

TRANSACTIONAL VS. TRANSFORMATIONAL

LEAD • MONTH 6



● TRANSACTIONAL VS TRANSFORMATIONAL

Let me ask you this simple question: as a leader, in your locker room, as one who has influence over others, are you a transformational or transactional leader?

Which word best describes you? Which best describes your leadership style?

Well first, what's the difference?

TRANSACTIONAL LEADER:

A transactional leader is one who is chiefly concerned with the end result.

Now, make no mistake to be a leader requires that you get things done, that you move from a to b, but a transactional leader's mindset is focused on the endgame over the process.

For a transactional leader:

- Process doesn't matter.
- The ends justify the means.
- Relationships are about the tit for tat.
- Relationships are low commitment.

Transactional leaders are always asking, "if I do this for you, what will you do for me?" They are calculating the math, they're scheming, and they view people through that lense.

They don't see people as having great purpose or value; they view people through the filter of what those people can do for them.

So rather than genuinely engaging with others and getting to know them, a transactional leader uses people to get what he wants.

Think about a "leader" you know who thinks the purpose of their leadership is so that others would achieve for them their own goals.

What kind of tit for tat tendencies do you see in that person?

Do they have low commitment to relationships?

Do you find that they wash their hands of people after they have gotten what they wanted out of them?

Are they more concerned with being "even" or "square" than being generous?

Now think about what a transactional team captain would look like?

Maybe a captain who only leads when the current is moving in the direction that they want. So long as there are w's on the board, so long as his team is scoring more points than the other team, then he's happy to be out front leading because it is helping him achieve what he wants.

But the moment that he has to stand up and lead, the moment that he has to challenge his teammates he starts to do the math.

It might cost him more to do that and so he decides to wipe his hands of his leadership role and step to the sidelines. He only wants to lead when it's advantageous to him. But when it might costs him something, he sits on the sidelines and does not lead.

That's a transactional leader.

● TRANSACTIONAL VS TRANSFORMATIONAL *(Continued)*

TRANSFORMATIONAL LEADER:

Now, let's contrast that with the transformational leader. If the key characteristic of a transactional leader is tit for tat, "what can you do for me?" "What do I need to do for you so you do that for me?" a transformational leader is chiefly concerned with: "who I can help you become?"

A transformational leader asks, "How can I help you become more than you are today and in the process achieve all of these goals along the way?"

This is a leader who has a high commitment to those that they lead. But to do this you have to have

- time to invest
- patience
- willing to give generously
- A disregard for "my share vs your share."

HUMP DAY EXAMPLE:

Consider this example of a transformational leader from the game of sports:

Whatever sport you play, we've all had that Hump Day—that day where the coach loses his ever loving mind and sends the team to the track and just has you start running laps. You're running 50 second sprints, you're running laps for time, you're running two miles, three miles, etc.

And the whole point of the day is a gut check. The coach wants you to run so you have to dig down deep and find what you're made of.

You know those days. Maybe you had one of those last week or today. And whenever we have one of those, inevitably there are athletes who get lapped.

Maybe you, as the leader, are the one doing the lapping. You're just smoking it. Maybe 12 laps in there's someone you've lapped 3 times and finally you're finished.

Everybody else's finished. But there's somebody at the end who's lagging. They're barely moving. They're doing that walk jog, breathing hard, with a look of despair, like they've lost hope and wonder why they're even doing this.

As a good leader do you recognize that this is the kind of moment that defines who you are?

Are you transactional? Do you wash your hands of it, go get water? You did your laps, now he's doing his.

Or are you a transformational leader? Do you cut across the field to the one who fell behind and say

"I'm going to run laps with you."

"I'm going to cheer you on, clap you on, tell you that you can do it."

"We're in this together."

Think about what kind of leader you are. Would you by your actions invite the team to celebrate this person and help that person become more than they otherwise thought they could be.

A transformational leader is more concerned with giving than they are with getting. They're more concerned with what they can invest in their teammates than they are and what their teammates can do for them.

TRANSACTIONAL VS. TRANSFORMATIONAL

LEAD • MONTH 6



● TRANSACTIONAL VS TRANSFORMATIONAL *(Continued)*

THE 6 PILLARS

PILLAR 1: SERVANT LEADERSHIP

Servanthood is almost synonymous with being transformational.

Servant leadership is about replacing self interest with interest in others. It's about shifting from managing results to creating environments. It's about listening and influencing rather than flexing power.

Servanthood and being transformational is about prioritizing the long term benefits of everyone you interact with over the short term profits you could gain for yourself.

Zoe is the captain of her track and field team. They just won a meet they should have lost. Part of the reason they won is because one of the freshman placed higher than anyone expected in her events. Zoe got first in all of her events.

When the team celebrates what do you expect Zoe will say if she has a transactional mindset?

What about if she has a servant-hearted transformational mindset?

Flip the script. What if its a meet they should have won, but they lost because the freshman tripped up? How would Zoe react if she is transactional? Now as a transformational servant?

PILLAR 2: GROWTH MINDSET

Growth mindset is about how you view talent and ability. Is it static? Do you have what you have and don't have what you don't? Or can it be grown?

A transactional leader would be interested in the growth of their team only as far as it benefits them. A transactional leader can even poison their own growth with a tit for tat mindset.

If they're just trying to square up, they may only grow as far as is necessary to give the minimum required.

A transformational leader believes in the growth possibility of his teammates and tries to instill that in them, not just for the short term success of his team but for the long term success of their lives.

Have you had leaders in your life that you know only care about your growth so long as it benefits them? How did that make you feel?

Describe a leader that is more interested in your transformation. What did they do they showed they were in it for you, over themselves?

TRANSACTIONAL VS. TRANSFORMATIONAL

LEAD • MONTH 6



● TRANSACTIONAL VS TRANSFORMATIONAL *(Continued)*

PILLAR 3: GOAL SETTING

Goal setting is about planning and preparation. It's about making a roadmap for your life based on the things you want to accomplish in life.

What do you want to accomplish? In what ways are your goals prone to push you toward either transactional or transformational leadership?

If you know yourself well, list your top 3 goals in life. If you don't know for sure, that's ok, you're young, you can list the things that are most important to you right now:

In as much as others can help you achieve your goals there is temptation to become a transactional leader. There's nothing wrong with leveraging the help of others. You need to.

But how tempted are you to care most about what they can do for you?

It is tempting. Sometimes getting over that hump is very hard.

Here are two things that are likely to help:

- 1.The purpose of receiving help is so that you can better help others. Remember being self-less is about just that: less self. But less self is not the same as no self. Why are you receiving this help? To merely advance you? Or to advance your impact?
- 2.Take a moment to think about a person on your team who is struggling in some way. Either with something sports related or life? List a couple ways you can work to help them reach their goals.

TRANSACTIONAL VS. TRANSFORMATIONAL

LEAD • MONTH 6



● TRANSACTIONAL VS TRANSFORMATIONAL *(Continued)*

PILLAR 4: PERSONAL CODE

Personal code is about setting the standards of your behavior. Personal code is how you become the kind of person you admire.

Examples include:

- I protect the innocent and vulnerable.
- I stand up to the abuse of others.
- I put 100% effort into my work.
- I take responsibility for my family.
- I'm grateful for the gifts I'm given.

We've spent some time thinking about the kinds of leaders who are transformational. Take a minute to reflect on one of them and write personal code, I am statements that would help you to become like them.

PILLAR 5: WORK ETHIC

What is work? Work is activity involving mental or physical effort done in order to achieve a purpose or result.

What is ethics? Ethics are the standards of behavior or beliefs concerning what is and is not acceptable.

Putting those two words together, if you have a strong work ethic it means that a certain level of minimum effort is not acceptable to you.

So what's the difference between someone who has a high work ethic but is transactional vs a leader with a high work ethic who is transformational?

Consider the first example, the one about running laps. It's clear the captain who goes the extra laps has an extremely high work ethic.

But why did he run the extra laps? Why would you?

- To get stronger?
- To have that teammate be in debt to him?
- To get coach's praise?
- Because he was genuinely concerned with the growth of his teammate?

The question of transactional or transformational is about motive. Why you do what you do determine transactional vs transformational.

TRANSACTIONAL VS. TRANSFORMATIONAL

LEAD • MONTH 6



● TRANSACTIONAL VS TRANSFORMATIONAL (Continued)

PILLAR 6: GRIT

Grit's about passion and perseverance. It's stick-to-itiveness, learning to love the pain, asking for more. Grit is about never giving up.

One of the most defining characteristics of a transactional leader is that they don't have a lot of grit. They want the easier road.

What are some examples of grit in your life? What are hardships that you've developed a taste for? What are difficulties you lean into and found out in a weird way, you love?

Becoming a transformational leader requires developing a love for the hardships and the extra effort it takes to care about more than yourself.

But a funny thing happens. When you love the feeling of carrying weight, you look for opportunities to pick others up. You look for moments to defend others when you love the feeling of being the shield that takes the hits.

YOU CAN HAVE TRANSACTIONS WITHOUT BEING TRANSACTIONAL

Transactions are part of life. You can't go to the grocery store without a transaction. So is the purpose of this curriculum to get you to stop making transactions?

Of course not. You can't live or be successful without transactions, but you can have transactions without becoming transactional.

The problem with a transactional mindset is that it devalues people and focuses on short term profit over long term good.

So a good way to watch for a transactional mindset is to really pay attention to how you view people.

When you think about the people in your life are you more prone to think of them as themselves, humans with souls and needs and personal goals, or are you more likely to think of what they can do for you?

THE GREAT REVERSAL

There are two ways to live. You could be out to take all that you can get or out to give all that you can give.

By nature we often think that when we give, we lose. Or some might think: what I give, I get in return. But this is the great reversal of a transformational leader:

You will never give more than you receive in turn, but you won't know what you'll receive until you give all that you have.

With transformational leadership, you will always get more than you give. But, you just won't know what you're going to get until you've given all that you can give.

If you care about making an impact in this world, using your influence to serve those that have none, leaving a legacy, and making the world around you better, it's not about having tit for tat transactional leadership.

You cannot accomplish those things that way. You've got to have a transformational leadership. You have to have a commitment to investing in other people.

And when you do, not only will it change the lives of those around you, but it will change your life as well.

If you want to find success in the game of sports and the game of life, if you want to find success in leadership, it's not complicated. It's as simple as choosing between two words: transactional or transformational.