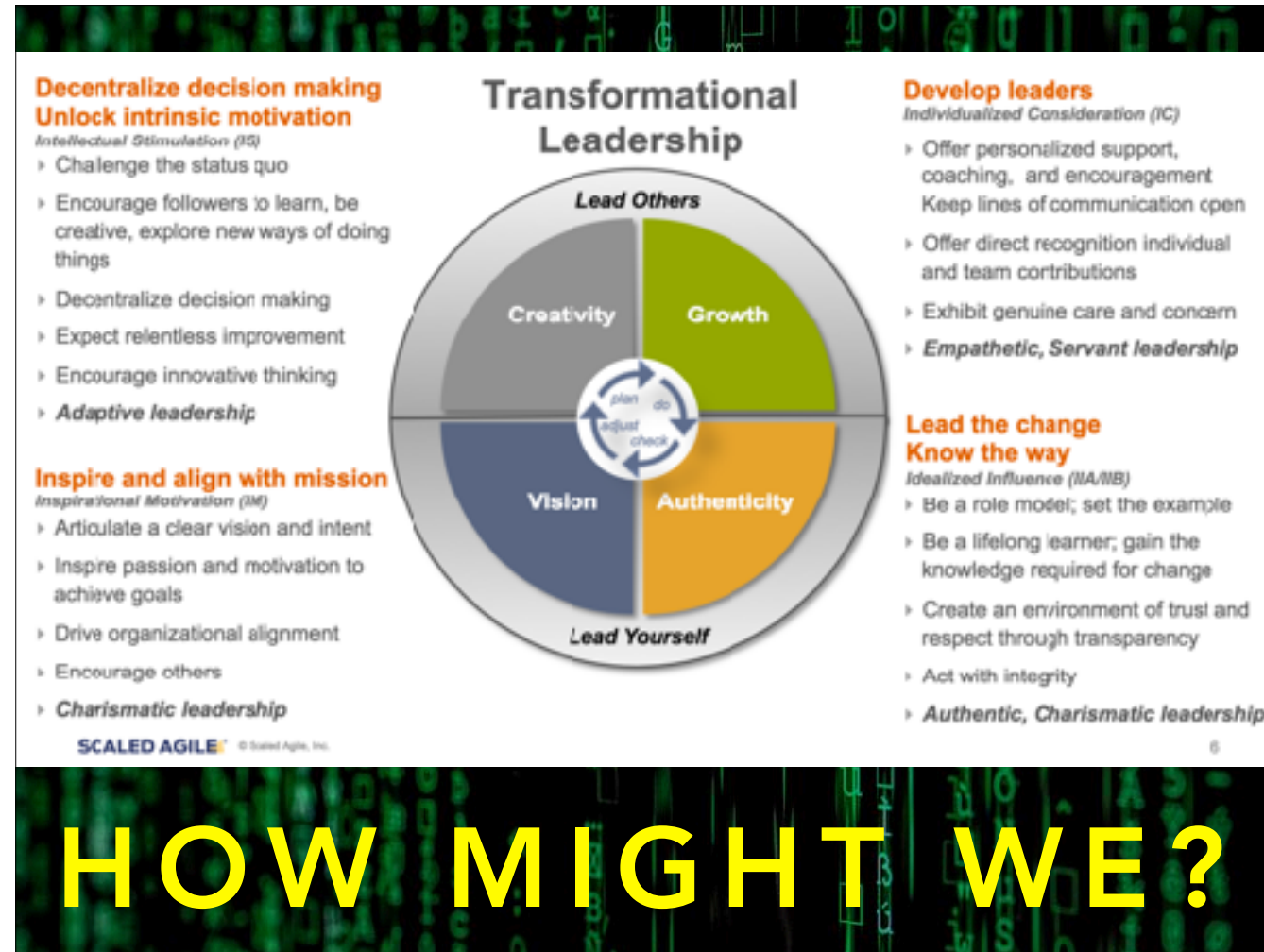
0-5 for each

Total (average?)

\*\*\*\*\* (0-5)

DISCOVERIES?  
SURPRISES?



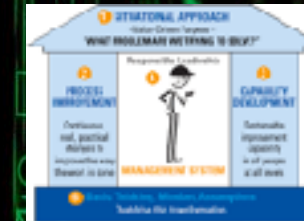


# HOW MIGHT WE?

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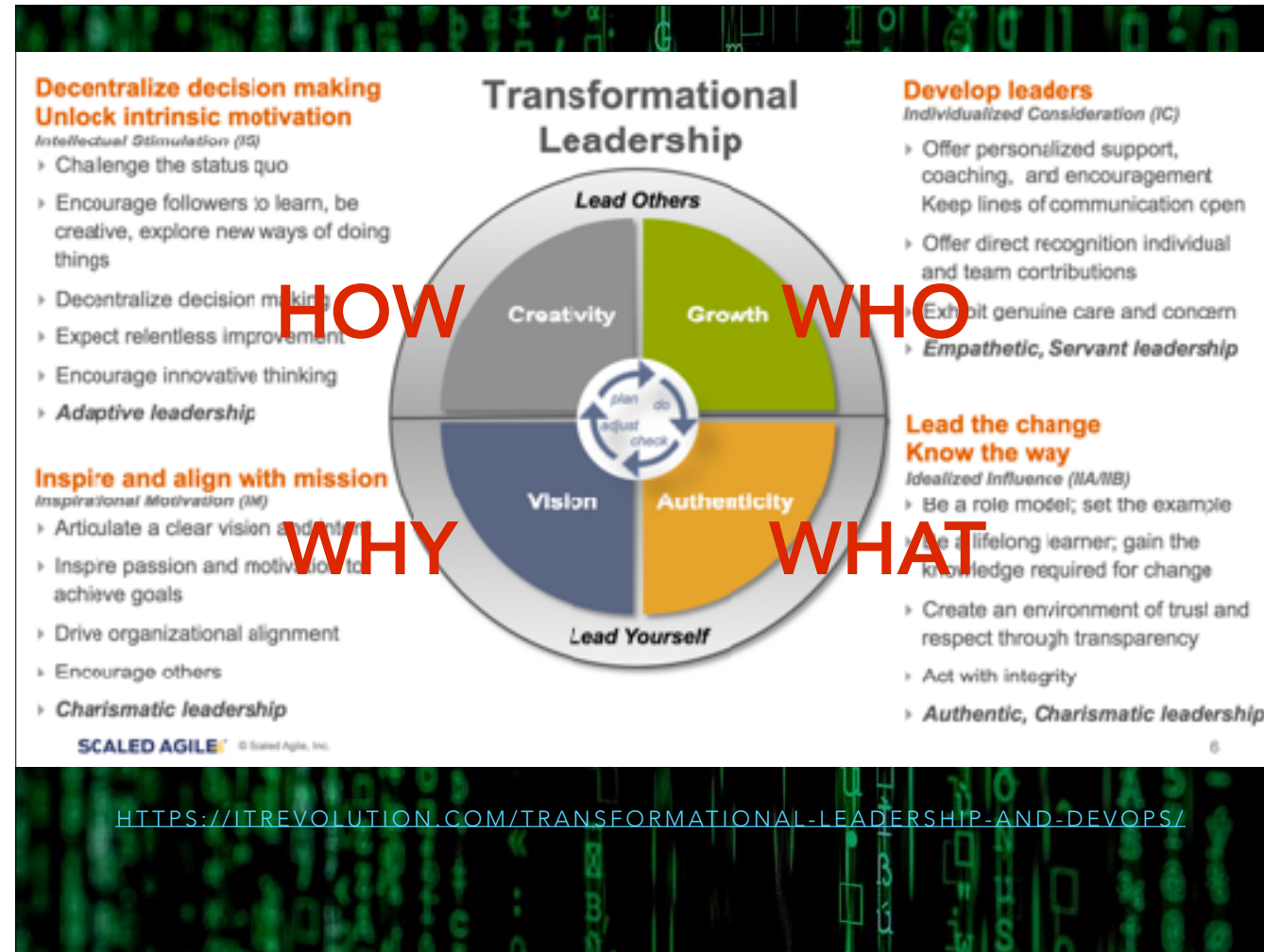
# OTHER RESOURCES TO CONSIDER

- [Transformational Leadership: A Quick Start Guide](#)
- (Video) Transformational Leadership and DevOps - Dr. Steve Mayner  
<https://www.youtube.com/watch?v=RhF-bEEIKME>
- Lean leadership model
- Design thinking
  - <https://dschool.stanford.edu/>



# APPENDIX





<https://itrevolution.com/transformational-leadership-and-devops/>

Pats WHWW; maybe loosely accurate