

# Background of Transformational Leadership

Transformational Leaders are often charismatic, but are not as narcissistic as pure Charismatic Leaders, who succeed through a belief in themselves rather than a belief in others. Whilst the Transformational Leader seeks overtly to transform the organization, there is also a tacit promise to followers that they also will be transformed in some way, perhaps to be more like this amazing leader. In some respects, then, the followers are the product of the transformation.

One of the traps of Transformational Leadership is that passion and confidence can easily be mistaken for truth and reality. Whilst it is true that great things have been achieved through enthusiastic leadership, it is also true that many passionate people have led the charge right over the cliff and into a bottomless chasm. Just because someone believes they are right, it does not mean they are right.

Paradoxically, the energy that gets people going can also cause them to give up. Transformational Leaders often have large amounts of enthusiasm which, if relentlessly applied, can wear out their followers.

Transformational Leaders also tend to see the big picture, but not the details, where the devil often lurks. If they do not have people to take care of this level of information, then they are usually doomed to fail. Transformational Leaders, by definition, seek to transform. When the organization does not need transforming and people are happy as they are, then such a leader will be frustrated. Like wartime leaders, however, given the right situation they come into their own and can be personally responsible for saving entire companies. CMA profession is growing and becoming as an emerging profession in Bangladesh and with the practice of transformational leadership in the CMA profession, the professionals could move and contribute to prosperous Bangladesh in the days ahead.

Mr. John Dalton will provide very practical and implementable ways to develop our innate leadership qualities. Using examples from his long career as project director and entrepreneur, he will discuss how values-based "following" prepares young leaders to be future transformational leaders.



Practicing  
Transformational Leadership  
at Workplace



## Brief Profile:

John Dalton is an international management consultant and a seasoned professional strategist, project leader, team builder and motivational trainer who has worked to improve development outcomes across the most challenging areas in Africa, Middle East and Asia. His understanding of “what works” has been developed through four career pathways: 1) Senior government official responsible for guiding decentralization in a large US State Government and building capacity of cities and other local governments; 2) Entrepreneur and business owner providing systems and management solutions to numerous US State Government economic development agencies; 3) Management consultant with two prestigious US advisory services companies, KPMG and PwC; and 4) International public finance and management consultant in over twenty five countries with direct services to such organizations as the Office of the President of Liberia, the Anti-Corruption Commission in Zambia, the Prime Minister of Zimbabwe and the Office of Budget and Management in the Philippines. In Bangladesh, he was the Director of a development project to build capacity of USAID’s implementing partners.

Practicing  
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at Workplace

## Training Program on Practicing Transformational Leadership at Workplace

- Venue** : ICMAB Ruhul Quddus Auditorium  
ICMA Bhaban, Nilkhet, Dhaka.
- Date** : March 29, 2016
- 06.30 p.m. : Registration & Assembly of Participants.
- 06.55 p.m. : Guests to take their seat.
- 07.00 p.m. : Arrival of the Chief Guest and Resource Person.
- 07.05 p.m. : Handover of flower Bouquet to  
the Chief Guest and Resource Person.
- 07.10 p.m. : Recitation from the Holy Qur'an.
- 07.20 p.m. : Welcome address by  
**Mr. Mohammed Salim FCMA**  
Chairman, Training Committee, ICMAB.
- 07.35 p.m. : Address by  
**Mr. Arif Khan FCMA**  
President, ICMAB
- 07.50 p.m. : Presentation of paper on  
"Practicing Transformational Leadership at Workplace"  
by the Key Note Speaker **Mr. John Dalton**
- 08.20 p.m. : Floor Discussion.
- 08.30 p.m. : Address by the Chief Guest.
- 08.45 p.m. : Handover of Crest and Gift to  
the Chief Guest and Resource Person.
- 08.50 p.m. : Vote of thanks by  
**Mr. Md. Abdur Rahman Khan FCMA**  
Secretary, ICMAB
- 09.00 p.m. : Refreshment

# **PRACTICING “TRANSFORMATIONAL LEADERSHIP” IN THE WORKPLACE**

**Lessons from the Real World**

**John Dalton,**

**Dhaka, March 29, 2016**

# TRANSFORMATIONAL LEADERSHIP

- ▶ Leadership is the quality of assuming responsibility on behalf of others for the success – or failure – of an endeavor where the objective is clear but the pathway to its achievement is not defined.
- ▶ Transformational leadership is the quality of committing oneself to enabling others to grow into their full potential, and to establish with each of them a caring relationship based on trust and respect, while engaged in this endeavor.

# TRANSFORMATIONAL LEADERSHIP

## ▶ Evolution of Leadership Theory

- ▶ The Great Man

- ▶ The Man Born to Lead

- ▶ The Charismatic Leader

- ▶ **Transactional Leadership** (1930's.....up to 1978)

- ▶ This is the first time that the “followers” of the leaders are included in the definition of leadership but the means of motivating followers was some kind of payment or promise. Give and take.... Pay for work...quid pro quo.. the transactional leader would find the right button

# TRANSFORMATIONAL LEADERSHIP

- ▶ But all of the early leadership models had one very important factor in common.
- ▶ There was a clear dividing line between the leader – the boss – and others “beneath” him (or rarely her)

# BEFORE TRANSFORMATIONAL LEADERSHIP



Leader

Followers



# TRANSFORMATIONAL LEADERSHIP

- ▶ **Transformational Leadership** was identified as a distinct type of leadership in 1978 and it introduced the principle that a transformational leader could inspire followers to join in a collaborative venture based on trust, respect, and integrity in which the only promise – the only transaction - was that the followers would be transformed through the journey toward the stated goal.

# TRANSFORMATIONAL LEADERSHIP



Leader  
And  
Followers

# TRANSFORMATIONAL LEADERSHIP

- ▶ I NEED 4 VOLUNTEERS... I'M GOING TO DEMONSTRATE THIS DIFFERENCE IN A 3 MINUTE EXERCISE.

# TRANSFORMATIONAL LEADERSHIP

- ▶ How many of you have had the opportunity (or maybe the challenge) of working with a transformational leader?
- ▶ Research by IUBAT shows that such leaders exist in Bangladesh, but there are gaps:
  - ▶ How would you respond if I asked:
    - ▶ “Are suggestions from ALL levels in your organization reviewed”?
    - ▶ Does your boss take your suggestions for solving problems:?
    - ▶ Is it true that you are discouraged because your suggestions were ignored”?

# TRANSFORMATIONAL LEADERSHIP

## ▶ ON A POSITIVE NOTE:

- ▶ Bangladeshi leaders are appreciated by 70 % of their employees
- ▶ Young Bangladeshi leaders, specifically, are seen as supportive and encouraging by 78% of their employees
- ▶ 54% of employees have had some innovative idea recognized and applied by Bangladeshi leaders
- ▶ The seeds of transformational leadership are there...

# TRANSFORMATIONAL LEADERSHIP

- ▶ A commitment to transformation as a leadership style changes the fundamental role of the leader.... When acting as the transformational leader s/he is both a **SERVANT** and a **SHIELD**.
  - ▶ **Servant**...because the leader acts on behalf of a team of colleagues;
  - ▶ **Shield** ....because the leader protects them from external pressure and criticism directed at individuals or groups on his team and s/he absorbs the blow on their behalf while the group gains confidence.

# TRANSFORMATIONAL LEADERSHIP

- ▶ **Bangladesh Case**
- ▶ I had the opportunity to **practice transformational leadership in the work place** when I was asked to take over a failing development project: “Accelerating Capacity for Monitoring and Evaluation” (ACME)
- ▶ When I took over in March 2015, ACME was a troubled project...1 year after startup...there were no tangible results; poor/non-existent leadership, an unhappy client and bad “mojo”
- ▶ I could choose to “crack the whip”, clean house” “right the ship”...all of these wonderful metaphors...but I realized that the seeds of change were there in the individuals themselves and it was my responsibility to engage them in a process where I myself would be transformed.

# TRANSFORMATIONAL LEADERSHIP

- ▶ Let me be clear: although I have the capacity to practice transformational leader techniques when “transformation” is the key to success.... my usual approach is to find what will work with my team and adapt to them.
- ▶ I was convinced that a transformational leadership style at the ACME workplace was necessary and so I set out...with the help of certain people who shall remain nameless...like Muni...to transform ACME.
- ▶ Here are some of the things we did:



# TRANSFORMATIONAL LEADERSHIP

- ▶ 1. **CORE VALUES** were developed collaboratively
- ▶ 2. An aspirational **VISION** was adopted
- ▶ 3. A service oriented **MISSION** statement was confirmed
- ▶ 4. **CUSTOMER SERVICE STANDARDS** were drafted
- ▶ 5. An **ORGANIZATIONAL STRUCTURE** was put in place.
- ▶ 6. **QUARTERLY REPORTS** were assigned on a rotation basis
- ▶ 7. An **ACCELERATED 4 MONTH ACTION PLAN** was prepared to catch up and meet deliverables.

# TRANSFORMATIONAL LEADERSHIP

## ▶ DID IT WORK?

▶ Some good; some not so good

▶ **Lesson 1:** “You can’t be a “transformed” island in a sea of mediocrity”. Buy in is essential. The client loved it...the company is still in the Dark Ages.

▶ **Lesson 2:** Each individual is transformed at his/her own pace... Change is difficult and different.

▶ **Lesson 3:** Practicing transformational leadership in the workplace is very time-consuming and may result in passive transformation among members of the team.... Let the leader do it. 15

# TRANSFORMATIONAL LEADERSHIP

- ▶ **HOW CAN YOU PRACTICE TRANSFORMATIONAL LEADERSHIP?**
  - ▶ As young finance professionals you have the skills. But what can you do to prepare yourself to be leaders?
    - ▶ Mentor young staff that are studied to take the exam
    - ▶ Develop aspiration goals for your unit that support the companies mission...faster, more accurate (6 sigma), more descriptive
    - ▶ Convene meetings of similar young professionals and start a network to accomplish YL CSR tasks
    - ▶ Learn about integrity and other principles of your career
    - ▶ Others....??????

# TRANSFORMATIONAL LEADERSHIP

- ▶ To the President and Board, please let me express my deep appreciation for the opportunity to meet with here tonight and to present some ideas about **transformational leadership in the workplace.**

THANK YOU