

**Madison William Taylor**

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*Transformational Leadership*

An intriguing style of management is B.M. Bass's transformational leadership model. He examines guidance based upon how the leader affects followers. He believes a person with vision and passion will achieve great things. Transformational leadership occurs when a leader enters an organization and develops a plan for complete change. Bass states (Bass, 1985) for success leaders must get followers focus on the team first and realize their individual roles are significant. Also leaders must stimulate or satisfy what motivates followers into action. By doing this a healthy working relationship and environment is established.

Also Bass states (Bass, 1990) for effective transformation leaders must exhibit charisma. A reason for this is people follow enthusiastic leaders that are inspirational in their personal lives. Efficient leaders live their vision with unwavering commitment and perseverance through hard times. A true charismatic leader will never make excuses or blame others for mistakes. A change agent must first believe in his own plan and base its principles on exciting others. Then a leader must find the means necessary for getting followers on board with their plan. After gaining support leaders must not lose sight of the path towards completing their plan. Alternative strategies and ideas must be proactively prepared. As the road towards fulfillment continues leaders must openly communicate the team's progress for workers drive for success. Most importantly a leader must ceaselessly motivate the needs of their employees. Even if success is

obtained another level is always reachable. Importantly leaders are selling themselves along with their vision of a new and improved organization.

Most importantly (Bass, 1998) Bass states authentic leadership is entrenched in morality. A dynamic leader must exhibit above all things honest character. Personal beliefs must be the driving force behind transformational leadership. If an individual does not represent their own principles then followers will not respect their position. A direct result of quality character is ethical action. Unethical practices will destroy any organization. Maintaining ethics is a group's guide for consistent actions. Without upright people and procedures controlling an organization will not evolve but self destruct.

Bass's transformational leadership model has direct application into the world of secondary education. So many times new leaders come into school and try changing everything. However they neglect the most important factor in those decisions the faculty. Many new principals or superintendents have great ideas but without communicating with the faculty no one wants to follow them. Even after many principals enact their leadership plans no one ever learns about the effectiveness. The hard part about education is it's hard for educator to see results. Great principals find ways to show the progress of their schools and improvement of their employees.

Another obstacle leaders of educational institutions battle is lack of teacher motivation. As with everything in education this starts at the top. Many administrators do not do a great job of making teachers feel significant. Teachers simply begin going through the motions because only intrinsic rewards exist. Obviously teachers are paid for their jobs but hard work is not rewarded with more money. In other working situations

the more an individual does the more they get paid. In education teachers see people making the same amount of money and not working hard so it is human nature to follow suit. However it's still the responsibility of the teacher to do their job well so the administration cannot be solely blamed. Other than firing it would go along way if administrators made intentional efforts into encouraging teacher production.

A last application from Bass's ideas is the necessity of moral and ethical principles. Teachers are dynamic leaders of students just as administrator guide teachers. Unfortunately teachers are continuing violation of ethical codes. Throughout the United States reports of teachers sexual interaction with students is rampant. This is the type of destructive behavior that tears schools down.

The most direct application of Bass's theory to EDU 801 is in three ISLLC standards. (Board of Educational Standards, 2007) Standard 1 states *An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.* Key point in this standard is every student's success. Transformative leaders must develop visions supported by all stakeholders. The only way this occurs is from leaders participating in the consensus decision making process. By gaining the opinions of others leaders no group's voice is left out of planning.

ISLLC (Board of Educational Standards, 2007) standard 4 outlines *An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.* Transformative leaders within schools must respond to the needs of their communities. Through meeting these needs students as well as parents

will be more inspired in participating in the educational process. Through leaders facilitating resources they are enhancing student ability in achieving their potential. A final point this standard demonstrates is the leader is not acting alone. He is collaborating with others which is an essential element of Bass's leadership.

Standard 5 authorized by (Educational Standards Board, 2007) reads *an education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner*. As stated previous Bass places morality at the heart of all leadership practices. Without ethical educational practices a school as well as its inhabitants will be blown by the wind. Without authenticity no identity is established.

In conclusion transactional leadership puts the focus of changing organization in the proper place. This target area is the people not the leader or the resources. Employees make up the organization not the leaders. True and pure transactional leadership is centered on what leaders inspire those around them to accomplish not just what their achievements.

## Source Page

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