



challenges, we believe there is hope for Africa and the other various regions of the world to overcome the specific challenges facing them and be transformed to a 'whole' and wholesome society, where each nation can produce and not prey on others.

6. Who?

Who are some of the transformational leaders? Contemporary leaders of this kind might include Nelson Mandela, Mahatma Gandhi, Dr. Martin Luther King, Jr., Sister Teresa, and Sir Winston Churchill. However, you do not have to be great or even famous to be a transformational leader at an influential if less recognized level. Below are some nuggets of transformative leadership practices from a variety of African leaders:

“Transformation begins with me. I have been delighted to see it work for example in human resource issues such as staff recruitment and ‘quick fixes’ that backfire.”

– **Teddy Kamfwa**
NGO Director in Zambia

“I have a better understanding of the term ‘Transformation.’ Transformation results from the interaction between cultural and biblical understanding of concepts. This facilitated my Community Transformation programme in twenty communities. After I delivered a talk, a Muslim leader, in one of the communities said, ‘Madam, thanks a lot, I am a Muslim and if this is the way the Christian message was presented, some of us would have advised ourselves long ago (to listen).’ I have learnt about how God is leading change and so my Community Transformation approach is following the same trend - spiritual, relational and material. Apart from impacting my personal life, I am glad to share that our

volunteers have been influenced greatly from this. A radio station granted me an interview with a chief who is the Vice President of the Central Regional House of Chiefs. He said that the Chieftaincy institution needs this kind of transformation and encouraged all the chiefs to embrace this programme.”

– **Janet Anyetey**
CEO, Chieftaincy and Community Transformation
Ghana

“This has brought about an awakening within my spirit to contribute to change for the better in Africa, starting with myself, my family, and then outward.”

– **David Wataba**
NGO-Chief Financial Officer in Uganda, graduate student at
International Leadership University-Harare

Have you seen transformation in your life and work? Please send us your stories of change. Let us work together to build transformational leaders of integrity in Africa for posterity and peace.



Welcome to the first edition of *Leaders Digest* written and published by International Leadership Foundation (ILF). ILF operates under the mission statement: “Building leaders of integrity to transform Africa.” Our methodology is truly transformational in nature. In this issue, we want to look at the word, ‘transformation’ and how it relates to leadership. We will start to explore not just the meaning but also the process of ‘transformational leadership’ and get a glimpse of just how powerful it is on a personal, national and global platform.

Transforming leadership becomes moral in that it raises the level of human conduct and ethical aspirations of both the leader and the followers, and thus has an overall transforming effect. This article considers a journalist’s approach to some basic questions a leader might ask.

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Transforming Leadership

Leading Change from the Inside Out

Let us start by standing alongside the mass of today's journalists such as basic questions as What? How? Why? Where? When? and Who? in order to get to the heart of the matter, how a leader can help transform the society in which they find themselves rather than frustratingly fill a position and maintain a status quo against their better judgment.

1. What?

What is "transformational leadership?" The dictionary defines 'transformation' as a change in composition, appearance, character or structure. The word for "transform" in the Greek language is "metamorphose." This is similar to the zoological term, "metamorphosis" that describes the complete change of character and appearance of a larva into a butterfly. Likewise, in geology, "metamorphic rock" means the process of altering and strengthening rock formations by extreme pressure and heat.

Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality (Burns, 1978). Transforming leadership becomes moral in that it raises the level of human conduct and ethical aspirations of both the leader and the followers, and thus has an overall transforming effect.

2. Why?

Why is the transformational approach to leadership needed? Over the centuries, leadership has gone through various stages of development. During the 19th century, the trait-form of leadership was the preferred method for leading. Leadership was ascribed and positions were given to family members. During the past fifty years, leadership studies have focused on leadership as an "exchange process," a transactional relationship which promises rewards to followers in exchange for performance. Now, leadership theorists are saying that leadership as a transaction must give way to a higher order of change starting from the inside out and emanating to others.

The new perspective on transformational leadership requires a new way of thinking and understanding. The old metaphor was one of a machine, of mechanisms that operated in a linear fashion with predictable outcomes. The new metaphor is one of a living organism that is extremely complex, unpredictable and interconnected with others (Apps, 1994). Each leader, just like each organism in nature, displays different styles and variations according to their individual uniqueness. Situations change, but godly principles and values remain constant. Although, leaders must continually sharpen their skills, the spiritual foundation, which forms the basis for change must not be overlooked. True growth and change can only be reached when one is transformed from the inside out. The transformative leader stands on the immutable claims of God, but is thus trained to diagnose varying situations and become sensitive and flexible to change.

3. How?

How does transformative leadership occur? Transforming leadership is the process of creating vision, shaping values and empowering people to bring about desired and positive change. Real transformation begins with the change of one's thoughts and then it permeates to a change of attitude and behavior. We are transformed by the renewing of our minds.

Researchers have identified three major opportunities for learning to lead: trial and error, observation, and education. Learning by trial and error involves learning from our mistakes and/or successes. Learning by observation involves watching the practices of an effective leader. The concept of mentoring and modeling the way can encourage a behavioral change in a protégé's life. Learning by education and formal training can improve one's chances of success. According to a study by a professional training group, "...people who are trained formally on the job have a 30% higher productivity rate after one year than people who are not formally trained."

4. Where?

Where do we change? First, we change in our thought patterns and then as a result of our changed assumptions, our behavior and actions become transformed. The various areas where transformation occurs are in our personal, relational, and professional lives. Specifically, as we change, we begin to see transformation not only in our lives and the lives of others, but also in our organizations and communities.

Transformational learning requires a mix of solitude and community. Both of these environments contribute to change. 'Solitude' in this context involves individual times of praying, journaling and formulating personal development plans. We need God's power to effect real change in our lives. Community involves times of interaction and coaching. Evaluative inquiry is cultivated where one is encouraged to receive feedback. Accepting constructive feedback requires courage on the receiving end. A climate of trust and acceptance is important and in many cases essential for honest dialogue which can then result in personal growth and development.

5. When?

When does transformation begin? There is a Zimbabwean proverb that says, "The pot, which produces good soup, will have to face a lot of heat." Transformation can begin by a metamorphic process caused by heat and pressure. A trigger event involving a disorienting dilemma is a critical first step in any transformation process (Mezirow, 2000). A study of 300 highly successful people in the past century revealed that 25% had handicaps and 75% had either been born in poverty, came from broken homes, or at least came from exceedingly tense or disturbed situations (Maxwell, 1993). Somehow these achievers overcame their problems. As a result of a trigger event, transformation usually occurs when leaders consider new ways of dealing with their situation, discover new methods of relating to people, and explore new approaches to inspiring, encouraging, challenging, and enabling others. Just as individual leaders can successfully overcome adverse