Transformational Leadership: Tools and Strategies for State Advisory Group Leaders

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What is Transformational Leadership and Why for State Advisory Groups?

Inspiration

“Vision is the art of seeing what is invisible to others” – James Swift, NCSU

Transformational leaders effectively inspire, motivate, stimulate and engage participants (e.g., ‘followers’) by: serving as role models for moving from vision to measurable and impactful actions. They provide true meaning and concrete suggestions to show how a group can move from strategy to outcomes. TL’s solicit and encourage ideas (“see if you can break a new idea”), challenge assumptions and reward innovation. TL’s are motivating (charismatic) coaches, mentors, and encourage personal growth and development.

Transformation does NOT happen solely because of charisma --- it happens through hard work, discipline, and the synthesis of individual contributions into larger group accomplishments.
Transformational Leadership – More Background and Research Supported Context

What makes it “transformational”?

Four Factors or characteristics:

• Individualized consideration
• Intellectual stimulation
• Idealized influence (charisma)
• Inspirational motivation

• Higher levels of group and individual performance
• Higher levels of accountability and transparency (due to greater awareness/practice of ethics)
• Greater collective investments in the work
• Greater individual motivation to participate and achieve
• Higher levels of interactive communications between followers and leaders
“Transformational leadership refers to the leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. It elevates the follower’s level of maturity and ideals as well as concerns for achievement, self-actualization, and the well-being of others, the organization and society.” (p. 11, italics added).

By elevating followers the group achieves higher goals, outcomes and levels of empowerment. Leader behaviors and actions drive this transforming process.

Leadership Continuum in TL

Laissez fare  Transactional Leadership  Transformational Leadership

Bass notes that the best leaders are strong in both transactional and transformational leadership. Franklin Delano Roosevelt is recognized as a strong transactional politician as well as one of the nation’s most transformational presidents (House, Spangler, & Woyke, 1991 - in Bass (1999))
Some Definitions and More Details

• Transactional leadership adds to the effectiveness of transformational leading --- such is called an “augmentation effect” (Bass)

• Within transactional leadership: (contingent reward = “informs me what I need to do to be rewarded” and contingent aversive reinforcement [relabeled as management by exception] = “takes no action unless a problem becomes serious” – often punitive). Transactional leadership is process-focused business, exchanging tasks for rewards and “leading” only when problems surface or demand attention.

• Laissez fare leadership is the avoidance of leadership. Leaders are absent when needed, and take no action even when problems become serious or persistent
Burns: Transactional and Transformational Leadership Compared

Transactional...

- According to Burns, this form of leadership is based upon the fulfillment of lower-order needs, such as psychological well-being and safety (e.g., “doing my job”, earning a paycheck, “just doing what they tell me”)
- is based upon more “patriarchical” corporate models of organization management including the use of punishment for task or goal problems, deference to authority (suggesting lack of innovation and individual initiative), a general focus on conformity, and social convention

Transformational...

- is based upon the fulfillment of higher-order needs, such as self-esteem, self-actualization
- a model of principled morality provides a basis for how things are thought, communicated and explained
- is grounded in the needs and values of both leaders and followers
- provides the opportunity over time followers have the potential to be changed (transformed) into leaders themselves (via role modeling, encouragement to lead, question, criticize and create)
- is a mechanism for the authentic empowerment of followers
Measuring Transformational Leadership – the Multifactor Leadership Questionnaire

- Analyzed now for over 25 years, the MLQ is considered valid and reliable although there is debate over the number of leadership factors reliably required. Different methods (confirmatory factor analysis, principle components analysis, etc.) demonstrate psychometric construct validity for anywhere from 4-9 factors. Overall, these data suggest that the MLQ can reliably classify and predict transformational leadership

(Short form on tables for the workshop)
What’s All This Have to Do with State Advisory Groups?

Today’s leadership context calls for transformative SAG leadership because of the push to integrate developmental science, evidence-supported practices, alternatives to incarceration, less racially/ethnically disparate and harmful interventions along with more evidence supported residential strategies. SAGs are also compelled to evolve based on:

- Expectations of higher levels of performance and effectiveness relying on fewer federal/public resources – OJJDP has less capacity to lead and invest. JJ systems are state and local --- SAGs are the major vehicle for interconnecting federal, state and local systems
- Higher levels of transparency and accountability (related to effectiveness)
- A need for more nimble decision-making processes and getting work done more quickly, efficiently and effectively
- Requirements to become more innovative, ‘disruptive’, and collaborative in meaningful, impactful ways
- More boundary-spanning with leveraged fiscal and other resources
- And most importantly – a recognition that government is unable to solve complex systems / social issues alone. Government can lead, can invest – but solutions will be multi-level, multi-systemic and require vertical and horizontal integration of strategies and resources

SAGs really have no authority or power. They lead through collaboration, influence, technical skills, education and advocacy where allowed --- they are influencers, not controllers of resources. As such – transformational leadership is perfect for motivating and inspiring reforms.
Future National/International Leadership Landscape

**IBM 2012 Leadership Study**: 1,709 CEO’s, general managers and public sector leaders from 64 countries.

Key findings: to be competitive and outperform others, leaders will need to:

1. Embrace connectedness (technology in its most efficient and cost-beneficial advantages) – [TL component: intellectual stimulation, individualized consideration]

2. Concentrate on empowering employees/followers through values [TL component: inspirational motivation, idealized influence]

3. Engage customers as individuals (optimize the individual customer experience. Not just commercial customers, but consumers of services both governmental and commercial) – [TL component: individualized consideration, intellectual stimulation, and inspirational motivation]

4. Partner: amplify innovation through partnerships (can’t compete or accomplish mission alone). Innovation captures new processes, modifies existing processes, and recognizes unusual/unanticipated opportunities and allies – [TL component: inspirational motivation, intellectual stimulation, idealized influence]
“What makes an effective leader? This question is a focus of my research as an organizational scientist, executive coach, and leadership development consultant.”
Typical SAG Leader Roles / Functions - JJJDPAA

- Recruiting or advising SAA and/or Governor when possible (sometimes, no option) re: new members
- Advising the Governor, Legislators and other key policymakers on JJJDPAA compliance and related matters
- Planning and updates (as required in the Act)
- Understanding system flow and characteristics of youths interacting with the system
- Learn and stay current re: juvenile laws and related legal aspects of each state’s system
- Engage youth in order to gain insights and recommendations regarding system planning, policies and programs (interventions)
- Review/comment on grant or other proposals – monitor any funded grants
- Educate the public and policy makers about the juvenile justice system
- Attend trainings/conferences and actively participate where possible
SAG LEADER (Any Leader, Chair or Otherwise) Roles & Functions In Setting Course for Doing Business – in TL ‘language’

- Communicating an achievable, appropriate vision in understandable/motivating ways
- Staying abreast of (developmental) science, implementation and intervention literatures (intellectual stimulation, visioning, inspiring and motivating change)
- Sculpting / managing agendas for meetings subcommittees (clearly state purpose, expected outcomes/deliverables and other expectations at outset, and review expectations / accomplishments / tasks / next steps at end of each meeting)
  - Need or want decisions; seeking input; generating ideas; getting updates and / or situation reports; planning; setting priorities; map other collaborators and/or stakeholders; etc.
- Pre-plan any meeting logistics contingencies and needs with supporting staff / volunteers, ensure that all materials and supplies are available in sufficient quantities
- Communicate well in advance all that is needed: schedule, location, purpose, goals/expectations, and any other pertinent planning information
Design ways to intentionally involve everyone; seek input from attendees; engage folks in ways that meet their strengths/comfort levels

Use effective reflective listening, participant engagement and other skills to structure meetings in such a way as to encourage innovation, contributions, creativity and individuality --- while balancing time, process, and a need to create expectations of effectiveness

Coach, mentor, guide and explore where possible. Seek avenues of opportunity for everyone to lead in some way. Match volunteer interests and skills to tasks.

NOTE: Effective “caretaking” of ‘followers’ communicates that all are valued, leaders have an interest in personal engagement / growth, appreciate everyone for their contributions -- this increases overall group productivity ---- a TL measurable outcome

What separates the transformational leader from others is the INTENTIONALITY and attentiveness to these things each and every time, investing in each member/follower, and making personal connections with all involved to convey empathy, interest, understanding and to authentically seek their feedback.
Infusing Developmental Science

In order for Transformational Leaders to inspire, motivate, stimulate and individually challenge “followers” relative to reforming their state juvenile justice systems in developmentally appropriate ways, they must do their homework and learn developmental science. Each SAG should map comparisons (strategic plans, key stakeholder maps, resource assessments, etc.) – where problems are noted, reform strategies should be considered, chosen, implemented, evaluated and adjusted as needed.

Current State Systems:
- Pre-involvement
- Law enforcement-diversion
- Courts (including public defense)
- Community programs & services
- Residential / institutional
- Aftercare and Re-entry

Developmentally Appropriate Systems of Care:
- Positive youth development and prevention programming
- Family and community focused, strengths based
- Trauma prevention and intervention lens, culturally sensitive
- Efforts to improve legal representation quality and practice
- Age-appropriate sanctions and practices
- Focus on adolescent brain and maturity development (culpability, capability, maturation, programming levels and competencies)
- Removal of all youth from adult courts, corrections and retributive practices.
- Removal of harmful practices such as shackling, solitary confinement, transfer-waiver and imposition of adult penalties on youth
- Intentional focus on treatment, habilitation/rehabilitation, skill building and attention to trauma / social / environmental harms

Compared With:
Mapping Developmental Science to SAG Outcomes Using TL

- **Idealized Influence**
  - Articulating a vision that evolves/reforms state system toward developmental practices, supported by economics and science; role models use of developmental concepts and practices in meetings, conversations and task orientation

- **Inspirational Motivation**
  - Challenges members, collaborators, volunteers, staff to incorporate science and effective practices; considers new or modified policies to make it so; works to define key stakeholder maps and recruits those that can aid in the reform movement; engages Governor or policy liaisons to support the reforms. Ensures that plans include concrete and science-supported reforms through own advocacy

- **Intellectual Stimulation**
  - Brings new presenters to meetings; distributes new reports / monographs; encourages open discussions and innovative ideas; brainstorms ways to overcome obstacles; assigns tasks to “stretch” the group and encourage higher levels of productivity; uses online/virtual and other meeting tools to provide developmental science/training and collaborative planning opportunities, check-ins, updates and face-to-face relationship building; schedule one new topic on developmental reform each meeting for in-service

- **Individualized Consideration**
  - Checks in with members between meetings; arranges for retreats and relationship building beyond the meetings; feathers new science and training topics into routine conversations (role modeling while fostering dialogue matched to individual interests); engages others in critical discussions on various developmental science/adolescent issues; uses phone and video tools to magnify communication efforts; encourages open possibilities, ideas, innovation and creativity
Link TL to Active Implementation Frameworks, Developmental & Implementation Science

TL’s most active and impactful here (RJ addition)

(Metz & Bartley, 2012)
Consider Training and Merging TL Concepts with Adaptive Leadership

From Derek Mowbray’s Guide To Adaptive Leadership, 2014 (UK)

Using TL strengthens individual and group performance = more effective organizations = better outcomes

What is Adaptive Leadership

Adaptive Leadership is a process based on the principle of shared responsibility for the future success of the business or service.

This means sharing risks, sharing resources, sharing ideas, sharing decision making. The future success of the organisation becomes everyone's business.

This is known as a polyarchy – when 'power' is shared amongst everyone.

The key features of the Adaptive Leadership process are in the image. They are:

Focus on the organisation – and not on the leaders and managers. All employees are encouraged to think about what is best for the organisation, and to challenge leaders and managers if they believe the leaders are not acting in the organisation’s best interests.

Key Features of the Adaptive Leadership

- Leadership capacity
- Shared responsibility
- Continuous learning
- Independent judgement
- Elephants in the room
- Organisation focus

(and volunteers, etc.)
More Example TL Competencies for SAG Leaders (Leadership is a Process. Must Expand Capacity, Be Strategic and Intentional. Cannot Just Train Skills)

- Balances self with the interests, motivations and skill-levels of others
- Provides a thoughtful, reform-oriented narrative that inspires and motivates
- Leads by example. Accepts responsibility for processes and outcomes.
- Optimizes human and fiscal resources – leverages them to show how things can be done more effectively through group efforts
- Openly illustrates and inspires the “developmental journey”
- Enrolls others in thinking, planning and conducting business (not delegating – but recruiting, role modeling, coaching, rewarding and expanding individual contributions)
- Communicates with deep listening and reflection skills. Is able to articulate ideas and translate into concrete recommendations for action
- Able to prioritize and accomplish what is set forth – avoids mission drift, commits to action, links vision to deliverables and takes responsibility for making them happen
Thank You!!!

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