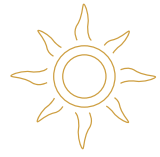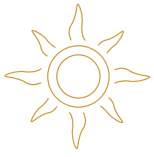# PILLARS OF TRANSFORMATIONAL LEADERSHIP

Uniting a mission and vision

A transformational leader must unite a mission and vision that is **inspirational** and gives a **purpose** to those involved. Though they will lead this, it is important that everyone involved co-creates these ideas, as it is important that there is authentic buy in from all that are influenced by the culture.

*"If all members of a school are involved in shaping the change strategy, they are far more likely to be **emotionally** invested in it and committed to ensuring it succeeds. If they can see, in part of the process, the idea that their table group came up with, they are more like to **invest** emotionally in the change."*

Inviting Innovation, Mark Osborne, p. 6

Forming authentic relationships

A transformational leader **connect** with each individual. They should understand their strengths, weaknesses and fears. The **authenticity** of these relationships will allow for continued evolution of the individual and of the team. Leaders should provide opportunities for others to understand themselves, such as Myers Briggs and Compass Leadership Styles. Then build groups that allow for diversity in thought while showcasing the **strengths** that everyone brings to the table. .

*""In the Leadership Compass or the Four-Fold Way, the four directions are described as warrior (north), healer (south), teacher (west), and visionary (east). All directions have profound strengths and potential weaknesses, and every person is seen as capable of **growing** in each direction. Each person can learn the gifts associated with each direction -- through practice and **self-awareness**."*

Kristen Barker, President and Co-Founder of the Cincinnati Union Co-op Initiative
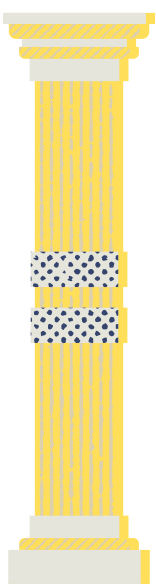
Be in the trenches

Modeling the behaviors you want to see is a powerful way to bring about change. Beyond that, as a transformational leader, you should be willing to get your hands dirty. You should do what is needed and never let your understanding of the day to day challenges that your team faces. Cover classes, take out the trash, and do so with an open heart.

*""I love the opportunity to be back in the classroom and I do it every chance that I get. It helps keep me **empathetic** about my teachers and the students too. It's so important to get out of the office. "*

Clary Carleton, Principal, Open High School

## Be willing to challenge the process

Think **creatively** and strive for more than the status quo. Show that you are willing to take risks and experiment. Be unafraid to fail and then **learn** from those failures. Be **transparent** in what ways you want to move forward. Use data to support positive change. Be willing to stand up for others and for the mission and vision of your school. Show **courage** and encourage others to be courageous..

*"**Real** leadership isn't about winning a popularity contest. It's about doing important work on behalf of others. And because there are always going to be differences of opinion and limited resources, you're probably not going to make much **progress** on that important work if you can't stand the thought of upsetting some people some of the **time**."*

James R. Detert, Harvard Business Review, 2022
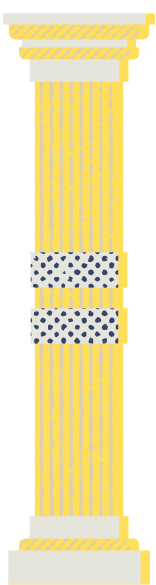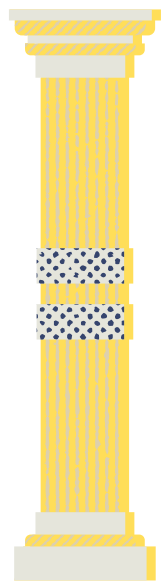
Build and sustain trust

Providing psychological safety is an absolute necessity for any leader. In doing this, as a transformational leader, you must create a supportive environment, in which you truly appreciate **diversity** of opinion, show openness for new ideas, and reflect on best practices. If this is done consistently, and led with **love,** you will create a team in which everyone feels valued and trusted.

*""**Psychological safety**. To learn, employees cannot fear being belittled or marginalized when they disagree with peers or authority figures, ask naïve questions, own up to mistakes, or present a minority **viewpoint**. In-stead, they must be comfortable expressing their thoughts about the work at hand."*

David A. Garvin, Amy C. Edmondson, and Francesca Gino, Harvard Business Review