Transitional Leadership

Foundational Supplemental Literature (excerpts)

Source: Georgetown University Institute for Transformational Leadership at the School of Continuing Studies, Author Carol S. Pearson, Ph.D., *Transformational Leadership for the 21st Century* https://blogs.commons.georgetown.edu/itl-leadership/transformational-leadership-for-the-21st-century/

… “Growing global interdependence means that events anywhere can suddenly change the course of events at home, a reality intensified by the accelerating pace of change, so that we confront challenge after challenge, with little time to regroup. For example, President George W. Bush took office ready to promote a conservative agenda, but soon he got hit with the challenge of 9/11, an event neither he nor others, more knowledgeable about foreign affairs than he, foresaw. Similarly, presidential candidate Barack Obama, campaigning on a vision of progressive social change, was not yet in office when the economy collapsed in a sudden and unexpected way. Mr. Obama had a background in community organizing and a degree in law, not economics, yet, as President, the challenge he faced required him to lead an effort to restore prosperity to the country.

Similarly, CEOs of global companies who have determined that they can save costs by having various parts of products produced in different areas of the globe and assembled in still other places find that political events (like the Arab Spring and its destabilizing aftermath) or natural and other disasters anywhere (a tsunami in Japan or a building collapse in Bangladesh) can disrupt the supply chain in so many different ways that that it is impossible to model them all.

The old expectation that a leader comes into a role with a vision and a plan and that his or her success is measured by the ability to implement it is simply outmoded. Moreover, modern technology has provided us with a knowledge explosion such that no one person can keep up with everything there is to know, even in one’s own area of expertise, much less what is required to meet an unexpected challenge. In this transitional time in our country, communities, and organizations, people still crave the great leader who will save the day while the rest of us can sit back, analyze, criticize, or just complain. News media focus on “how is he [the leader] doing?” in virtually every sector, rather than “how are we doing?” Nevertheless, people also want a leader that they can identify with and who seems to listen to and respect their views.” ***[LOOKING FOR A HERO]***

“**Twenty-first century transforming leaders:**

1. Model openness to new ideas, curiosity, and ongoing learning, engaging and learning from experts and also from the people charged with implementing solutions. This requires letting go of certainty, while also engaging in collective processes, to expand the understanding of oneself and others.
2. No longer simply tell people what to do and expect them to do it. People involved need to understand, and have input into, the why and how of what needs to be done.
3. Encourage the idea that we are all potentially leaders with a responsibility to make a difference as we can and to seek out opportunities to develop our own leadership capacities and to provide them for others.
4. Relinquish control while continuing to be accountable. This requires the inner development needed to be the calm center in the storm. For this reason, many transforming leaders practice prayer, meditation, or other forms of mindfulness and avail themselves of psychological or coaching assistance in order to heal or evolve their own consciousness as much as their outer behaviors.
5. Recognize the dynamics of projection, in order to understand the projections of others upon them (seeing them as a savior, an enemy, an oppressor, a parent, etc.) and make it a disciplined habit to withdraw their own projections upon other individuals and groups.
6. Commit to leadership in service to humanity and the betterment of the world, letting go of egotism and competitiveness in the interest of collaborating to solve problems and manifest positive visions.
7. Develop a practical understanding of group and systems dynamics in order to harvest the collective intelligence and talents of groups large and small.
8. Practice story vigilance, recognizing what stories they are living and telling and the power of those stories to obscure or reveal a path forward and to build bridges between apparently opposing truths. In doing so, they let go of the hold of anachronistic narratives in favor of generative, life-giving ones…”

Leadership ( Definition: to guide on the way) to change

Transitional leaders are for the moment:embracing the moment.

What we don’t know; we connect with those who do.

Transition=gets me from place to place; moving from point A to point B

Keep yourself abreast of new technology; your dream doesn’t have an expiration date. It may take a detour but never does it stop. When change is thrust upon you, you cant abdicate (give up) your role. “God help me to stop burning bridges; keep the lines of communication open. Your purpose will turn your thoughts into actions or activate your understanding of your purpose.

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Leaders will each influence at least 250 people in their lifetimes (Kehler 2010). People influence others by what they say and do, and through how they do their work.

Webster defines leadership as the power or ability to lead other people. In the 1950s, Peter Drucker said, “Leadership is not magnetic personality that can just as well be a glib tongue. It is not ‘making frineds and influencing people,’ that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations” ( Drucker 1993)

Communication

Leaders must fine-tune their communication skills.

Motivation

Inspiring others is a practice of an effective leader. Motivation is best done by example and guidance and not by giving orders.

Demonstrate Empathy

Empathy simply means understanding and compassion. Empathetic leadership results in relationships where leaders truly understand their followers, and demonstrate concern for their wellbeing and growth (Wim 2011).

Know your strengths and weaknesses

Have integrity and character. Make sure you are who you say you are.

I. Gaining Confidence To Take the Next Step

1. Leadership is what I do best!
   1. Encouragement not arrogance

b. Transitional leaders function in any environment

c. Don’t run from crisis, they run to it, to the crisis. i.e. David & Goliath

d. If you are able, follow this pattern: never divulge things to people who cannot help you, you may be wounded - hurt. Some people don’t have the ability to help you.

e. There are 5 things that are helpful ingredients for the successful transitional leader

* 1. Fresh Courage: Courage at & for the next step (level)
  2. Fresh Vision: you need to “look” twice & see more ( embrace what is added) “if it looks like you are going around the mountain: view it as a spiral staircase!”
  3. Fresh New Plan: Don’t be afraid to scrap old plans: “With better plans”
  4. Fresh Energy
  5. Fresh New Strength

Note:“SOMETIMES WE RESIST CHANGE BECAUSE IT IS UNFAMILIAR TO US.  WE ARE RELUCTANT TO TAKE THE NEXT STEP..”

II. Taking The Next Steps- Some Ingredients of the next segment

* 1. The key word for every transitional leader is “resiliance “ there is going to be folks that must be contended with.
  2. (Important) “You cannot leave a trail of brokenness behind you and be pleasing to God. “Don’t throw away your family in the name of your ministry!”
  3. (Reminder) As transitional leaders cannot change your past, but you can put the past behind you.

In the movement of life there are changes, as traditional leaders we understand. I will not be captured by or imprisoned by any percieved failure in life. TLs always believe that we can do better.

There are 5 ingredients that are helpful the the TL

Have a destination; one that is chosen with care- that has specificity.

Set your sail; make sure your plan is clear and concise- know where you’re going

Find your crew- who are the people going with you

Use your compass: The Word of God

Venture to make your future

 “Discerning who belongs & who don’t belong on the journey with you.  Are they a distraction?

­Design your journey.

­Destroy the distractions

WHAT YOU’RE WILLING TO TOLERATE, WILL USUALLY NEVER GO AWAY! –DR. DOGGET

As a transitional leader, sometimes you have to make tough decisions in the spur of the moment.

Notes!

 What you don’t appreciate will disconnect from you over time ex. Wife, job, etc.

 Most of the time: “Failure is not an event; it is an opinion!

­Transitional Leaders are on the frontier of change

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­God has NEVER wasted a calling