

Phase 2 Individual Project
Transformational Leadership Style
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Leadership Theory and Development
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Introduction

For this assignment I will choose the theory of transformational leadership style. The transformational leadership style can be defined as a leadership style that transforms an entity or organization completely by improving its appearance and/or usefulness through proven or unproved techniques or processes. “Transformational leadership is a leadership style that leads to positive changes in those who follow. These leaders are described as passionate and enthusiastic.” (Cherry, 2014).

A Personal Example of Transactional Leadership Style

On one particular occasion I was put in a leadership role to transform a group of Cybersecurity professionals who were tasked to create a unique security protocol for an Air Force system. The system had to connect to several security domains (all of different classification levels). This had never been done before (circa. 2008). To achieve this new and exclusive security protocol, the team of highly professional Cybersecurity contractors had to interface with a remote command structure (Peterson AFB, CO. and Vandenberg AFB, CA.) The logistics alone seemed insurmountable, so we thought.

The transformation part was daunting to say the least. Every Cybersecurity professional on the team had his or her reason for being there. I understood that from the beginning. Cybersecurity people on the whole are members of a very select group of professionals, highly trained, accustomed to working on their own, intelligent and unfortunately “hard-headed” . Each thought that they had the right way of developing the security protocol for the project.

So my task was to create a common ground to work from. I asked each member of the team to put aside their individual thoughts and reasons for why they wanted to lead. I was authorized to eliminate anyone that I felt was not contributing to the project. Fortunately there

was little other work available to the members of the team, that worked in my favor. I announced that we each had a goal to achieve, somewhat unachievable to some, and achievable to others. I placed the most qualified in charge of selecting the part of the project that they were interested in (documentation, testing, and fielding the system). This proved very helpful in providing a strict timeline, I gave each group the autonomy to choose their own supervisor who was held responsible for the efforts of each group. This allowed them to be very creative within the constraints of the project's time line. Leadership can influence management reforms (Moynihan, Pandey, & Wright, 2012).

The final result of the project was that we as a team, with well defined leaderships (Klein, et al., 2011), was transformed from an arguing and prideful group, to cohesive one goal seeking team. Each person in fact transformed themselves in a new dynamic group ready to accept the next challenge. I had the privilege of working with them on several other projects that were successful to the Air Force.

Chuang, Judge, & Liaw, (2012). Pointed out in their study "...social interactions serve as a channel through which transformational leaders can help ease the negative feelings and promote the positive feelings...". There were some negative feelings with some of the members of the team, asking among themselves; "why wasn't I put in charge". In order to overcome this negative feeling, I persuaded that I had just as much to learn from being the team lead as I would as just member of the team. We can all learn together, and observing me as a transformational leader, they too can learn.

Summary

When working with other people on a professional level, it is important to remember that encouragement and autonomy are key resources of a transformational leader. It does not have to

be a complete company or enterprise event that brings forth a transformational leader, but at times it is the small groups that need a transformational leader to develop and create a cohesive and responsive groups within groups.

Assignment Questions

Why is this theory important to your personal and professional leadership development?

This theory is important to my personal and professional leadership development because compassion for fellow professionals can go a long way in solving complex security issues. It allows team members to focus on the problem and not personalities.

How will you apply this theory in your daily life?

In order to transform or completely change a team there needs to be a transformational leader in some respects. Not all the time though, in the case of transactional leadership, at times the task should be accomplished with little supervision. I apply the theory of transformational leadership only when I determine from observation that it is needed. I also take the advice of several leadership mentors in order to learn myself.

References

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