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TransformActional Leadership: Leaders Building on Trust  
By David P. Bugay, Ph. D.

### **Abstract**

TransformActional Leadership is the evolution of leadership into a team-oriented environment. It is the evolution of the Transformational leadership using the group decision-making processes of the Transactional leadership style. This middle ground between the two leadership styles is where many leaders reside. It is truly a blend of both styles - Transactional and Transformational thus it becomes: TransformActional.

The TransformActional leader's focus is the whole organization and the vision of the people within the organization. They must broaden the focus of the employees and make them look beyond their personal duties to see the goals and mission of the entire organization. The employees, seeing the larger picture, will be able to look beyond their own self-interest, focus on the organization as a whole, and develop self-initiative.

It is the TransformActional Leader's philosophy to develop people within the organization and include them as they become part of a Shared Vision of what the organization is to become. The leader does this by engendering trust, personal connections, and frequent communication. The leader's charisma, their non-judgmental acceptance of people, their ability to develop intellectual stimulation through the organization brings a sense of purposeful fulfillment to the people who make up the organization.

This is the leadership of the new century, a new philosophy, and a new workplace.

### **Introduction**

The TransformActional Leader is a leader whose strength is focused on the trust of the people

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they work with. Leaders must build strong systems but when systems fail or when systems need improvement they must depend on the people who run the system to deliver an excellent product. This TransformActional leader is the result of the adaptation of the Transformational leader into the fast paced, team-oriented environment of the New Millennium. Their style lies between the sweeping vision of the strong Transformational Leader and the placid waters of the Transactional Leader into a middle ground - the TransformActional Leader. They closely resemble the visionary, charismatic Transformationalist while adopting the group decision practices of the Transactionalist. TransformActional Leaders quietly gather the views and experience of those critical to the organization's successes, and build a Shared Vision that propels the organization forward.

This vision is built on a foundation of trust. This trust uses long-standing tenants within the organization to propagate this Shared Vision. This leader gathers people together into larger groups to develop Shared Planning where each member can have input into the process to carry the Vision forward.

The TransformActional leader shares in the genetic qualities of both the Transformational Leader and the Transactional Leader. These qualities are found in the foundational needs of the individual within their intrinsic and extrinsic needs. The overriding aspect of the TransformActional Leader is engendering trust, which results from the Leader's relationships within the organization, their credibility with people, and being oriented to others. It is built over a period of time in which their consistency has built a foundation.

### **The TransformActionalist**

The TransformActional leader is the evolution of the Transformational leader into the demands of the new world. Thomas Petzinger calls this the age of the disparaged leader and the rise of consensus decision-making. In a consensus, decision-making environment, like shared governance, everyone is involved in decision-making, but Petzinger claims this does not mean an end to the leadership of the individual (Petzinger, 1998). People are becoming more involved and holding themselves accountable in areas where they want to assume responsibility. "People are no longer looking to the big institution to solve problems. They're rolling up their sleeves and doing it themselves," says Vanessa Kirsch of the Boston Venture Capital firm of NewProfit Inc.

This is the thrust of O'Bannion's concept of the Learning Community. Everyone is involved in defining, accepting, carrying out, and being accountable for their part of the mission of the institution (O'Banion, 1997). These leaders are developing to meet the new demands facing employers. The need for working with teams collaboratively has imposed new demands on leadership including extensive communication and flexibility.

These leaders possess charisma appealing to all generations but not necessarily like a Douglas MacArthur or Martin Luther King. Younger people today are not as interested in charisma and power. A new poll of 18 - 30 year olds, by Peter Hart Research Associates (Petzinger, 1998) finds, "young people overwhelmingly describe a model of leadership that is built from the bottom up." In other words, small groups lead change at the local level in contrast to the traditional definition of leadership of a strong select group of individuals.

### **The TransformActional Leader's Characteristics**

#### *Characteristic 1: Charisma and Trust*

Transformational leaders possess charisma with an ability to influence others through their idealistic views. They are passionate and respected by followers. This is amplified by the development of trust to fulfill their personal high expectations of themselves and their desire

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to fulfill their word and their responsibilities to those they commit themselves. They engender trust through their communication, listening, and keeping their word to followers.

Trust, according to Healy (Healy, 2001), has four primary components. The first component of trust is that the leader has to be credible in that they are consistent in their words and actions. They honor people when they are present and they honor them when they are not present. They are non-judgmental about others and emphasize a collegial attitude to those around them. To these leaders, each person defines themselves by their actions not by the criticism of others.

When a TransformActional Leader says they will complete a task, people know they will follow through with what they say. They are deliberate in what they say they will do. The phrase, 'they walk the talk,' is very appropriate for them. Once they commit themselves, they are committed entirely.

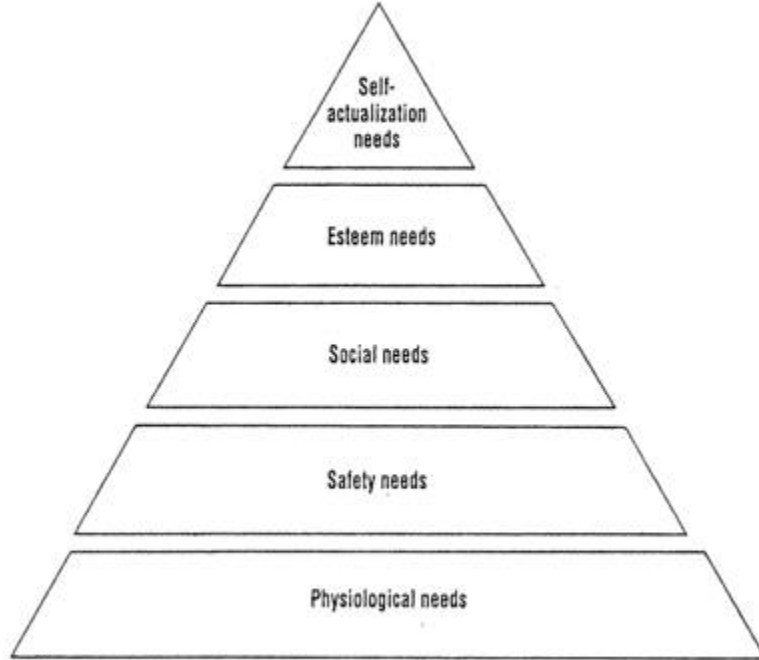
The second component of the TransformActionalist in engendering trust is reliability. They say the right things and do them as well. Their values and goals are clear with those around them. Their priorities are clear in that they are passionate about them. Their enthusiasm, energy, and focus are charismatic to those around them. Their consistency in emotional response accompanied by a frequent dose of humor creates a comfort level with people.

The third component of trust is being intimate, not a physical sense but a personable one. Their listening conveys they are listening to you as an individual. They have a depth of relationship with the one they are with. Ned Sifferlen, president of Ohio's largest community college, does this by sending a personal birthday card to each member of the organization on his or her birthday. He includes in the card a bit of information derived from their personnel file about projects or accomplishments they have completed in their area (Sifferlen, 2001). The TransformActionalist is transparent as to who they are, what they are, and what they are about.

The fourth component of trust is they are other-oriented. This is a restatement of the servant-leadership so often talked about and then popularized in recent years by Greenleaf (1977). They are dedicated to the organization's mission and goals. They give of themselves to the organization and the people of that institution. They are task driven, people driven, and place others over themselves in priority. This leader sets an example of what the people should be and draws people to that same level of sacrifice for others and the organization.

This component of trust fulfills a need held by the individuals of the organization. According to Maslow's Hierarchy of Needs (Maslow, 1968), an individual cannot rise to a higher level of need fulfillment within the Hierarchy of Needs unless the level they are in has been completely satisfied (see chart on following page). If a leader desires to build the people of the organization, they must fulfill the individual's safety needs by providing a sense of security needed by the people. Without fulfilling this need, the leader cannot expect the people of their organization to transcend their own limitations and boundaries. You cannot fulfill the social and esteem needs of the individual when the workplace has an undercurrent of fear. The TransformActionalist develops an environment of trust and security allowing the individual to develop and strengthen the organization as well as themselves. This trust component removes doubt within the individual that their leader is speaking in double meanings, dampens the level of political intrigue within the organization, and provides a sense of confidence.

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This trust development is completed by immersion within the organizational culture while developing a vision that is based on the culture and the people themselves. This identification with the culture is critical for the leader in the development of engendering trust to people who make up the organization. Rev. Harold Ridley, President of Loyola College says (Ridley, 1998), "People will forgive mistakes but they will never forgive sins against the culture such as a lack of respect for the mores or values of the culture itself." The leader must immerse himself or herself into the very culture of the institution to the point of being a purveyor of that culture.

The TransformActional leader builds a strong personal identification with the institution. This happens either through circumstance or through careful deliberation. If the leader has been promoted from within the organization they are a 'known quantity' and understand where the potential cultural mores exist. If they are from outside the organization they must implement steps to build a relationship of trust with those leaders within the organization. Listening does this best. A new leader needs to listen for several months before making strong moves within the organization and to first establish them as a leader who listens (Hodges, 2001).

Recognition and acknowledgement, both privately and publicly, provide a continual external reward mechanism for the organization. For a leader to change the organization with a reasonable level of satisfaction requires a level of trust. Trust is the centerpiece of successful change (Jenkins and Oliver, 1999).

### **Characteristic 2: Motivation and Communication**

The TransformActional leader provides organizational communication to help clearly define

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where the organization is going. This communication often involves symbols and sometimes emotion to appeal to the individual's awareness and understanding of mutually desired goals.

The most powerful method of communication and motivation is the inclusion of the individuals within the organization into the development of a Shared Vision. This Shared Vision is critical for everyone to have a commonality of organizational goals. Senge, defining a Shared Vision, says (Senge, 1990):

*"It is rather, a force in people's hearts, a force of impressive power. It may be inspired by an idea, but it goes further - if it is compelling enough to acquire the support of more than one person - then it no longer exists as an abstraction. It is palpable. People begin to see it as if it exists. Few, if any, forces in human affairs are as powerful as a shared vision."*

This development of a Shared Vision provides a powerful force of motivation throughout the organization. It is communicated through external communication, such as a specific organizational goal or accomplishing the defeat of some other product in the marketplace. It can also have an internal focus with a value - laden agenda.

The Shared Vision is the defining element of the TransformActional Leader. It is also the defining element in the development of trust and loyalty to the institution and the leader themselves. The TransformActionalist builds an organization through its culture, its views, its needs, and its own need to adapt.

The Shared Vision becomes the vision transmitted throughout the organization so it becomes owned by the culture of the organization itself. This is based on what the organization can become after they examine the organization's strengths and weaknesses from within. They then seek to carry the Shared Vision and continually expand on it to encompass the entire organization until all the institution's leaders are in agreement - outwardly and inwardly. This then begins to fulfill the rest of the needs identified by Maslow: being part of a group identity - group love, affection and belongingness needs, esteem needs and self-actualization needs (Maslow, 1968).

The commonality to all good leaders is the ability to communicate their vision for and to their organization. It must include all facets of the organization and direct its goals and resources to a purpose of being (Koch and Cebula, 1994). When other agendas overcome the vision, the vision weakens, and the organization begins the process of decay and chaos.

The most powerful example of a Shared Vision is what emerged in the United States after the act of terrorism on September 11, 2001. The entire world watched on television these acts of murder. Subsequently the President of the United State, George W. Bush, addressed the Congress and the people of the United States on the "Bush Doctrine." Here the President states in no uncertain terms that, "You are either with the United States or with the Terrorists." Prior to this act, such statements of this magnitude would have evoked cries of outrage from the opposition party as well as comments within the President's own political party. Yet the entire nation, as well as much of the world, has a Shared Vision of the evils of terrorism as evidenced with a massive loss of life and the continual sight of the burning towers of the World Trade Center and their subsequent destruction.

In a shift of paradigms United States Congressional Leaders built alliances between parties as they have a common Shared Vision (Hitt and Rodgers, 2001). The people of the United States halt a hockey game to hear the President speak. This is the same President who won election by one of the narrowest margins in the history of the United States and now has one of the

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highest approval ratings in history (Harwood, 2001). Shortly thereafter, the professional hockey players decide there are more important things in life, shake hands, and leave the ice, calling a draw. Shared Vision provides the most powerful illustration of motivation. It is the leader's job to develop it and communicate it.

### **Characteristic 3: Intellectual Stimulation and Empowerment:**

TransformActional leaders develop followers to accept empowerment and build their areas into functional coordinated teams in step with the rest of the institution. Team building and teamwork are a critical part of their leadership style. Their involvement of people into the decision-making processes strengthens the decision, the acceptance of the decision, and its implementation.

Sir Ernest Shackleton, the Antarctic explorer, used the power of teams to save his crew from almost certain death. On an expedition to the Antarctic his wooden ship, the *Endurance*, became ice bound (Morrell, 2001). For almost two years he worked to save the lives of his 27 men from the cold in the Antarctic. One of the most powerful experiences in building a spirit of unity among the crew was the use of a tight schedule and participating in sporting games with the crew. Play is a powerful tool for the leader to use to build camaraderie.

Another tactic for team-building was championed by Nicoli Machiavelli who desired to become advisor to a new king and discussed developing a vision with a team. Machiavelli's advice, originally written in 1532 (Machiavelli, 1952) includes bringing in people to become close advisors to the king from different parts of the kingdom. In this manner the king could understand specific problems in each area of the kingdom and have a personal connection to that area. Machiavelli proposed a cabinet of experts or, in today's jargon, a team.

Following Machiavelli's advice and others who expound the use of teams, gathering a great amount of input is an important part of developing a vision for an organization. This input comes through organizational assessments. The results of the assessment and the reaction by the people within the organization tend to be positive and powerful. People want to do a good job and when they are compared to the best, will rise to the occasion.

Another critical input is from people who actually do the work itself (Heermann, 1996 and 1997). People respond when they have opportunity to make significant decisions about their own areas of responsibility. This provides opportunity to impact the organization in an area that is of immediate interest and value to themselves. By creating a Shared Vision with buy-in by the staff, the leader can have the vision implemented by the same ones who want to bring the vision to fruition (Peters, 1987). The use of the team can accomplish the organization's goals and extend the leader through the management staff they have around them. Failure to utilize teams effectively can result in the failure of the vision and the failure of the leader (Stecklow, 1994).

Teams can transcend the Transformational and Transactional styles of leadership. Eugene Kranz, leader of the Apollo 13 mission that almost ended in a disaster, is a Transformational leader using a Transactional approach; a TransformActional Leader. In the discussion on the need to make split second decisions as they struggled to bring the Apollo 13 astronauts home after an explosion rips through their spacecraft (Useem, 1998), Krantz says, "My job was basically to orchestrate all the players, recognize the problems, point people in one direction if we had more than one way to do a job, get the players to bring their stuff in, listen to them, and send them back."

### **Characteristic 4: Individualistic Consideration**

The TransformActional leader establishes himself or herself as someone who listens and cares.

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This requires the leader to develop strong communication links with their employees. Lawrence Tyree, former president of one of the country's largest community colleges, with an enrollment of over 95,000 students, greets employees on their birthday with a personal phone call (Tyree, 2001). This type of communication is personal and brings the leader past the usual bounds of communicating with their inner circle into the circle of the entire organization.

TransformActional leaders focus on the needs of the individual within the organization. Each person has the right to be taken seriously (DePree, 1997). Their views need to be listened to if they are to be used to accomplish an end. Often if they are the completers of a task they will have powerful insights to complete this task quicker and of a better quality than originally anticipated. They need to be a part of the Shared Vision even if their input does not change the contents.

The two-factor theory of Herzberg is a critical illustration for the power of the TransformActional Leader in motivating the individual. This theory is closely related to the Maslow Hierarchy of Needs (Luthans, 1992). According to Herzberg there are 'hygiene' factors, which prevent dissatisfaction in an individual and 'motivators' which bring an individual satisfaction. These motivators closely resemble the higher levels of the Maslow Hierarchy of Needs while the hygiene factors closely resemble the lower levels of need.

These satisfiers are a part of the leadership philosophy of the TransformActional leadership style. The Shared Vision, the trust, the communication, the organizational and individualistic communication, and Intellectual Stimulation focus on these motivators. In broad terms, the Motivators are: Achievement, Recognition, Responsibility, Advancement, and the work itself (Herzberg, 1968). The TransformActionalist provides opportunity for the individual to contribute to the organization thereby achieving individual and organizational objectives. They provide recognition through their frequent communication. Accountability, inclusion, and recognition provide opportunities for the individual to advance. With the Shared Vision the individual has an opportunity to excel in each of these areas.

Of all the styles of leadership, few can address the needs defined in the Maslow model as well as the TransformActional Leader. They also bring a sense of fulfillment through the Herzberg model by fulfilling the hygiene factors and satisfying the motivators. The individual is empowered to accept responsibility of his or her own area as a part of a team and as a continuing part of the organization as a whole.

The security conveyed by the TransformActional leader, the trust through knowing them as individuals, and their communication skills provides a sense of their personal needs being met and addressing their Physiological and Safety Needs.

Their inclusion into the decision-making processes and the concept of the Shared Vision bring the employee into a sense of being a part of the whole. This provides a fulfillment of their sense of belongingness needs as well as their group and self-esteem needs. The possibility of fulfilling all of these needs through a management style brings the individual closer to fulfilling their self-actualization needs more than any other leadership style.

### **The Transformational Leader and the Change Agent**

The TransformActional Leader is a Transformationalist who has evolved into a team-oriented leader using the Transactional practices of group decision-making. Rapid change and the extensive use of teams have demanded the evolution of the Transformationalist into newer, more inclusive styles of the TransformActional Leader.

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To understand the motives and styles of the TransformActionalist it is important to understand the characteristics of the Transformationalist and the Change Agent who is a type of Transformationalist. The following is a brief summary and comparison of these styles.

The Transformational Leader is credited with having the innate ability to transform an organization through the engagement of the 'whole' individual. They satisfy the internal or intrinsic needs of the individual and the extrinsic or external needs of the individual. This leader will come into the organization with an anticipation of transforming the organization into something different. The abilities of the leader to incur this transformation will be touted as anything from the practical to the mystic.

The Change Agent is also a Transformational Leader. The Change Agent comes into the organization with their own vision of change and often brings the tools to accomplish these changes. They have high standards proclaimed by themselves and the appearance of an attainable mission but do not focus on inclusion of individuals or developing a level of trust. The nature of change is an unstable environment, which the Change Agent thrives in. The Change Agent provides symbols of accomplishments of the challenges the organization has faced and conquered. This reinforces the continuing objective of ensuring the organization continues to trust the Change Agents personal vision of success and future. The Change Agent typically will challenge the current leaders within the organization with facts and figures to the changing world and the need to accept their vision of the organizational needs. They consider individuals tools to accomplish the needs of the organization. From an organizational view they are accomplishing change where there may be a need. There are times when their skills are extremely valued, especially in financial crisis or adjusting to a rapidly shifting market. In situations where the organization is not in severe crisis, the skills of the Change Agent undermine the needs of the individual within the organization and the individuals who comprise it.

The Change Agent, a Transformationalist in appearance, can bring needed change into an organization but are short lived. Those who prospered within the organization previous to the arrival of the Change Agent will eventually rise up and purge them from their ranks, if the Change Agent does not eliminate them first.

### **Conclusions**

The TransformActionalist is the evolution of the Transformational leader who meets these needs by building a Shared Vision. Their sense of this Shared Vision as well as their high level of the development of trust with their people sets them apart from the Transformational Leader, the Change Agent, and the Transactionalist.

Their four characteristics are lead by their ability to communicate Charisma and Trust based upon their ability to engender trust in the people they work with. Their ability to develop this trust is based upon their own non-judgmental acceptance of others and their consistency in how they treat people.

The TransformActionalist engenders Motivation and Communication through the inclusion of the people of their organization into a Shared Vision. In their organization people count and are listened to in the development of the goals of the organization.

The characteristics of Intellectual Stimulation and Empowerment provide a basis for the fulfillment of the social needs for group love and recognition, which are part of Maslow's Hierarchy of Needs. To be recognized as a leader provides a sense of real empowerment. The recognition of being accountable provides a sense of Intellectual Stimulation and a feeling of belongingness.

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This underscores the TransformActionalist ability to provide Individualist Consideration for the people who make up the organization. Their sense of the Shared Vision, the trust they engender, and the expectation of a fulfillment of the individual's responsibilities provides a sense of caring and expectation to the team members. The non-judgmental nature of this leader builds a sense of loyalty to the concepts and usually the individual.

This is the leadership of the new century, a new philosophy, and a new workplace.

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