

**OBTC 2016 at Walsh University**

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1. Title, Abstract & Keywords

*Learning How to be a Transformational Leader through a Skill-Building, Role-Play Exercise*

Transformational leadership is a universal ideal leadership style. Research has shown that transformational leadership is more effective and satisfying than transactional leadership style. However, in practice, managers often resort to transactional style of leadership. Thus, it is important to provide students an opportunity to practice transformational leadership style.

Key-words: Transformational leadership, skill-development exercise, role-play, motivate

1. Format

X Activity or exercise

Roundtable discussion (60 minute only)

General discussion session

Across cultures when people think about ideal leaders, they tend to describe the characteristics of a transformational leadership.

2a) For activities and exercises only, is yours best suited for

X A traditional classroom

An online class

Either

2b) For activities and exercises only, is yours best suited for

Undergraduate students

Graduate students

X Either

1. Time Requested:

30 Minutes

X 60 Minutes (*Roundtables must select 60 minutes*)

90 Minutes

1. Planning Details:

*Each room contains a white board with markers, computer (PC) with DVD capability and computer projector. Does your session require any other equipment?*

A room with a flexible seating arrangement. Participants will first work in two small groups. Next, individuals from each group will pair up with each other to do the role-play.

1. Teaching Implications:

*What is the contribution of your session to management pedagogy/andragogy? Specifically, please include your learning objectives, and describe what management and/or teaching topics are relevant to your session, and why. Also, include theoretical, disciplinary, or theoretical foundations that will help reviewers understand how your ideas fit within the broader field of management.*

This session will provide an interactive way to teach students how to be transformational leaders. We will share a skill-building activity that has been successfully used in the classroom for several years to expose students to transformational leadership style. Transformational leaders influence their followers by instilling in them a sense of purpose, providing them a vision, and then motivating them to achieve these lofty goals through idealized influence ([Bass, 1990](#_ENREF_1); [Hoffman, Bynum, Piccolo, & Sutton, 2011](#_ENREF_3)). Researchers have identified the following four distinct dimensions of transformational leadership (commonly referred to as 4Is): Idealized influence, Inspirational appeal, Intellectual stimulation and Individualized consideration ([Bass, 1997](#_ENREF_2)). Idealized influence results from a leader’s idealized behaviors and attributes that create emotional appeal for the leader. Inspirational motivation stems from a leader’s ability to communicate high expectations and instill a strong sense of purpose in an emotionally appealing way. Often leaders achieve this by using symbols and imagery in their communication. Intellectual stimulation refers to a leader’s ability to persuade followers to see problems differently through logical arguments. Finally, individualized consideration refers to a leader’s personal attention to and support for each follower’s unique needs.

Transformational leadership is often contrasted with transactional leadership. Transactional leadership focuses on exchange of resources, where leaders provide followers something they want in exchange for what the leader wants ([Judge & Piccolo, 2004](#_ENREF_4)). Research has shown that across the globe, people describe an ideal leader in terms of a transformational leader ([Bass, 1997](#_ENREF_2)). In addition, transformational leadership results in higher follower satisfaction and is more effective ([Judge & Piccolo, 2004](#_ENREF_4)). However, transactional leadership style is more common in organizations ([Liu, Liu, & Zeng, 2011](#_ENREF_5)). This creates a gap between what people idealize and what they actually encounter in organizations. One way to bridge this gap is by training future managers to be transformational leaders.

1. Session Description and Plan:

*What will you actually do in this session? If appropriate, please include a timeline estimating the activities will you facilitate: how long will they take, and how will participants be involved? Please remember that reviewers will be evaluating how well the time request matches the activities you’d like to do, and the extent you can reasonably accomplish the session’s goals. Reviewers will also be looking for how you are engaging the participants in the session.*

|  |  |
| --- | --- |
| Welcome and introduction | 5 min. |
| Hand out and discuss the format of the skill-building exercise (Exhibits 1) | 10 min |
| Participants are divided in two groups to practice and discuss the role-play. | 10 min |
| Participants work in pairs to conduct the role-play. | 15 min |
| Small group discussion of how the role-play exercise might be applied in various classroom settings. | 15 min |
| Debrief participant takeaways. | 5 min |
| Total time | 60 min |

1. Application to Conference theme:

How does your session fit with the overall OBTC theme of *United in Service*?

This skill-building activity provides students an opportunity to first work in smaller groups to strategize how to be a transformational leader. This group work provides students a safe environment to learn from each other how to approach the actual role-play. This creates a climate where students unite and serve each other to fulfill a common goal of learning to be a transformational leader. The subsequent role-play tends to be of higher quality than the case where students engage in the role-play without a prior group discussion.

In addition, the topic of transformational leader is central to the concept of service as it enables people to come together in achieving transcendental goals that rise above the short-term, self-centered goals.

1. Unique Contribution to OBTC:

*Have you presented the work in this proposal before? If so, how will it be different? Is this proposal under current review somewhere else? If so, please explain. How will your proposal be different for the OBTC conference?*

These ideas have not been presented elsewhere. This is an original proposal.

**References**

Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. Organizational dynamics, 18(3), 19-31.

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Hoffman, B. J., Bynum, B. H., Piccolo, R. F., & Sutton, A. W. (2011). Person-organization value congruence: How transformational leaders influence work group effectiveness Academy of Management Journal, 54(4), 779-796.

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755-768.

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**Exhibit 1**

**Handout for Student A:**

***Motivate to aim higher***

Assume you are a CEO of a medium-sized company. Your objective is to motivate an employee (John/Linda). John is a Finance manager with your company. He has been around with the company for last ten years. He is a trustworthy and a hardworking individual. He also is competent in his field. He is respected by his colleagues for his integrity, competence and benevolent nature.

The head of internal auditing and quality control has resigned. You need a diligent and a trustworthy individual at this key position. It is important for this person to be trusted and respected by others. It is essential to have a person at this position with whom people are willing to cooperate. Your senior management team believes that John fits the bill perfectly. You had asked the Head of Finance to communicate to John the senior management’s interest. However, you have learned that John has declined the offer. It appears that John is not interested in assuming the difficult role of a department head. Moreover, he is afraid that switching to a new functional area will impact his expertise as a Finance professional. You are meeting with him in few hours to convince him to take on the challenge.

*<As a group, prepare your role for the CEO. Anticipate what John/Linda will say, and prepare your responses. You are going in the meeting with the idea to ignite the passion. You are a CEO and it is your job to inspire people to sometimes walk the difficult road for the greater good.*

*What combination of tactics you should use? Should you tempt him/her with more rewards- but you know money isn’t the best motivator. Should you act as a transformational leader -inspire, ingratiate, coach, motivate, and stimulate intellectually? Should you show consideration by offering support – address concerns? Would structuring the assignment help? Should you appeal to his/her loyalty? You certainly can’t fire him/her; s/he is one of the bests you have got? S/he is a good citizen and s/he values relationships. Also, if you manage to convince him, your credibility as a leader would increase. You would show that you have influence and that people respect you. Moreover, you see it as a challenge – your job is to inspire people to take on challenges. >*

**Exhibit 2**

**Handout for Student B:**

***John/Linda – I already said No***

You are a finance manager in a medium sized company. Last week your head of department informed you that the CEO of your company has recommended that you be appointed as a Head of Internal auditing and quality control. Although, you were flattered to hear this, you have declined the offer.

You enjoy your job as a Finance manager and want to grow in this field. You have a very good working relationship with the head of your department and your immediate boss. You like your colleagues and enjoy the sense of camaraderie in your department. In fact, it is the culture and friendliness of your department that has convinced you to stay in this company for the last ten years despite many lucrative job offers in the past. Money or status is not a good enough reason for you to move. You enjoy what you have, and you like the work-life balance the current job offers.

Money is not a big motivator for you. However, you understand that the new position also gives you more visibility. Nonetheless, you are apprehensive about wearing the difficult cap of on internal auditor. Internal auditing is a tough job. You know how difficult it was for the last Auditing head. She was competent and committed but had to deal with considerable stress. This opportunity has put you in a difficult situation. For you relationships are also important. Senior management is hoping that you will help them in this difficult time. You are a good citizen, and you have always worked for the good of the company.

Now you are meeting with the CEO in an hour. S/He wants to convince you to accept the position. You are trying to go in the meeting with open mind, but you are not entirely convinced that accepting the new position is the best thing for you to do.

*<As a group, prepare your role for John/Linda. Anticipate what the CEO will say, and prepare your responses. Keep in view the information provided above, and think about what can and can’t motivate John/Linda to accept the offer. Depending on how CEO approaches the meeting, you may or may not accept the offer. >*