

TRANSFORMATIVE LEADERSHIP

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LEADERSHIP AND PARTNERING

▶ External Context

- Economy
- National Goals
- State Environment

▶ Policy

- Mandates to encourage partnerships
- Desire to create seamless education pathways
- Resource savings

DEFINITIONS

▶ Strategic Partnerships

- Identification of institutional goals
- Intentionality in selecting partners
- Alignment of partner values

▶ Traditional Partnerships

- Often initiated by individuals
- Not necessarily tied to institutional goals
- Happenstance

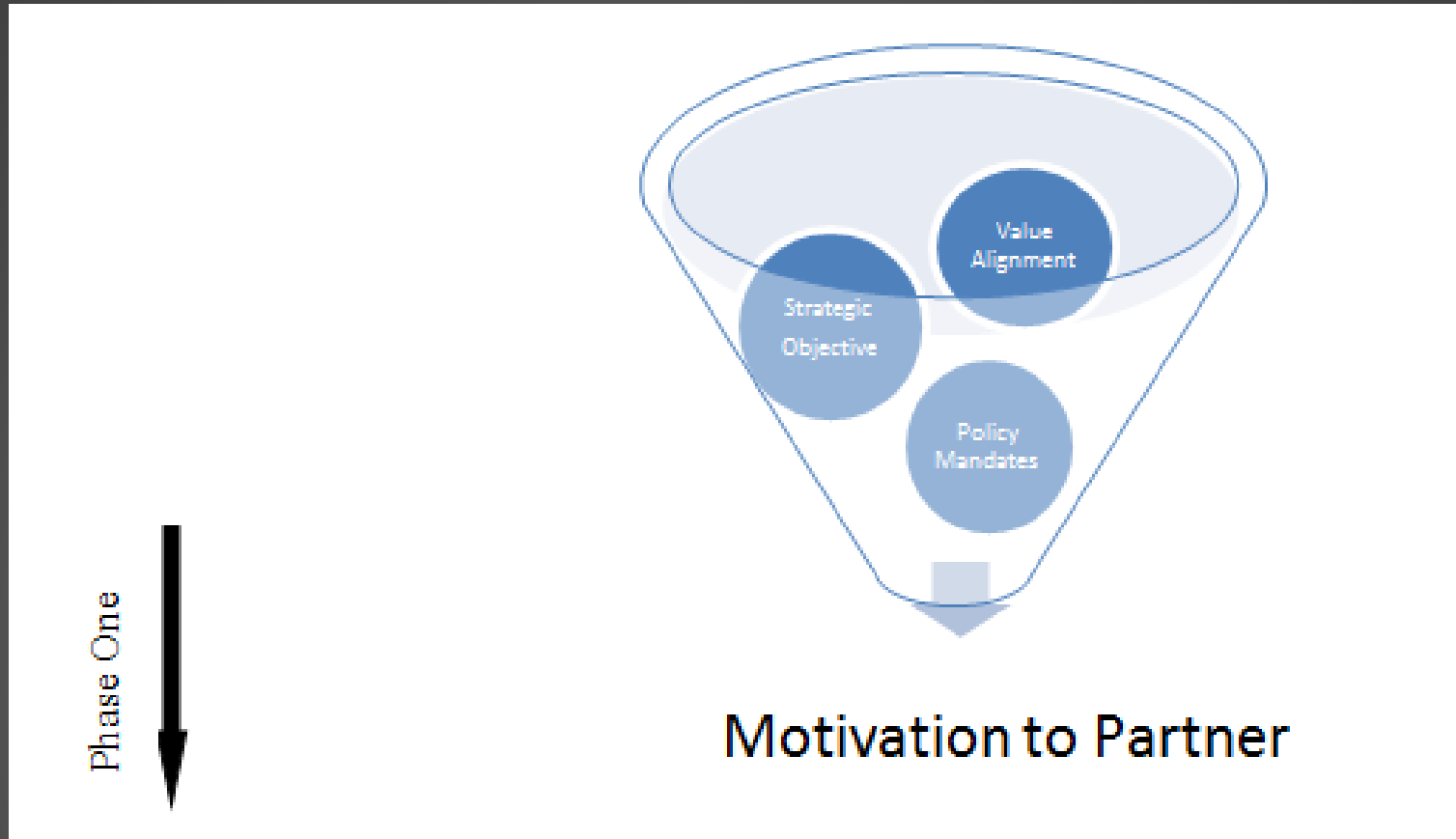
TRANSFORMATIONAL LEADERSHIP

- ▶ **Individualized Consideration** – connecting with follower needs
- ▶ **Intellectual Stimulation** –challenges assumptions, takes risks and solicits followers' ideas
- ▶ **Inspirational Motivation** – ability to inspire followers by presenting a clear vision—telling the story
- ▶ **Idealized Influence** – role model, operates from a position of moral purpose

Burns, J.M. (1978). *Leadership*. N.Y: Harper and Row.

Bass, B. M. (1985). *Leadership and Performance*. N.Y.: Free Press.

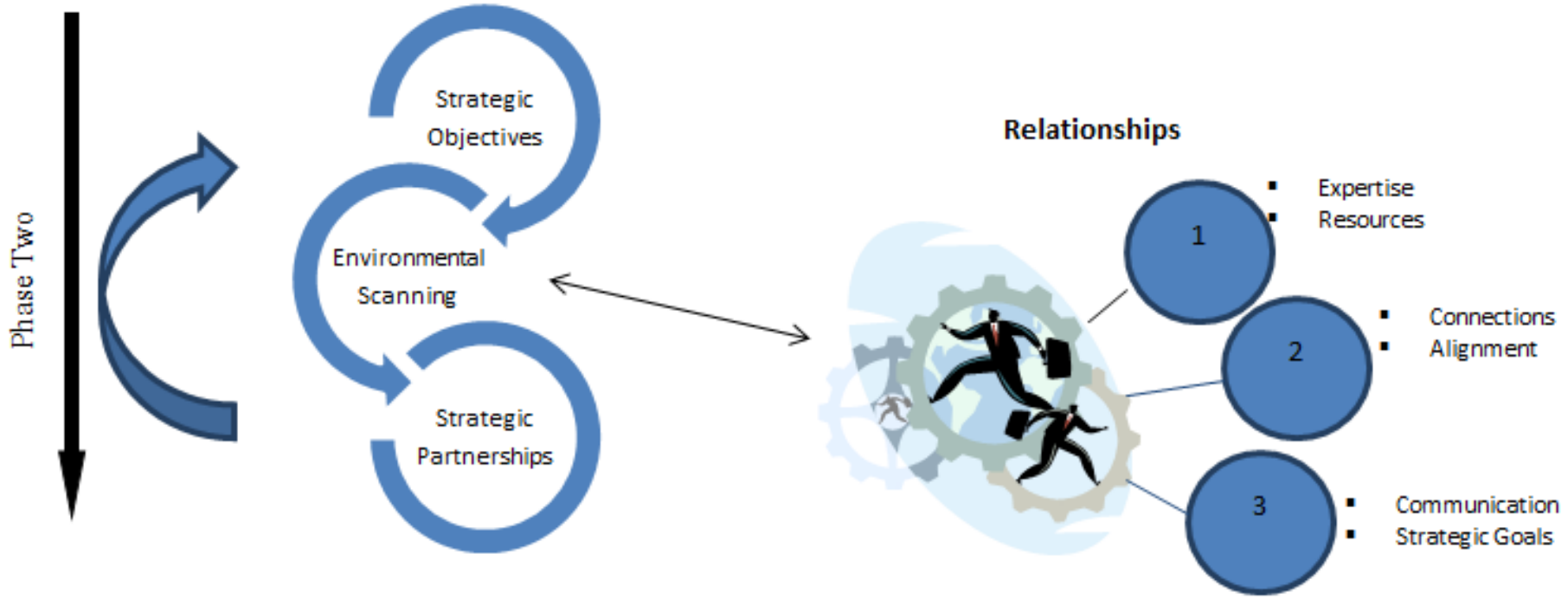
PARTNERSHIP MODEL-PHASE ONE



LEADING IN PHASE ONE

- ▶ Motivation
 - ▶ Connection with individual needs
 - ▶ Link to Strategic Plan/institutional mission
 - ▶ Social Capital
- ▶ Multiple levels
 - ▶ Internal stakeholders
 - ▶ Dancing with partners

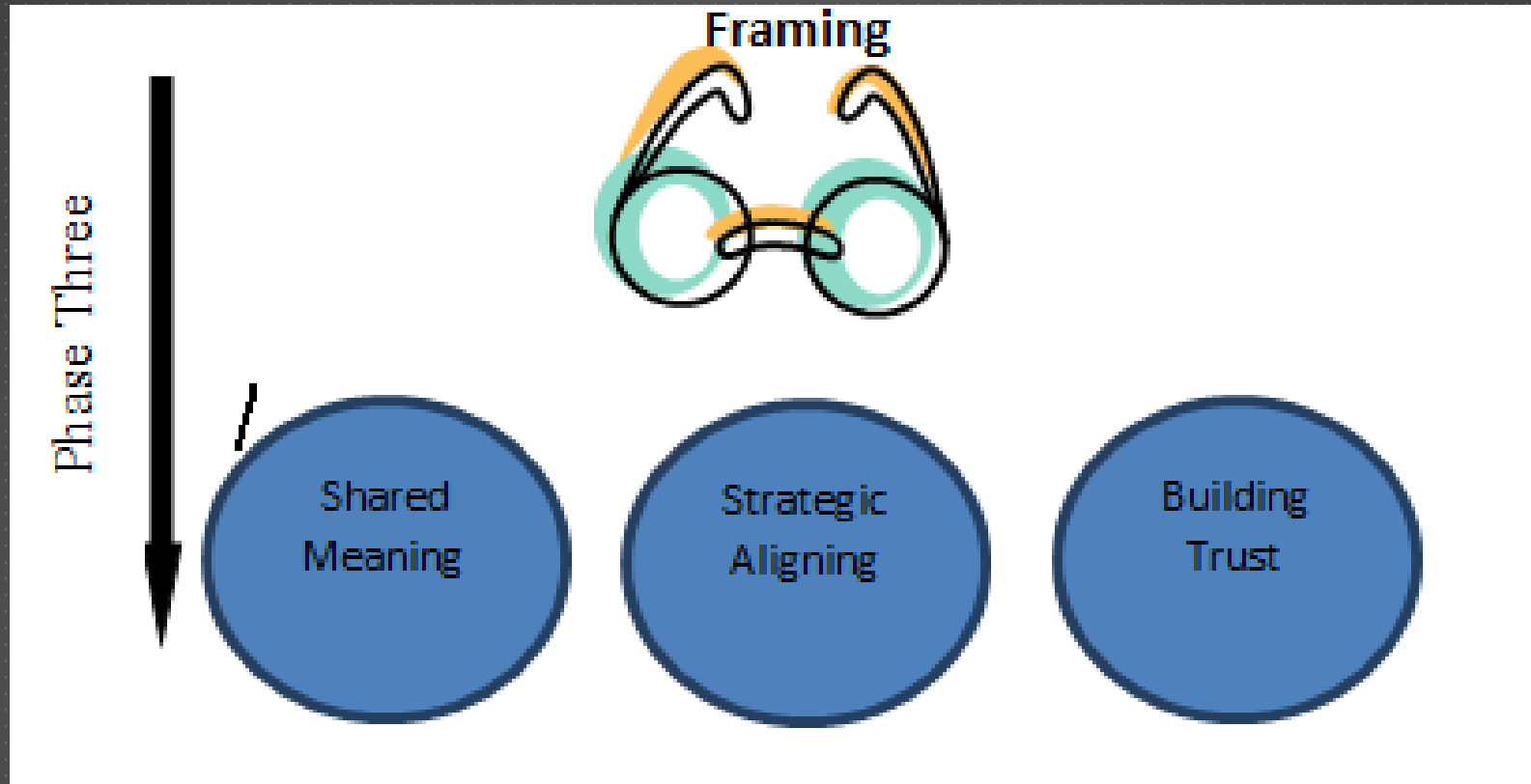
PARTNERSHIP MODEL-PHASE TWO



LEADING IN PHASE TWO

- ▶ Establishing vision—link to Strategic Plan
 - ▶ Ability to inspire
 - ▶ Inspiration via social capital
- ▶ Adaptive space
 - ▶ Challenge assumptions
 - ▶ Double loop learning
- ▶ Environmental scanning
 - ▶ Connects with organizational/individual needs
 - ▶ Strategic connections versus happenstance

PARTNERSHIP MODEL-PHASE THREE





LEADING IN STAGE THREE

- ▶ Framing change
 - ▶ Visionary framing
 - ▶ Step-by-step framing
 - ▶ Connective framing
- ▶ Role model
 - ▶ Building trust
 - ▶ Shared meaning



Traditional Partnership

- ▶ Individually driven or top down leadership
- ▶ Organizationally circumstantial
- ▶ Creates first-order change
- ▶ Builds on status quo
- ▶ Discrete and static partnership capital
- ▶ Technical communication; distinct
- ▶ Loose & small social networks not always tied to the partnership

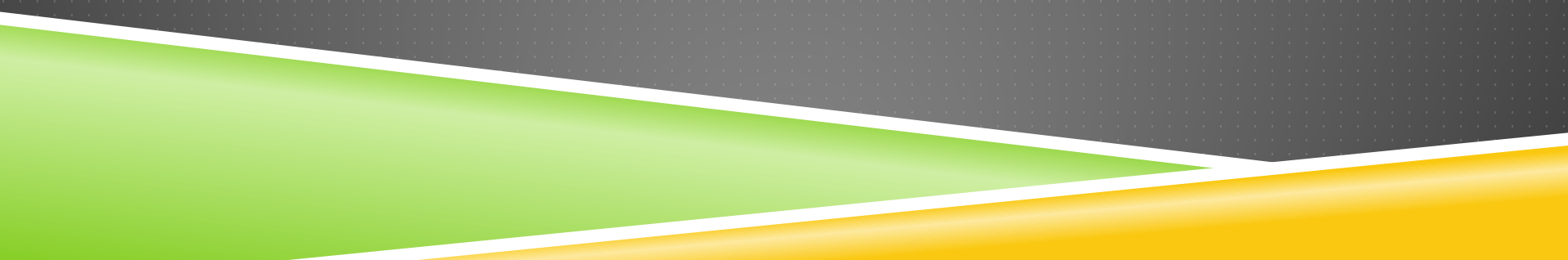
Strategic Partnership

- ▶ Intentional leadership actions
- ▶ Tied to institutional goals or strategies
- ▶ Creates second-order change
- ▶ Capacity building
- ▶ Dynamic and blended partnership capital
- ▶ Multidisciplinary vocabulary
- ▶ Dense and central networks tied to partnership; thinking community

MOVING TO PRACTICE

- ▶ Picking partners
 - ▶ Strategic alignment—vision
 - ▶ Chasing the money—“love the one you’re with”
- ▶ Leveraging social capital
 - ▶ Spending wisely
 - ▶ Accruing

GUIDING QUESTIONS

- ▶ What are the core values?
 - ▶ How do partners complement current needs?
 - ▶ At what level will the partnership occur?
 - ▶ Who benefits?
 - ▶ What are the long-term expectations?
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FIRST STEPS

- ▶ Creating new structure/frameworks for the partnership.
 - ▶ Guiding team
 - ▶ Operating procedures
- ▶ Creating shared meaning
 - ▶ “Learning”—same understanding for all?
 - ▶ Identifying goals, metrics

QUESTIONS

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Learn more at

http://occr.illinois.edu/projects/transformative_change/