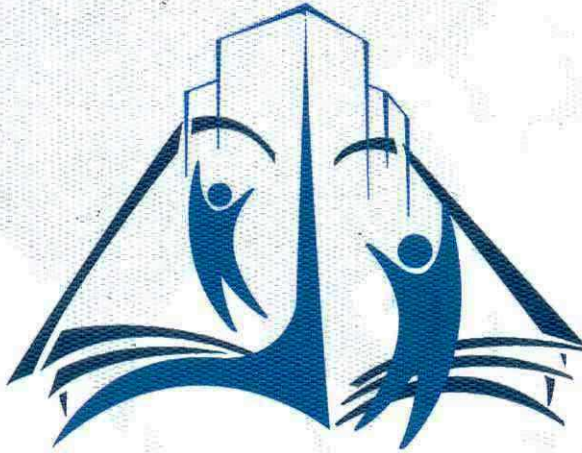


B. 3

# PROCEEDINGS

## *Teaching and Learning in Higher Education for Developing Countries*



MARANATHA  
TEACHING & LEARNING  
INTERNATIONAL  
CONFERENCE  
2007

Teaching and Learning Center  
Maranatha Christian University

**Maranatha Teaching and Learning  
International Conference 2007**

**Bandung, 28<sup>th</sup> -29<sup>th</sup> November 2007**



**TEACHING & LEARNING  
C E N T E R**

**Teaching and Learning Center  
Maranatha Christian University**

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## **TRANSFORMATIONAL LEADERSHIP AND MALCOLM BALDRIGE NATIONAL QUALITY AWARD CRITERIA FOR EXCELLENCE IN EDUCATIONAL LEADERSHIP**

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### **Abstract**

Leadership is defined as the ability to influence others to some purpose. Leadership has been studied quite long time ago, from the ancient time to recent time, in areas such as military, business, education, politic, religion, management, organization. Much research has been conducted, and numerous theories and models about leadership have been developed. This essay discusses the core values and traits that makes a good leader, under the paradigm of leadership known as transformational leadership as suggested by Bass (1990) and according to the leadership criteria as suggested by Malcolm Baldrige National Quality Awards

Keywords: transformational leadership, Malcolm Baldrige National Quality Award, leadership excellence in education, visionary, ethical, morally grounded.

### **The method**

The objective of the essay is to identify what is the core values and traits that makes a good leader in education under the paradigm of transformational leadership.

Firstly by observing the traits that was demonstrated by recognized great leaders and good leaders. There are several leaders identified such as: Soekarno, Franklin Deleano Roosevelt, Hitler, Thomas Jefferson, Bill Gates, Mother Theresa, Martin Luther King Jr., Malcolm X etc. And from those leaders the traits that make them great leaders and good leaders are extracted. And since most of the figures being selected is not from education area, the second part of the essay reviews the Baldrige criteria for excellence in educational leadership. From those two observations, in the summary; the traits that make good leaders in education are concluded.

Bass' (1990) transformational leadership proposes that leader demands follower to go beyond their self interest for the good of the group, organization; leader aligns leadership potential among member of the organization into the same coherent direction. Members of organization are converted into leaders. Once the potentials of the whole organization line up into one vision, it will be very powerful. Therefore in this paradigm, leadership start with developing vision, after that sharing and selling the vision, then finding the path in the realization of the vision, and finally leading the way toward the Promised Land.

## Vision Development

Vision is often thought as seeing what others don't -- it could be a big picture or future picture, as told in the Old Testament about Joseph interpreted Pharaoh's dream that there will be seven years of great abundance and seven years of famine.

The vision can be a dream of bright future, a hope that might not be possible at the time it is first thought, such as the case of Soekarno and other founding fathers of Indonesia in dreaming of the liberation and the founding of a dignified nation and a republic of Indonesia independent from the Dutch colonization.

It can be very simple but very strong and attractive for that particular leader, such as Bill Gate's vision which becomes Microsoft's vision - "*One vision drives everything we do: A computer on every desk and in every home using great software as an empowering tool.*" (Note: that software is software developed by Bill Gate - Microsoft). That vision is so strong, that Bill Gates deliberately left the promising secure future as Harvard University student, to pursue the unrealized and uncertain future offered by the vision. It can be Divine inspired as in the case of Mother Teresa that she was seeing and touching thirsty Jesus as she saw and touched the poorest from the poor in Calcutta.

Vision can emerge also as answering to a crisis, such as in the case of F.D. Roosevelt to answer the crisis of Great Depression in the America in 1930, or Martin Luther King Jr. and Malcolm X to answer the challenge of social injustice experienced by Afrō American in the USA.

It can be said, that all great leaders are **visionary**. Not all great leaders are good leaders, what distinguish good leaders to bad leaders are the content of their vision. Everybody will admit that Hitler was a great leader, with his chauvinist vision he seduced a lot of Germans into Nazism, an ideology that lead German into holocaust, genocide and terrible crime to humanity in the mid of 20<sup>th</sup> century. Unethical, immoral and inhuman vision will guide leaders into horrible leaders. An **ethically and morally grounded** vision that respects life, humanity and embraces human dignity, transcends narrow self interest and material life, goes beyond boundary of races, ethnic, status and religions is regarded as noble vision. The graciousness of a leader will be judged on the vision they produce. Sometimes it supersedes the integrity issue of that leader in his or her personal life. As shown in the case of Thomas Jefferson, the author of "The Declaration of Independence", a document regarded as one among the most influential and inspiring documents in human history since 18<sup>th</sup> century. On the contrary, in his practical personal life; Thomas Jefferson was the master of slaves and his attitude toward slavery and racism issue showed lack of integrity to the noble document that he contributed in the writing of it. Despite of that controversy, Thomas Jefferson is regarded as one of the greatest and noblest leader in history.

### Sharing and selling the vision

Communication skills are essential in sharing and selling the vision. There are several categories of **communication skills**, which are writing skills, non verbal communication skills, and verbal or rhetorical communication skills. Communication in technical terms is receiving and transmitting information, hence communication in leadership is the art and skill to listen and to convey message to the people, fellow citizens or members of the organization. Most of the great leaders possess outstanding rhetorical ability, such as Hitler, Soekarno (the first president of Indonesia), Malcolm X. Some leaders are not that rhetoric, but very effective in conveying the message, such as the case of F.D. Roosevelt who made use of radio to convey optimism and restore hope to his disheartened and desperate fellow citizens, and articulate it into simple but very powerful phrases: “there is nothing to fear but fear itself”. His messages are so clear and convey contagious **confidence, commitment, energy, perseverance** to all people in the USA, such that all citizens wouldn't miss listening to the radio broadcast when the president was giving his speeches. Some leaders are very good in rhetorical, some are better in writing or listening but there are thresholds either in rhetorical, writing or listening skills that a leader may function effectively.

### Finding the path to realize the vision

In the realization of the vision, most of the time the path is unrevealed. It is the role of the leader to find and identify it. Sometimes the way is disclosed because some opportunity out of the leader's control happened. An example of the case of Indonesia in the struggle for independence. Historical event that was Pacific War erupted in Asia. The Japanese Imperial troops occupied “Dutch East Indies” (the name used for the territory of currently Indonesia before Indonesia exists) and forced the Dutch government away from the area for three and half years. That opportunity enabled Indonesian leaders to consolidate and organize mass power, in the prediction that Japan will lose the war and leave the territory and Indonesia will declare its independence in a vacuum of power before the Dutch returning to reoccupy its claimed “Dutch East Indies”.

Occasionally the path is discovered by trial and error, as the case of F.D. Roosevelt in fighting and restoring the economy of the USA against Great Depression. In FDR's biography, right before his first presidency inauguration he admitted to his son that he was terribly frightened never as before in his life and prayed God desperately for help and strengthening, because he hadn't known yet the path in fighting the Great Depression. In leading the American fighting to recover the economy, FDR was doing a lot of experimentation, sometimes working, occasionally not. There is some saying that - a leader is said to be a bad leader, not because he makes a wrong or bad decision, but because he refused to make decisions. Perhaps that saying applied to the preceding president in his attitude toward Great Depression, where he refused to take any action and to let the economy recover by itself, on the contrary FDR's leadership demonstrates **perseverance, commitment, risk-taking, confidence, resourcefulness and**



**ingenuity.** FDR is claimed by most American as the greatest American’s president in the 20<sup>th</sup> century.

### **Leading the way toward the Promised Land**

The road to materialize the vision is never smooth, there is a lot of struggle and hardship and it is exhausting and risky. In the day to day basis, managerial skill and interpersonal skills is required. Leader is required to develop his direct subordinate and leader must be a team builder. Basic interpersonal skills comprise of: competence in communicating, ability to handle conflict, to motivate, to bargain etc. As proposed by Bass (1997), “.... transactional leadership serve the structure of relationships that is already in place, and transformational leadership adds to the structure and readiness by helping the followers to transcend their own immediate self interest.....”, means that in established system, transactional leadership is the basis for action.

### **The Malcolm Baldrige National Quality Award**

On August 20, 1987, the Congress and the president of the USA signed Public Law 100 – 107, that created The Malcolm Baldrige National Quality Award. The purpose of Malcolm Baldrige National Quality Award (MBNQA) is to enhance the competitiveness of U.S. businesses. Since then MBNQA become the primer award for performance excellence and quality achievement in the United States. The MBNQA is given to U.S. organization that have the best achievement in seven areas: leadership, strategic planning, customer and market focus, measurement-analysis and knowledge management, human resources focus, process management, and business results.

There are five categories of institutions for this award: manufacturing, service, small business, education and health care. All applicants undergo stringent examination against excellence criteria of the seven areas. The criteria will be redefined and fine tuned every year.

### **MBNQA Performance Excellence criteria of leadership in Education**

The criteria are built upon set of interrelated core values, i.e.: visionary leadership, learning-centered education, organizational and personal learning, valuing faculty, staff and partners, agility, focus on the future, managing for innovation, management by fact, social responsibility, focus on results and creating values, system perspective.

The criteria on leadership demands senior leaders to effectively:

- Set organizational visions and values
- Deploy organization’s vision and values through leadership system, to all faculty and staff, to key suppliers and partners, and to students and stakeholder appropriately.

- Reflect a commitment to the organization's value in their personal actions (show Integrity)
- Create a sustainable organization.
- Create an environment for performance improvement.
- Create an environment for organizational and faculty and staff learning.
- Participate in succession planning and the development of future organizational leaders.
- Communicate with, empower and motivate all faculty and staff throughout the organization.
- Encourage frank, two-way communication throughout the organization.
- Take an active role in faculty and staff reward and recognition to reinforce high performance and a focus on the organization, as well as on students and stakeholders.
- Create a focus on action to accomplish and balancing value for students and other stakeholders in their organizational performance expectations.

The criteria on leadership demand the organization:

- To be accountable for management's action
- To be fiscal accountable
- To be transparent in operations, selection and disclosure policies.
- To be independent in internal and external audits
- To protect stakeholder and stockholder interests appropriately.
- To evaluate the performance of senior leaders, board/policy making and use those performance review to improve the effectiveness of personal and system leadership.
- To promote and ensure to operate legally and ethically in all interaction. .
- To actively support and strengthen and improve key communities.

### Summary

The above criteria require traits and skills of leaders: to be visionary, ethically and morally grounded, to have excellent communication skills, interpersonal-skills, managerial and organizational skills, trustworthy, have high integrity and honesty.

It can be concluded that higher education institution required transformational leadership as complementary to transactional leadership in order to perform excellently as shown in the criteria demanded by MBNQA criteria.

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- The American Experience; Thomas Jefferson, Part 1-2
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- Between the war: FDR and Hitler: Their Rise to Power.
- Between the war: FDR and Hitler: The Dynamic of Power.

Film for Humanities and Sciences:

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- El Hajj Malik El Shabazz (Malcolm X)