

Transformational Leadership for Turbulent Times

Overview

County governments face daunting challenges. In areas such as improving education, fostering economic development, ensuring public health and safety, and rebuilding infrastructure, these challenges involve citizens and interest groups who don't always agree on what to do or how to do it. In this environment, good management is not enough. Transformative leadership – the ability to unite others around a common purpose – is essential.

In this workshop, we will explore what it takes to lead in such turbulent times. One of our guides will be George C. Marshall, a man too little known to contemporary Americans but who was a giant in his own, turbulent time. Called the “organizer of victory” by Winston Churchill in World War II, Marshall took a rag-tag army and turned it into the world's greatest fighting force. At war's end, as Secretary of State, he created the Marshall Plan for the reconstruction of Europe, for which he won the Nobel Peace Prize. Marshall transformed institutions and societies. Yet he did not do so alone. Collaboration rather than conflict and partnering rather than positional power were his chief tools. The force of his character not just the fact of his skills made this possible.

We'll also draw on other leaders, historical and contemporary, for the lessons they offer us. Our focus, however, will be not just on learning from example but on applying that learning to the challenges you face today.

Learning Objectives

By the end of this workshop, you will have:

1. Defined transformative leadership and distinguished it from management;
2. Identified the skills and character traits of transformative leaders;
3. Prepared a stakeholder map for a change effort you wish to lead;
4. Identified major techniques to use in fostering change;
5. Identified the value of co-leadership in your efforts to transform an organization;
6. Assessed a current leader/co-leader relationship in your work setting; and
7. Identified the four types of social power and evaluated your strengths and developmental opportunities related to them.

Workshop Approach

This will be an interactive session. We'll use video clips, case studies, a self-assessment, small learning teams and larger group discussion to explore the nature of transformative leadership. Handout materials, supplementary short readings, and two books on leadership will be provided. Participants will be asked to pre-read a short case study in preparation for the workshop.

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Agenda

Morning Session

9:45 am – noon

- Welcome and Overview of the Day
- Introductions of Participants
- Transformative Leadership: Nelson Mandela Forges a Nation
 - Video Clip and Partner Discussion
 - Presentation: A Model for Transformational Leadership
- Fostering Transformative Change: George Marshall and the Marshall Plan
 - Class Analysis of the Marshall Plan Speech
 - Presentation/Discussion: The Skills and Character Traits of a Transformational Leader
 - Presentation/Practice in Doing Stakeholder Analysis
 - Individual Analysis
 - Coaching Partner Discussion
 - Presentation: Leading Change - Lessons from Experience

Afternoon Session

2-4 pm

- Introduction and Overview of Afternoon Session
- Presentation: Co-leadership Defined
- George C. Marshall as a Co-leader
- Case Study: Marshall Challenges Roosevelt
 - Coaching Partner Discussion
 - Class Discussion
- Presentation/Discussion of Power Partnership Model
- Current Power Partnership Assessment
 - Self-Evaluation
 - Coaching Partner Discussion
- The Role of Social Power in Power Partnerships
 - Personal Assessment
 - Coaching Partner Discussion
 - Class Processing
- Closing and Final Comments