

Effective Tribal Transit Leadership and Maintaining Strong Tribal Council Relationships

35th Annual Statewide Transit Conference
El Conquistador Tucson
Tucson, Arizona
April 13, 2022

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Module Overview



“...great things in business are never done by one person, they’re done by a team of people.” – Steve Jobs

- What is Effective Leadership?
- Transactional vs. Transformational Leadership
 - Elements of Transactional & of Transformational Leadership
 - Becoming an Authentic Leader Allows Creation of Effective Teams
 - Leadership Case Studies
 - Your Leadership & Tribal Council Relationship Challenges and/or Solutions



What is Effective Leadership?



**“Effective leadership always plays an important role
in the growth and
better performance of the organization.”**

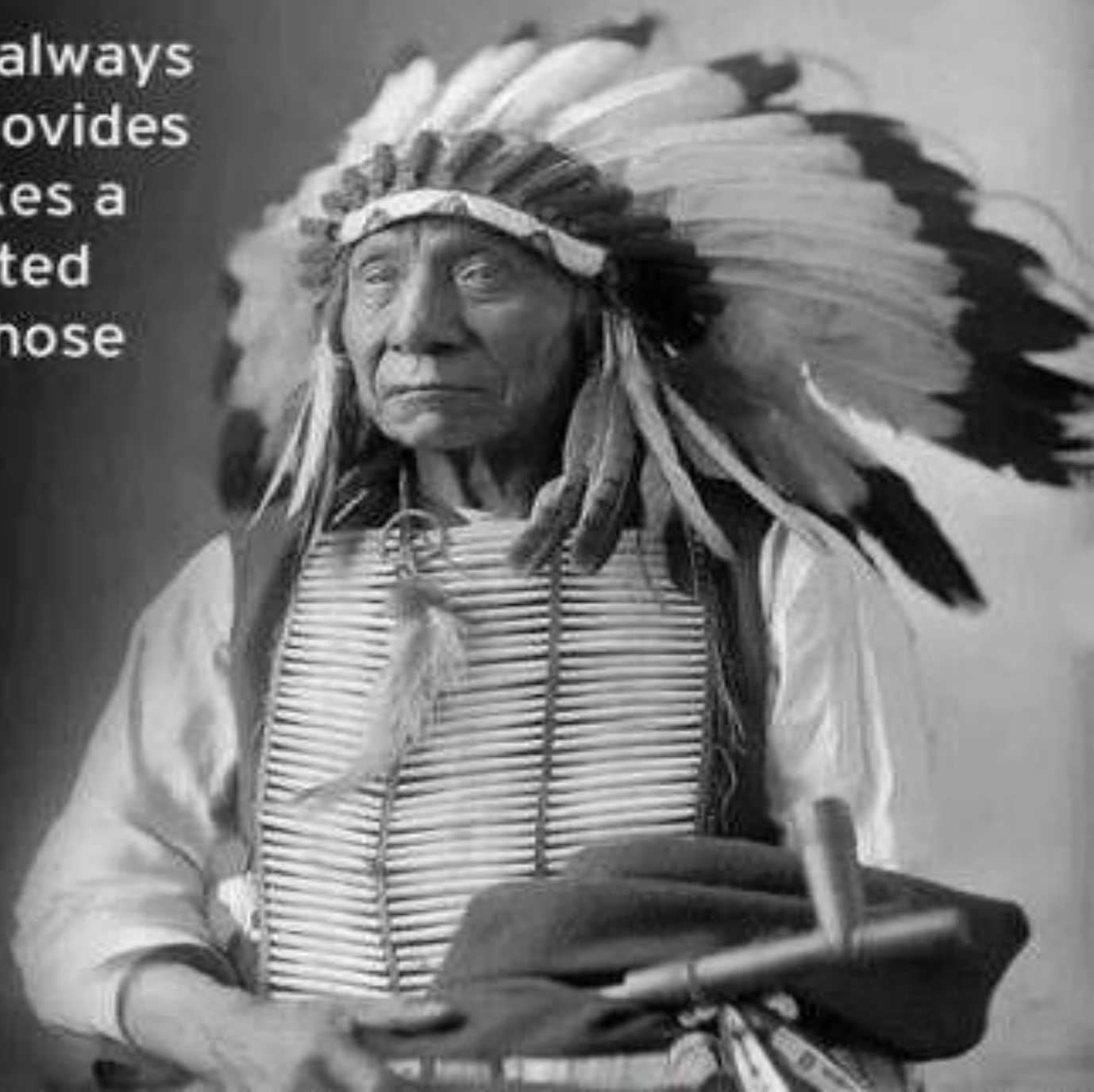
**“Leadership = one of the critical elements in enhancing
organizational performance.”**

-- Business and Economic Horizons, Volume 1 , Issue 1, April 2010, pp. 29-38



When choosing a leader, we always kept in mind that humility provides clarity where arrogance makes a cloud. The last thing we wanted was to be led by someone whose judgment and actions were clouded by arrogance.

—The Lakota Way



Lee Iacocca

October 15, 1924 - July 2, 2019

Known for:

- Development of Ford Mustangs at Ford in the '60s
- Taking Chrysler from bankruptcy (-\$1.7B in 1980) to profitability in the 80s (\$2.4 billion profit by 1984)
- Accepting only \$1.00 in pay in Year One
- The Quarterly Review System



We are continually faced by great opportunities brilliantly disguised as insoluble problems.

Management is nothing more than motivating other people.

What is Effective Leadership?



Management by Walking Around (MBWA)

- *Why does MBWA work?*
 - Morale Boosting
 - Relationship Building
 - Problem Identification



What is Effective Leadership?

Management by Walking Around



What is Effective Leadership?



“ ...effective leadership is the main cause of competitive advantage for any kind of organization (Zhu et al., 2005; Avolio, 1999; Lado et al., 1992; Rowe, 2001).

If you were to describe an effective leader in one word, what would that word be?



Module Overview



“The discipline of writing something down is the first step toward making it happen.” – Lee Iacocca

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Transactional vs. Transformational Leadership

Transactional vs. Transformational Leadership



Transactional Leaders

occur when followers are moved to complete their roles as agreed with a leader in exchange for a reward.

- ▶ **Focus on goals**
- ▶ **Use rewards and punishments for motivation**
- ▶ **Are reactive in nature**



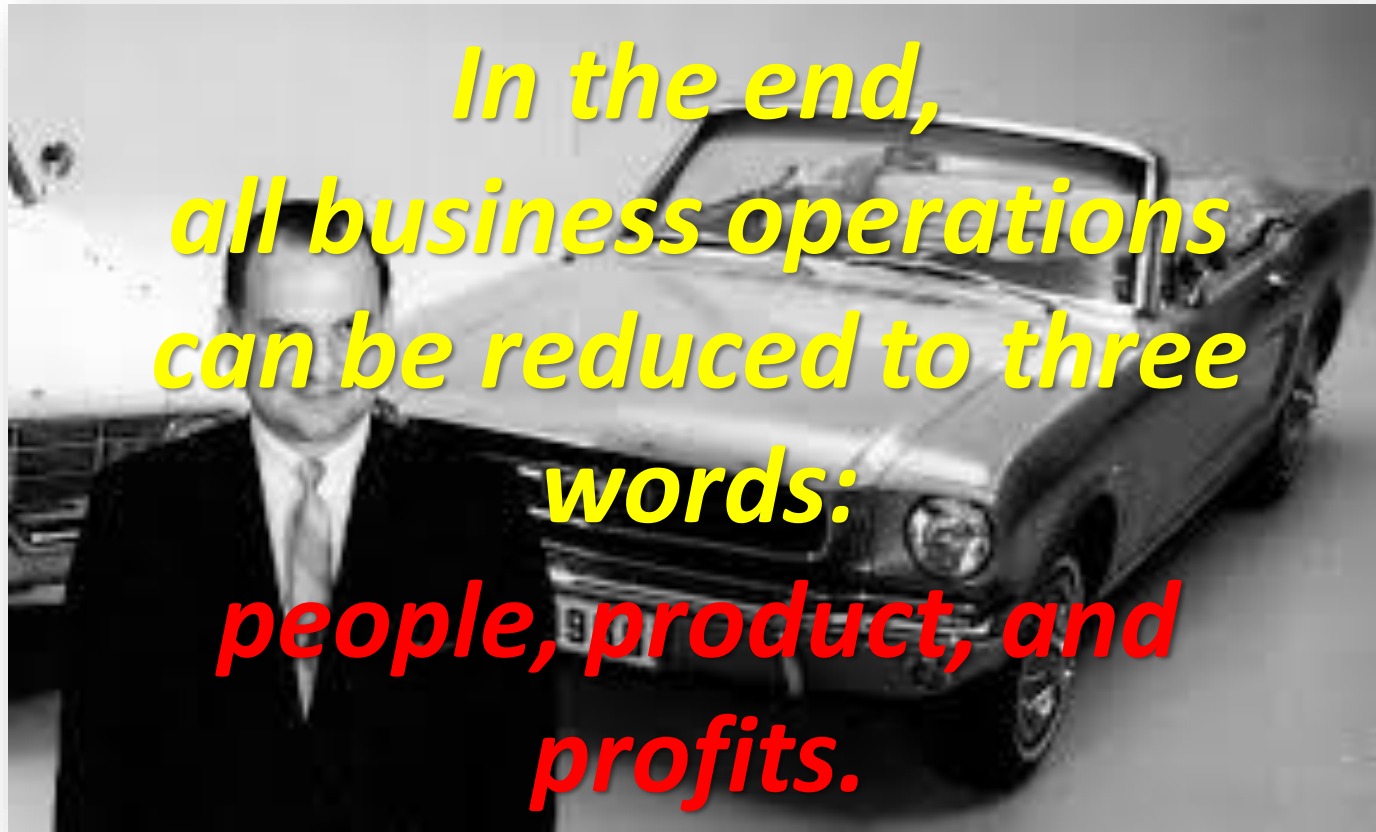
Transformational Leaders

move followers to awareness about what is important, and away from own self-interests.

- ▶ **Focus on vision**
- ▶ **Use charisma and enthusiasm for motivation**
- ▶ **Are proactive in nature**



Transactional vs. Transformational Leadership



Transactional vs. Transformational Leadership

TRANSFORMATIONAL LEADERSHIP

Idealised Influence + Inspirational Motivation + Intellectual Stimulation + Individualised Consideration

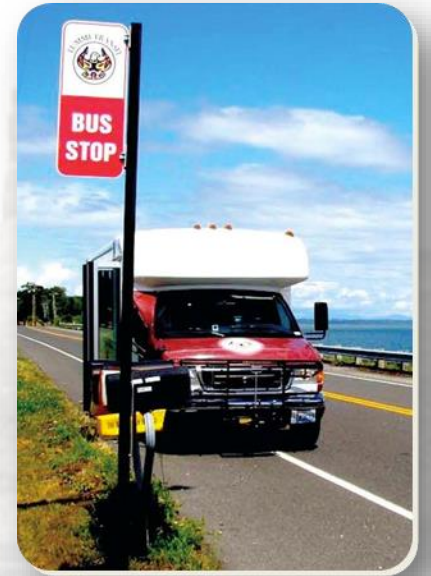
TRANSACTIONAL LEADERSHIP

Contingment Reward
+
Management-by-Exception

Expected Outcomes

Expected Outcomes

Performance Beyond Expectations



Module Overview

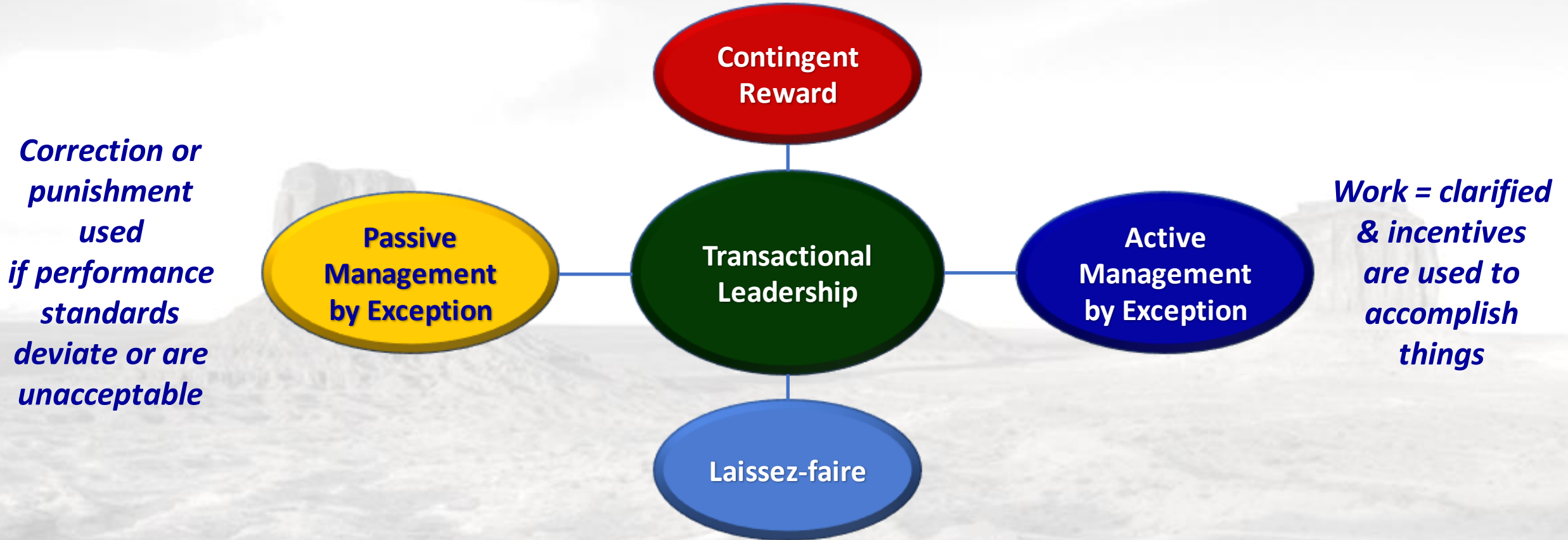


"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere." – Lee Iacocca

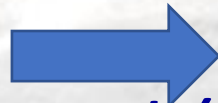
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*Work = clarified
& incentives are used to accomplish things*



Transactional Leaders



*hands-off & indifferent approach to the team:
limited response to needs/problems or disinterested in team opinions*



Idealised influence

Transformational leaders have a strong sense of conviction, are charismatic and act as a role model. As a result it empowers group pride and respect of each other pervades

Inspirational motivation

Leadership communication is key as messages, vision and mission are determined to all. An optimistic outlook and leader's belief in everyone's ability are regularly expressed

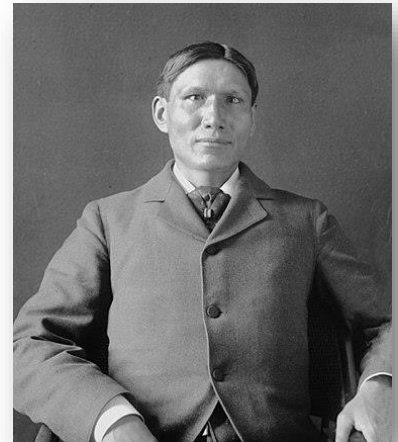
Transformational Leadership

Individualised consideration

Leaders show support, empathy and challenge their team in return followers thrive on self-development and self motivation

Intellectual stimulation

Leaders foster and develop their team through questioning, the team is involved in decisions and encouraged to be creative and innovative in identifying solutions



Transactional vs. Transformational Leadership

Module Overview



"America would be a better place if leaders would do more long-term thinking." – Wilma Mankiller

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Becoming an Authentic Leader Allows Creation of Effective Teams



"As individual fingers we can easily be broken, but all together we make a mighty fist." -- Sitting Bull





The strength of the team is
each *individual member*.
The strength of each member
is *the team*. — Phil Jackson

Effective Leadership Relies on Hiring the Right Team



Mission

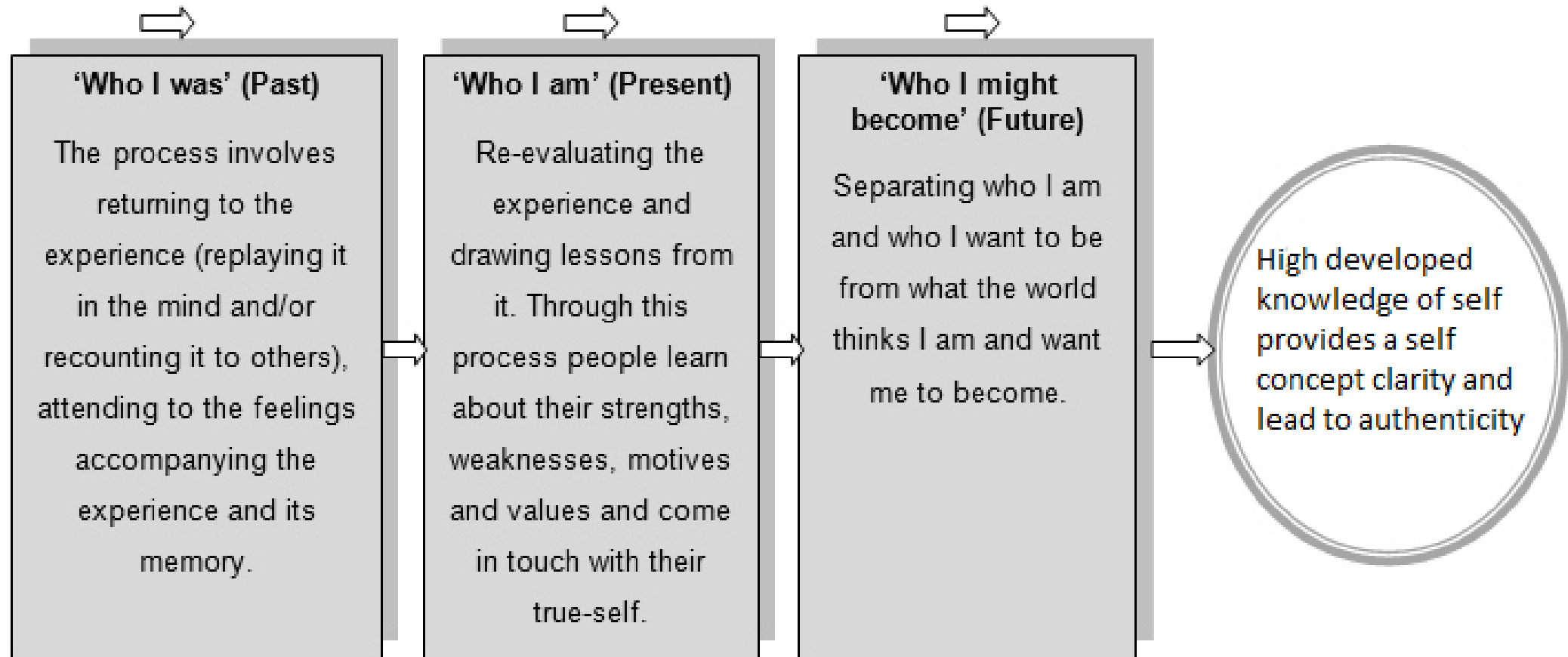


Mission

Transition
Roles
Responsibilities
Expectations
Required Skills
Relationships

Coordinated
Response

Becoming an Authentic Leader Allows Creation of Effective Teams



Personnel Policies & Procedures Guide Good Leadership



Policies and Procedures Manual for

Cheyenne River Sioux Tribe Transit



Operated by



River Cities Public Transit

February, 2010

Module Overview



"In times of great stress or adversity, it's always best to keep busy, to plow your anger and your energy into something positive." – Lee Iacocca

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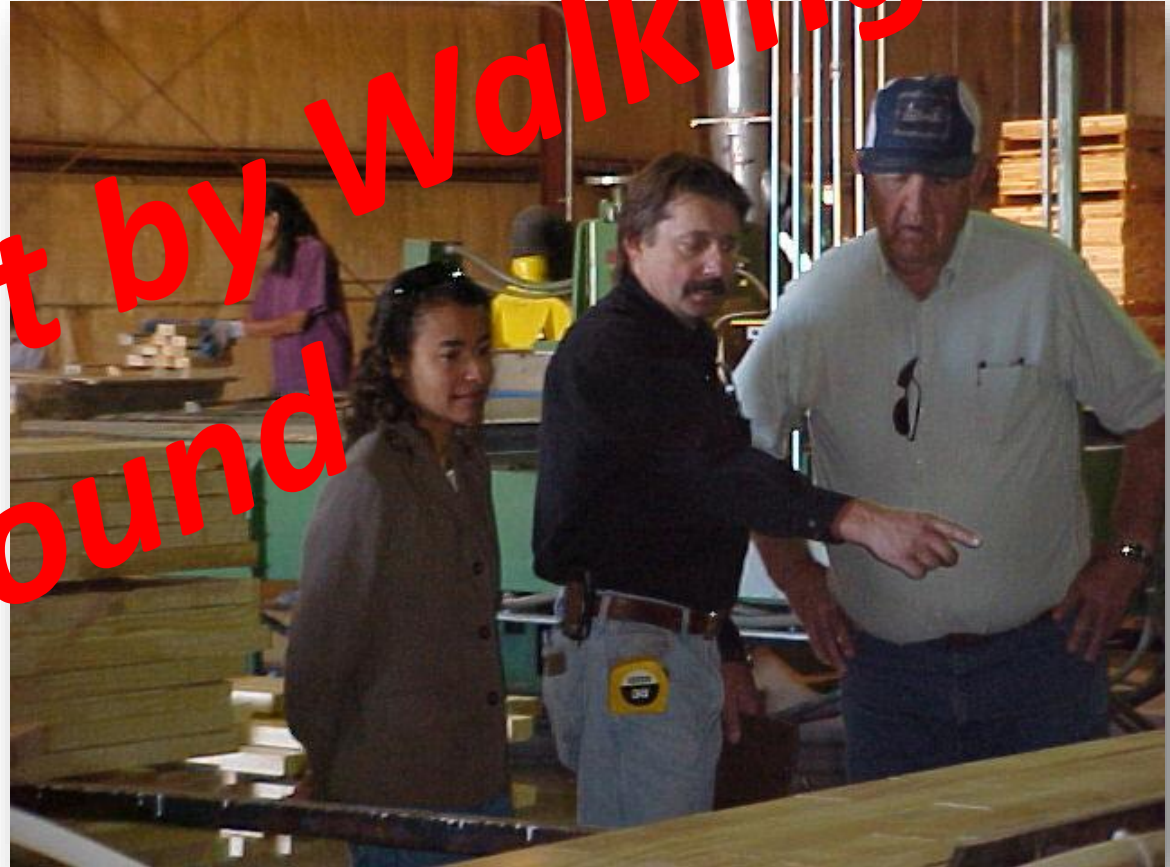


Management by Walking Around

- WMAT Education Department Administration
 - Higher Education Program
 - Adult Vocational Training Program
 - Child Find Program
 - Johnson O'Malley Program
 - Vocational Rehabilitation Program
 - Vocational Skills Center



Leadership Case Studies



Module Overview



"Cows run away from the storm
while the buffalo charges
toward it - and gets through it
quicker. Whenever I'm
confronted with a tough
challenge, I do not prolong the
torment, I become the buffalo."
– Wilma Mankiller

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Your Leadership & Tribal Council Relationship Challenges and/or Solutions



Leadership Resources



Online Leadership Articles:

- [Management by Walking Around: 3 Reasons It Works](#)
- ['I hire people brighter than me and then I get out of their way.' Nine of Lee Iacocca's best quotes on leadership](#)
- [The Leadership Challenge — A Call for the Transformational Leader](#)
- [Transformational Leadership Vs. Transactional Leadership Definition](#)
- [Transactional Leadership Vs. Transformational Leadership](#)
- [Goodbye Transactional Leader. Hello Transformational.](#)

Leadership Article in .pdf:

- [The Leadership Journey. A Paradigm for Developing Globally Responsible Leaders](#)



Upcoming Event

Join National RTAP staff on June 27 - 28, 2022
in beautiful Flagstaff, Arizona for a two-day
Tribal Transit Training Workshop.

The workshop will be available in-person and online via
teleconference. Registration is available at:
<https://www.eventbrite.com/e/national-rtap-tribal-transit-training-conference-in-flagstaff-az-tickets-294064945167>

The agenda will include PASS training, modules on rural and
tribal service design, capital development/construction
project management, website builder and GTFS overview, etc.

National Transportation in Indian Country Conference



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Further Questions? Feel free to contact:



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