

EVANGEL
BY ANGELIQUE DU TOIT

Transformational
LEADERSHIP

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TRANSFORMATIONAL LEADERSHIP

*"Let the greatest among you become as the youngest,
and the leaders as one who serves."*

—Luke 22:26, ESV

All of life is essentially relationship driven. Leadership is relationship at its peak. Your life experiences have a greater potential to influence people than mere theory or academic knowledge. People love people who lead by example and not by directive and dictate only. A person in authority with positional power can demand that change takes place in an individual, either in their attitude or performance. The subordinate can comply either cheerfully or maliciously. The authoritative approach in leadership, however, never guarantees internal change—only compliance. A leader who has influence and personal power can effect substantial change in another person because there is no demand made, but rather a powerful invitation to embrace the opportunity to walk together and jointly make a positive contribution.

People love people who lead by example.

People feel empowered when they are invited to exercise their freedom of choice. The individual's levels of self-esteem, personal value and worth are elevated when they aren't autocratically forced into making changes, but are rather partnered in the progression of making internal changes that create successful external outcomes. Companies spend untold fortunes trying to raise leaders by equipping them with more information. Rather, if they approached leadership fundamentally as relationship building and mentoring, they would reap greater results in commitment, contributions made and increased productivity levels. Internal transformation is the key to having an external impact, as nothing really changes until an individual changes from the inside. Only then can they effectively influence their external environment. The challenge for leaders in any decade is that human beings are fallible and imperfect and they are continually impacted by life experiences. These experiences are then exhibited in a variety of ways on a daily

basis in the workplace. The fall-out of these experiences can be reflected as negativity, malicious compliance, absenteeism, lethargy and inefficiency. As a leader you can have the best intentions, the most profound experiences, the greatest knowledge, Harvard graduate leadership skills and powerful communication abilities, but in the end, the challenge is that you are dealing with people who will ultimately make their own decision whether or not they will follow you.

*The brilliant leader always brings their people
face to face with their potential.*

It has been my experience that people will follow a leader who cares, who understands that leadership is about relationship and not a title, and who will give them a sense of belonging and assistance when their world is falling apart. Every day one comes across highly talented people with the potential to make a valuable contribution, but the level to which that person rises will always be determined by themselves. You can have the utmost belief in a person's ability, but unless they take ownership of it for themselves, your belief in them will only assist to a point. The leadership challenge is to grow people from the inside out, helping them to see themselves as being able to make a valuable contribution, to reveal their potential and to give them an avenue to release that potential.

Some years back, the Dale Carnegie Institute conducted a research program with fifty CEOs who represented fifty Fortune 500 companies. Among the questions the CEOs were asked was what they believed their employees wanted to experience from their companies. Their comments were interesting; however, they only addressed the external requirements of the people. They believed their staff wanted good salaries, opportunities for promotion and job security. What was really interesting was that when they interviewed the managers and staff who reported to these CEOs, the results were somewhat different. The staff answered that they wanted verbal and experiential recognition for their work. The staff wanted and expected to have a sense of belonging—of being part of a family—and they wanted

to be recognized as people who faced some difficulties in life, not just people who had skills. Furthermore, they wanted sincere appreciation shown to them.

It is also interesting to note that the World Youth Organization recently conducted a survey among young adults entering the working world. The findings were that the organizations and type of leadership that would attract the emerging youth of today would be companies who would give them a purpose for going to work each day, something to believe in, and hope for the future. Perhaps if leaders took cognizance of the results of this type of research they would see increased levels of productivity and greater pride being taken in the workplace. Nobody wants to just do a job!

Being a leader is not an act but rather a lifestyle. The character of a leader is the beacon of light that draws people to them. A truly successful leader is one who attracts followers rather than pursues them. Character is what a person is when no one else is around and leadership has four foundational pillars: integrity, trust, honesty and wisdom/good judgement. Making wise choices cements the future of a leader because you produce after your own kind. What you sow is what you reap. An essential quality for leadership is credibility, not perfection. Who is following you? Who are you developing? How do they experience your leadership style?

*Management is doing things right.
Leadership is doing the right things.*

— Peter F. Drucker

Good leaders have the ability to bring out the very best in their people, inspiring them to do their tasks with excellence but at the same time helping them to fulfill their personal purpose. I believe that an organization can never over-invest in the personal development of its staff because people give meaning to the organization. An effective product without effective people to promote the product is a futile exercise. People who are being transformed at a personal level give impetus to productivity and boost the potential of any organization. As a leader, beware of limiting others because of your own limitations. It is imperative

that in order to strengthen your leadership, your life must constantly display self-development disciplines and personal management as the norm.

Women as Leaders

Marilyn Monroe said, “I don’t mind living in a man’s world as long as I can be a woman in it!” She was right. Women are being given opportunities that were once only afforded to men. Jealously guard your womanhood and do not be deceived by the lie that you need to become like a man to get the job done. With the current window of opportunity that is set wide before women, make it your aim to work at becoming wiser.

*Leadership by force cannot endure.
Leadership by influence leaves a legacy.*

– Author Unknown

Women were never designed to stride in the footsteps of men. You may need to negotiate around new situations that will arise from having two demanding careers in the household and children who have valid needs, but it is up to you to create an environment that is conducive to ensuring your career doesn’t tip the scales to the detriment of your relationships.

Women are at their most powerful, influential and successful when they are living out their most natural womanly traits. Women run the risk of wearing the labels of “impossible boss”, “more aggressive than her male counterpart”, “totally unapproachable and tough”, and “hard as nails!”

It is sad but true that many women, when afforded the opportunity to rise to a level of authority, believe they must shed their womanly behavior and take on masculine characteristics that were never intended for them in the first place. Being female is a matter of birth, but being a woman is a matter of choice! The power that is invested in your womanhood can be maximized in your position of leadership. You don’t need to trade roles to get the job done.

Any organization is not a complete organization without women. Women were never created to compete with men, but to complete them, and this works not only in personal relationships, but also in business relationships. Women have a variety of gifts, skills, talents, passions and services that can add value to an enterprise. Because women intuitively have insight into many situations, their decision-making processes may not always be as conventional as they are for men, but they are usually very accurate. Women bring the influence of spontaneity, because they usually consult with their hearts before they engage logic and reasoning. This adds a feminine touch to the male boardroom environment. Coupled with a woman's inherent care and compassion for people, empathy and a nurturing spirit, every organization benefits from the fact that women are essentially relationship-driven before they are task- and productivity-driven.

The balance within any enterprise with men and women leaders is a very delicate one. Both groups are needed for their individuality and their corporate synergy. Women are quickly emerging as a new breed of leadership and transformational leadership is more about lifestyle than it is purely about function. Being a significant force in your world of business does not require changing who you were created to be. You may have to shift some attitudes and approaches, but never at the cost of your womanhood. As many women are quickly emerging as leaders in the world, they need to guard their womanhood zealously. Women are at their most powerful, influential and successful when they are simply being the women they were created to be.

*Life-leadership before people leadership.
Relationship before function.*

Leadership is essentially designed to move people, ideas and organizations from one level to the next. What better way to lead than to build workable, trustworthy and dependable relationships with those whom you want to take to the next level? If we cannot relate to others, we certainly cannot lead them. Not relating to a group of people you are supposedly leading can quickly turn to autocratic rule,

which in turn breeds a rebellious culture within the organization.

On the contrary, leaders who lead through relationship building are inspiring, encouraging and facilitating of changes within an organization. This is powerful in the organization because people feel that they are respected, appreciated and are invited to make a contribution.

It has been noted in recent research that one of the major reasons why people move from organizations is because they no longer feel they can make a contribution, or that their contributions are not appreciated. The need for people to be able to make a contribution is clearly seen in many who have had successful careers and then suddenly retire. Often within two years or so, they find themselves in poor health or dying, because their sense of being able to make a valuable contribution has been removed, particularly if they have no other areas of interest in their lives.

Being an effective leader starts from within.

Somebody so wisely said, “Leadership by force cannot endure. Leadership by influence leaves a legacy.” Leadership is indeed a combination of character and strategy. If you have to choose one, choose character. Strategy can be learnt, but character can never be bought. It is generally known that Bill Gates believes in employing people for attitude above skill, because skill can always be learnt but a good attitude cannot be bought. The mark of good leadership is when you move from “me to we”, recognizing that your leadership is not about you alone, but is for others.

So what is the responsibility of the transformational leader? To lead another is to go in front or to guide. Because you are leading the way, be sure that you see things right before you attempt to set things right. Shift your perspective if need be. Challenging your perceptions about the people you are leading is all-important since you will be directing their actions and opinions. Leadership is really about pioneering, preparing the way and setting the course for others to follow. The characteristic of a good relational leader is one who knows their identity and is

confident in it. An insecure leader is ever in danger of feeling undermined and threatened, and constantly questions their own abilities. One result is that their management style is defensive, hostile and demanding.

Good leaders have unquestionable credibility and integrity, for they know that once trust has been broken, it is one of the most difficult things to restore. Trying to lead people who don't trust you is like pouring water through a sieve. It has no containing power. When you are trusted it becomes a greater platform for you to display your ability and competence. Trust inspires your team's support as you pioneer with fearlessness, perseverance and determination. Humility is one of the most vital characteristics that you can display and that people can experience. Humility opens the door for you to be teachable, to learn from those who are making a contribution, to love people and to maintain quality relationships. Arrogance has to do with position, while humility precedes true power and influence. Arrogance is about perverted authority that forces people into things. This manifests as employees who are usually maliciously compliant, resentful and disrespectful to the leader.

Strong, quiet confidence from a leader births influence that invites people to change and perform at a higher and more effective level. That is not to say that humble leaders are soft touches or pushovers, because that is not true leadership either. Because of their quiet confidence, humble approach and unquestionable character, they have the power to have honest, open and meaningful confrontation when necessary, creating a culture of trust, confidence and respect.

Humility precedes true power and influence.

Transformational leadership is an inside-out approach. It is relationship-focused versus function-focused. The relational leader always brings their people face to face with their potential, helping others see the big picture and not just be part thereof. Remember that as a leader you are always dealing with people who need someone to love, something to do and somewhere to look. There are many definitions of leadership. Everyone has a different opinion about what good

leadership is. It is hard to describe, but you certainly know it when you have had an experience with a brilliant leader. The transformational leader understands that leadership based on effective relationships is the leadership that is going to stand the test of time and leave the most powerful legacy. We cannot lead others when we cannot even lead ourselves. Being an effective leader starts from within. The making of a strong life leader is how that person responds to their own life's experiences—which can either shatter or strengthen them at a personal or professional level. Someone who has endured the trials of life and has overcome is well capable of leading a group of people and helping them to see themselves as better than they are. The compassionate leader is able to inspire others to rise up in more than their daily work, even in the outworking of their lives.

Leaders are the transformers of business, government, education, entertainment and society in general. To transform means to make dramatic changes and the transformational leader understands the need to move from “me” to “we”. This leader is not afraid to bring others along with them because they are secure in themselves and not threatened by the contributions made by others. True leaders give of their significance into the lives of others. They are done with the autocratic bullying and demanding that things get done or that people comply. Instead, they invite contribution, reasoning and dialogue. Leaders can truly only be powerful as they share their personal power with others.

The quotation by Jim Rohn emphasizes that relational leadership is anything but weak. True leaders will have to practice tough love on those who choose to resist or defy their leadership. Choose this day whom you will follow, because your leader is sure to lead you some place. Be sure it is the place you wish to be.

*The challenge of leadership is to be strong, but not rude;
be kind, but not weak; be bold, but not bully;
be thoughtful, but not lazy; be humble, but not timid;
be proud, but not arrogant; have humor, but without folly.*

— Jim Rohn



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INSPIRING HOPE THROUGH AUTHENTIC
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