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# Transformational Leadership During Change

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# Types of Leadership

## **Transactional Leadership**

Definition/Description: Transactional leadership creates change through "normal" steps. Rewards, tasks, assignments, and structures are used to direct people to successful, though small steps. This type of leadership supports continuous change.

Examples in my life:

In times of change ...

## **Transformational Leadership**

Definition/Description: Transformational leadership occurs when leaders create positive and major redirection of the organization or the people within the organization. This is associated with discontinuous change.

Examples in my life:

In times of change ...

## Determining Good Leadership Behaviors AGA/ASMC

Now (Influences)	Effective Leadership (What I Should Do)	Goals (Results Expected)
Myself – Style  Skills  Ability  <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/>		Defined by the Organization
Staff - Style  Skills  Ability  <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/>		

## Things That I Bring With Me

The following is a list of things that I do well and characteristics that make me an asset in a leadership position:

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20. \_\_\_\_\_

## REASONS FOR RESISTANCE TO CHANGE

When the purpose of the change is not made clear.

Mystery and ambiguity cause suspense and anxiety. Fear of change can be as disrupting as change itself, because it produces identical worries and unrest.

When persons affected by the change are not involved in the planning.

It's human nature to support what we create. We're all too ready to follow our own suggestions. A number of studies indicate that when people are "told," they will resent the pressure. When they have a "say" in the planning, or can send a representative to the planning process, acceptance is more likely.

When an appeal for change is based on personal reasons.

The change agent who says, "Won't you do this for your friend?" is met with suspicion. The attitude immediately is, "What's my friend getting out of this?" Loyalty is a desirable trait, but few people will change solely because of it. They will only respond to a personal plea if, at the same time, they see that it solves a problem...gets something done...reaches a goal.

When the habit patterns of the individual are ignored.

A person trying to plan and initiate change will find it desirable to be knowledgeable and insightful about the norms and standards of those who will be affected.

When there is a poor communication regarding the change.

Even though it will affect only one other person, it is interesting to note that communication can be distorted.

When there is a fear of failure.

Today people are predominately concerned with whether they have the ability to master change. Fear of failure is especially strong when people are threatened with "punishment" such as a demotion, loss of status, lower pay, or the displeasure of the boss. They should be reassured that they will be given sufficient time and training to adjust to new procedures or assignments.

When excessive pressure is involved.

Often such pressure results when we don't plan changes far enough in advance, or are uneasy about the changes ourselves. When people are busy, under stress, and feeling pressured, the advocated change may well be the straw that breaks the camel's back.

When the "cost" is too high, or the reward inadequate.

For example, people without children may be reluctant to vote for a school bond issue because it will raise their taxes even though they approve of better schools. Persons on a job may see that a change in a procedure will not bring them higher status, higher pay, or psychic rewards.

When anxiety over personal security is not relieved.

A person approaches a change situation with some feeling of threat to his past performance or to his ego, or to another aspect of his personal security. It is desirable for such a change effort to take into account as many as possible of the factors in the personal security of the individual. These can be shown on a change model so as to be understood by both the change agent and the individual.

When there is a lack of respect and trust in the initiator.

When those being exposed to an attempted change view the initiator as someone they dislike or mistrust, a lack of acceptance and enthusiasm for the change will quickly become evident.

When there is satisfaction for the status quo.

When an individual, group, or organization is satisfied with the present state of affairs, it is more likely to resist change. It's only human to take the attitude, "Why upset the apple cart?" Individuals and organizations that are satisfied with their present performance are the least likely to initiate or endorse steps leading to a renewal process.

Taken from: Visualizing Change: Model Building and the Change Process, by Gordon L. Lippitt. University Associates, 1973.

# DEALING POSITIVELY WITH RESISTANCE

## Two Basic Assumptions

1. Resistance is.
2. Resistance needs to be honored

## Steps to Positively Approaching Resistance

### Surfacing The Resistance

1. Make the expression of resistance as "safe" as possible.
2. Ask for it all.

### Honoring The Resistance

1. Listen.
2. Acknowledge the resistance.
3. Reinforce the notion that it is permissible to resist.

### Exploring The Resistance

1. Distinguish authentic resistance from pseudo resistance.
2. Probe the resistance.

### Rechecking

# What I Need To Succeed

I need to:

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