Transformational vs. Strengths-Based Leadership

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TRANSFORMATIONAL LEADERSHIP

• “The best leaders are those who inspire others to come together toward the achievement of higher aims”
  James MacGregor Burns

• Focus on organizational needs
• Identify with the mission
• Team approach
• New ideas
• New ways of looking at old problems
STRENGTH-BASED LEADERSHIP

“A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths -- and can call on the right strength at the right time. This explains why there is no definitive list of characteristics that describes all leaders." It also explains why the calm and quiet approach of Mahatma Gandhi was equally as effective as the domineering and confrontational style of Winston Churchill.

- Donald O. Clifton
Father Of Strengths Psychology
What Makes Up Strengths?

A strength is the ability to consistently produce a positive outcome through near-perfect performance in a specific task.
CHAR’S STRENGTHS

<table>
<thead>
<tr>
<th>Strength Theme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.</td>
</tr>
<tr>
<td>Maximizer</td>
<td>Focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.</td>
</tr>
<tr>
<td>Activator</td>
<td>Can make things happen by turning thoughts into action. They are often impatient.</td>
</tr>
<tr>
<td>Woo</td>
<td>Love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person.</td>
</tr>
<tr>
<td>Communication</td>
<td>Find it easy to put their thoughts into words. They are good conversationalists and presenters.</td>
</tr>
</tbody>
</table>
TRANSFORMATIONAL LEADERS IN DAILY LIFE

• Entrepreneurs
• Religious Leaders
• Politicians
• Coaches
• Parents
• Armed Services
TRANSFORMATIONAL LEADERS IN HISTORY

- Attila The Hun
- Jim Jones
- Adolph Hitler
- Abraham Lincoln
- Franklin D. Roosevelt
- Tony Blair
- Winston Churchill

- Bill Gates
- Steve Jobs
- Ray Kroc
- Walt Disney
- Jesus Christ
- Mohammed
FOUR DOMAINS OF LEADERSHIP STRENGTH

<table>
<thead>
<tr>
<th>Executing</th>
<th>Influencing</th>
<th>Relationship Building</th>
<th>Strategic Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achiever</td>
<td>Activator</td>
<td>Adaptability</td>
<td>Analytical</td>
</tr>
<tr>
<td>Arranger</td>
<td>Command</td>
<td>Developer</td>
<td>Context</td>
</tr>
<tr>
<td>Belief</td>
<td>Communication</td>
<td>Connectedness</td>
<td>Futuristic</td>
</tr>
<tr>
<td>Consistency</td>
<td>Competition</td>
<td>Empathy</td>
<td>Ideation</td>
</tr>
<tr>
<td>Deliberative</td>
<td>Maximize</td>
<td>Harmony</td>
<td>Input</td>
</tr>
<tr>
<td>Discipline</td>
<td>Self-assurance</td>
<td>Include</td>
<td>Intellection</td>
</tr>
<tr>
<td>Focus</td>
<td>Significance</td>
<td>Individualization</td>
<td>Leaner</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Woo</td>
<td>Positivity</td>
<td>Strategic</td>
</tr>
<tr>
<td>Restorative</td>
<td></td>
<td>Relator</td>
<td></td>
</tr>
</tbody>
</table>
## STRENGTHS-BASED LEADERS

<table>
<thead>
<tr>
<th>Domain</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executing</td>
<td>Wendy Kopp</td>
</tr>
<tr>
<td></td>
<td>Founder and CEO</td>
</tr>
<tr>
<td></td>
<td>Teach For America</td>
</tr>
<tr>
<td>Influencing</td>
<td>Simon Cooper</td>
</tr>
<tr>
<td></td>
<td>President</td>
</tr>
<tr>
<td></td>
<td>The Ritz-Carlton</td>
</tr>
<tr>
<td>Relationship Building</td>
<td>Mervyn Davies</td>
</tr>
<tr>
<td></td>
<td>Chairman</td>
</tr>
<tr>
<td></td>
<td>Standard Chartered Bank</td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td>Brad Anderson</td>
</tr>
<tr>
<td></td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>Best Buy</td>
</tr>
</tbody>
</table>
ELEMENTS & ATTRIBUTES

• Concern for followers
• Intellectual stimulation
• Vision/motivation
• Role Model
• Charisma
APPROACH

• Vision
• Marketing/Selling
• Establish Trust
• Involvement and Follow Through
KNOW WHEN TO HOLD ‘EM
AND WHEN TO FOLD ‘EM

• Know what you can change…
• And what you cannot change
• Aesop’s Fable of the Swan (Murray Johannsen)
DESIRABLE LEADER ATTRIBUTES

- Great communicator
- Visionary thinker
- Can get things done
- Follow through

“Of all the leaders we have studied, we have yet to find one who has world-class strength in all of these areas. Those who strive to be competent in all areas become the least effective leaders overall.”
APPROACH

• Invest in their strengths
• Surround themselves with the right people
• Maximize their team
• Understand their followers’ needs
FOLLOWERS’ FOUR BASIC NEEDS

• Trust
• Compassion
• Stability
• Hope
IN SUMMARY

• Many leadership styles
• Not mutually exclusive
• Don’t lead by imitation
• Continue your journey
QUESTIONS??
STRENGTHS RESOURCES

• Marcus Buckingham
  – Now, Discover Your Strengths
  – Go Put Your Strengths to Work

• Tom Rath
  – StrengthsFinder 2.0
  – Strengths Based Leadership

• www.strengthsfinder.com
TRANSFORMATIONAL RESOURCES

• B.M. Bass - *Improving Organizational Effectiveness Through Transformational Leadership*

• James McGregor Burns – *Leadership.*

• Murray Johannsen -
  http://www.legacee.com/index.html

• John Kotter – *Our Iceberg is Melting* (Changing Succeeding Under Any Conditions)