**Building And Sustaining Inter-Relational Leadership**

**And Communication in Modern Organizations**

**LDR 815-22: Transforming People's Problems (Spring 2023)**

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**60-Day Developmental Readings**

Review 100-day assignments, essential course elements, assigned readings, and recommended readings to identify selections of books and scholarly peer-reviewed journal articles to identify and select developmental reading sources and entries. Each program and Core have specific grading criteria. Follow the FALL 2022 Developmental Reading Rubric for the required number of sources, comments, and quality criteria. See the General Helps in AA-101 The Gathering Place in DIAL for the following resources:

● Refer to the "FALL 2022 Student Guide to Developmental Readings" for updated information on sample comments, grading rubrics, and key definitions related to developmental readings.

● Download the "FALL 2022 Developmental Reading Assignment Template" Word

document to begin writing your developmental reading assignment.

● For grading criteria, go to the "FALL 2022 Developmental Reading Rubrics."

● Document all sources in APA style, 7th edition (APA 7) Reference Example, APA 7 Quick

Guide) for in-text citations and Works Cited. Include page numbers.

● Include a separate Works Cited page, formatted according to APA style, 7th

edition.

● Submit through DIAL to the professor.

**Building And Sustaining Relational Leadership And Communication in Modern Organizations**

**Introduction**

 Building relational leadership communication is like perfectly outlining principles in management books. However, relational leadership may be sophisticated due to factors like multicultural diversity, complex working environments, employees, and the leadership approach to change management. The question mostly asked is, what happens when the charismatic leadership charms and influence begin to fade away or wear out? Charismatic leadership and its respectable influences enable someone to overcome a lack of communication. Not in all cases. "As Einstein famously said, we cannot solve our problems from one thinking used when we created them,"- Through dialogue and metacognition, we can develop our ability to intentionally shift-our levels of thinking to new possibilities (Ellinor & Girard, 2023, para. 18). The two major factors of "dialogue and metacognition" inform and drive the crucial awareness and understanding of one's thought processes as precursors to some discourse, and conversation required to strike or stimulate participatory relational contacts. This developmental reading study will critically examine modern organizations to determine why they are plagued with misinformation, lack of sociocultural leadership, and collective relations. Moreover, assess and evaluate the innovative options for effective leadership relational communication.

**Source One**: Kouzes, J. M., & Posner, B. Z. (2023). The leadership challenge: How to make extraordinary things happen in organizations. John Wiley & Sons.

**Comment 1**: Leadership relational communication can be fraught with challenges requiring collaborative innovation and courage to overcome.

**Quote/Paraphrase**: The Leadership Challenge has always been about how people mobilize others to want to make extraordinary things happen. It is about behavioral practices that transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. Its leadership creates a climate in which challenging opportunities exist, and open the door for remarkable successes (Kouzes & Posner, 2023, para. 1). Introduction.

**Essential Element:** This is associated with leadership skillsets and approaches to contain unexpected challenges to leadership and communication.

**Additive/Variant Analysis**: The additive "extraordinary things" are remarkable. They can "transform values into actions." There is transformation through effective communication. This conveys information that drives change in relational communication.

**Contextualization**: This transforms the vision into reality, especially when communicating such vision for change management. That is, the employees in one's organization work in harmony. They are receptive to challenges and do not see them as stranger but resourceful for success.

**Comment 2**: Relational dialogues are significant factors which facilitate psychological and spiritual changes in building relational communication.

**Quote/Paraphrase**: The generative perspective in therapy understands relations and dialogue as a generative social space -focuses on the creative dimensions of human relationality. This epistemological and clinical perspective has a heuristic value that allows us to discern and work with micro dialogues—micro-processes. (Schnitman, 2023).Abstract.

**Essential Element:** This demonstrates therapeutic space that offers generative forms of mutual conversation.

**Additive/Variant Analy**sis: The additive "Heuristic value" refers to the experientially deterministic or exploratory conversations or dialogue meant to establish relationality and relatability.

**Contextualization**: Participatory dialogue in psycho-social therapy creates trust and personal and private freedom to exchange thoughts and ideas. This is encouraged in one's organization. It presents an unimpeded environment where effective communication brings out the best in employees.

**Source Two**: Fullan, M. (2023). The Principal 2.0: Three Keys to Maximizing Impact. John Wiley & Sons.

**Comment 3:** Helping to build relationships is crucial.

**Quote/Paraphrase**: Three keys for Maximizing impact:- leading learning, being a district - system player, and becoming a change agent.-Put sharply, your job as a leader is to work with others to bring change-Lead learner is a democratic concept, -means helping others to learn especially in interaction with groups focusing on a cause (Fullan, 2023, p. 5 and 6, para 1 and 2).

**Essential Element**: This is about fostering learning, social and educational interaction.

**Additive/Variant Analysis:** The additive, "maximizing impact, by leading learning, as a system player, and as a change agent," are made possible through concerted efforts and connectivity. Educational learning provides the basis for "crystalizing their ideas," communicating as a team and becoming agents of change.

**Contextualization:** The concept of change and skill development are backed with demonstration and practice. The regular training of one’s staff provides them with skill sets and adequate information to conduct their services effectively. This commands productivity and sustainable performance.

**Comment 4:** The Relational Care element is vital in communication. Helping to build relationships is crucial.

**Quote/Paraphrase**: Care is a neglected element of quality processes. Good quality teaching and learning includes Care; A caring approach contributes to facilitating learning -coping with difficulties and distress in the expanded higher education environment-Three types of Care are identified. Pedagogical Care that aims to facilitate students' learning. Holistic Care promotes students' academic learning and holistic development. Relational Care is about creating learning experiences underpinned by high-quality teacher-student relationships (Harvey, 2023, para. 1) Editorial.

**Essential Element**: This is associated with relational Care based on collaboration.

**Additive/Variant Analysis**: The additive is, "Relational care is about creating learning experiences" based on "quality-relationship." This shows the regular communication and information flow between the parties. Each side is participating in the learning process, conversations and exchange of ideas.

**Contextualization:** Practicing relational Care in one's organization is ongoing. It drives relationship building based on skill and information exchange. It puts in place effective channels of communication, vertical and horizontal.

**Source Three**: Behl, A., Dutta, P., Sheorey, P., & Singh, R. K. (2023). Examining the role of dialogic communication and trust in donation-based crowdfunding tasks using information quality perspective. The TQM Journal, 35(1), 292-319.

**Comment 5**: Dialogic communication thrives on the peoples' trust and confidence from Church audience, or congregations and listeners, schools, and the public.

**Quote/Paraphrase**: The authors found that operational performance is explained significantly by the quality of information and its association with dialogic public communication. The results support the arguments offered by dialogic public communication theory and trust transfer theory in assessing the operational success of DBC (Behl et al., 2023, para. 2). Abstract.

**Essential Element:** This concerns quality information and its impact on "public communication and operational performances."

**Additive/Variant Analysis:** The additive, "Dialogic communication" is an approach to communication that focuses on promoting a dialogue between a speaker and their audience- encourages speakers to be assertive (calm, respectful, and open) in presenting their ideas to an audience." Trust transfer can work through two processes: the communication process and the cognitive process" (Stewart, 2003).

**Contextualization:** In an effective communication, both the speaker and listener understand each other. There is room for easy comprehension, participation and the feedback mechanism in place. The absence of a feedback can affect the exchange of information.

**Comment 6:** Trust, like a brand is a universal attribute and significantly impacts relational communication.

**Quote/Paraphrase**: Cultivating consumers' trust in a brand can improve their willingness to patronize, co-create, and increase brand loyalty (Chaudhuri & Holbrook, 2001; See-To & Ho, 2014). Trust transfer can work through communication and cognitive processes (Stewart, 2003). (Liu, et al., 2018, para. 3). Introduction.

**Essential Element**: This is unfolding the universality of trusted information and communication, and they are critical.

**Additive/Variant Analysis**: The additive, "consumers' trust increases brand loyalty," it implies dedication and devotion to a trusted cause or informer. Moreover, this comes with faith and allegiance between the parties communicating, the speaker and the listener.

**Contextualization:** Like in any organization, effective communication is often based on trust, the conviction that the services, products, and messages are trusted and genuine. Moreover, they are employees' productivity and performance-driven.

**Source Four**: Koh, G. A., Askell-Williams, H., & Barr, S. (2023). Sustaining school improvement initiatives: advice from educational leaders. School Effectiveness and School Improvement, 1-33.

**Comment 7:** In any communication and relationship building, expectations and motivations are designed to sustain such relations.

**Quote/Paraphrase**: There are reports about school improvement - However, many initiatives do not survive over longer terms-We recommend adopting a complex adaptive systems perspective to communicate and facilitate processes of change, including planning, enacting, and evaluating school improvement as a continuous long-term process rather than as an end product of any singular initiative (Koh, Askell-Williams, & Barr, 2023).

**Additive/Variant Analysis**: The variant is "Adopting a complex adaptive systems perspective to communicate". An organization should simplify communication channels. This creates easy comprehension and applicability. Communicational channels must be simplified to convey the messages and policy directives, services, and operations of the day vertically up and down (with computers, zoom meetings, training, easy apps, etc.) .

**Contextualization:** There should also be horizontal channels of communication involving line supervisors and managers (newsletters, notices on board or individual office computers, etc.). Confidential information is marked and distributed to designated staff only. Accessible communication channels motivate or spur people to communicate and share information, or they are reluctant when they are complex. Even modern software is competing for simplicity.

**Comment 8:** Environments for information sharing can be very motivational to employees and students.

**Quote/Paraphrase:** The main aim of this is to demonstrate that "volunteer" employees' perception of dimensions of intellectual capital (I.C.) – human, structural, and relational capital – creates a motivational environment to enhance knowledge-sharing intention (KSI) and stimulates "volunteer" employee engagement (VEE). The model is applied to the nonprofit organizations (NPOs) sector based on sharing values with volunteers and employees- beneficial to developing and deploying individual and organizational human capital (Fait et al., 2023). Abstract.

**Essential Element:** This is about creating motivational environments open to intellectual and human capital to boost relational communication.

**Additive/Variant Analysis**: The additives are "intellectual capital (I.C.) – human, structural and relational capital – creates-knowledge-sharing intention (KSI) and stimulate "volunteer" employee engagement (VEE). The KSI model is a pool of shared information. It facilitates communication and information flows.

**Contextualization:** The NPO models, as they are portrayed, represent the community's rich values of nonprofit organizations. The NPO is a valuable model one’s organization embraces for the volunteer of human capital it generates. Knowledge sharing can take different forms, such as: Providing feedback, sharing tips, or creating guides between employees. One-to-one mentorship between leaders and more junior employee.

**Source Five**: Leenknecht, M. J., Snijders, I., Wijnia, L., Rikers, R. M., & Loyens, S. M. (2023). Building relationships in higher education to support students' motivation. Teaching in Higher Education, 28(3), 632-653.

**Comment 9:**  Both autonomous and controlled forms of motivation can be impacted by benevolent trust relations whereby students or employees become too dependent on support systems.

**Quote/Paraphrase**: Student-teacher relationships in higher education occur in two embedded social contexts: the in-class environment, and the educational institute - Perceptions of in-class teacher involvement were associated with autonomous motivation. In contrast, perceptions of in-class teacher structure were associated with controlled motivation. -The-autonomous motivation seemed to be suppressed by perceptions of trust in benevolence. This indicates that students can get a 'just tell me what to do'- attitude when trust in benevolence makes them shift from being supported to depending on support (Leenknecht, 2023). Abstract.

**Essential Element**: This is about autonomous, controlled motivation and the need for trust in benevolence not to be abused nor override any of the motivational perceptions.

**Additive/Variant Analysis:** Both "autonomous and controlled motivation" seems to offer the students or the trainees the expanse and room to be spurred into viable action and research studies. To equip themselves with skillsets and tools from the vast resources of acidemia.

**Contextualization:** The skill sets from relationally prompted and motivational studies provide the in-depth foundation for intellectual knowledge. That has broad arsenals of theories and precepts that can be mobilized into viable and practicable principles, outcomes, and results, especially in nonprofit and Christian organizations.

**Comment 10:** Corporate Social Responsibility (CSR), and Creative Deviance (CD) thrive on innovative communication, community, and employee relations.

**Quote/Paraphrase**: This aims to explore the underlying mechanisms of the - relationship between perceived corporate social responsibility (CSR) and creative deviance (CD). Based on-social capital (S.C.) theories, this study proposes that the relationship between CSR and CD is mediated by both the pro-social motivation and S.C. of the employees- Managers can use this knowledge to improve their performances -will be able to increase their intellectual capital (I.C.), which is necessary to compete in today's markets. (Bhatti et al., 2023).

**Essential Element**: This refers to the relationship between Corporate Social responsibilities CSR, Creative Deviance (CD) reflecting the principles of Social Capital (S.C.) theory (interpersonal values exchanged, shared, and applied).

**Additive/Variant Analysis**:" The CSR and CD are mediated by both the pro-social motivation and S.C. of the employees." This implies how employees utilize their interpersonal relations, skills, and experiences to support fellow employees or students. And their sustainability are crucial.

**Contextualization:** Such pro-social motivational support involves utilizing interpersonal relations to beef up group performances. This is greatly desired towards accomplishing common goals of the employees and the organization. And the sustainability of social motivational support is crucial.

**Source Six:** Pedraza-Rodríguez, J. A., Ruiz-Velez, A., Sánchez-Rodríguez, M. I., & Fernández-Esquinas, M. (2023). Management skills and organizational culture as sources of innovation for firms in peripheral regions. Technological Forecasting and Social Change, 191, 122518.

**Comment 11**: Interpersonal communication and organizational culture improve and facilitate effective communication.

**Quote/Paraphrase**: Managers are top decision-makers in crucial elements such as organizational culture and their strategic decisions on the innovation processes. Organizations demand executives capable of leading teams and innovating how demeanor, both in terms of manners and with any form of interdisciplinary collaboration in the wake of new ideas, processes, and practices (Whitney & Trosten-Bloom, 2016; Lam et al., 2021), as well as- critical skills to help increase the organization's capacity and effectiveness. Introduction (Pedraza, para. 3)

**Essential Element**: This refers to the skill sets of organizational culture and innovation often required in the decision-making process.

**Additive/Variant Analysis**: The additives, "innovating how to demeanor manners and with any form of interdisciplinary collaboration," indicate utilizing inter-relational skills and strategies to mobilize the employees or students for efficient work or study outcomes. The demeanor (behavior and attitude) is crucial. It creates enabling environment of work.

**Contextualization:** The "increase in organizational effectiveness" comes with effective communication, organizational culture, and practicable skills. This will help one's employees and organization make critical, contingency, and situational decisions before or when they arise. The manager’s right demeanor is crucial to an enabling working environment.

**Comment 12:** The Role of Behavioral Change and Control in Organizational Communication and Relations.

**Quote/Paraphrase**: Behavioral control is often included as a critical factor in theorizing consumer behavior. -More specifically, the theory of behavioral control developed herein explains the distinctions and characteristics of - two ways in the form of covert and overt controls. Moreover, - the propositions-solidify the foundational understanding of behavioral control - such as ethical behavior, technology adoption, and sustainable consumption. (Lim, & Weissmann, 2023).

**Essential Element**: This is mainly about the characteristics of behavior control, namely, covert, and overt.

**Additive/Variant Analysis**: The characteristic elements of behavioral control, "covert and overt," exhibit organizational relations. The covert behavior is sometimes hidden. They include mental processes, thinking, reasoning, cognition, processing information, and making informed decisions. The overt behaviors are physical actions, shaking hands, verbal speeches, facial expressions, and gestures.

**Contextualization**: Despite the difficulty in behavioral control, overt and covert behaviors can be indirectly controlled through policy guidelines, rules and regulations. The ethical standards in place are significantly reflected in the organizational cultures. As a result, the employees and students tend to feel and have a sense of control in their covert and overt attitudes and actions, within or outside.

**Source Seven**: Jones, L. G. (2023). Matters of Faith and Trust: The Role of Institutions in Creating Communities that Flourish. North Carolina Medical Journal, 84(3).

**Comment 13:** Cultivating friendship and commitments offer cohesive working group behaviors depending on their levels of impact.

**Quote/Paraphrase**: Institutions of every shape and size are vital to the over­all health of a population because they are essential for molding character, shaping life, and cultivating health and well-being. -We need strong and vibrant institutions that cultivate practices, friendships, and strategies to enable people to have strong character and flourish (Jones, 2023). Introduction.

**Essential Element**: This is about community building and collective commitment to a just cause.

**Additive/Variant Analysis**: The additive, vibrant institutions that cultivate practices, friendships, and strategies" demonstrate relational commitment. That is based on concerted efforts, connectivity, mutual respect, and trust. This is what sustains an organizational structures.

**Contextualization**: The vibrant institutions' character and positive behavioral contributions are significant in building some long lasting relations with the communities they serve. This can be resourceful in one's organization. Especially in employee commitment, productivity, and performance standards.

**Comment 14:** The capacity to sustain organizational citizenship, employees' behaviors, and commitment will make a difference in 2023.

**Quote/Paraphrase**: There is a positive correlation between organizational commitment and the indicators of organizational citizenship behaviors and the employees' civic virtue, courtesy, and altruism dimensions. -Organizations should support their personnel's affective and moral commitment to developing strong citizenship behaviors. (Zayas-Ortiz et al., 2015). Introduction.

**Essential Element**: This unfolds organizational citizenship, the ultimate form of employee loyalty to the organization.

**Additive/Variant Analysis**: The additives, "altruism dimensions" (sacrifice)- the "affective" (emotional) and "moral commitment" (ethical) portray employees' values and virtues. Moreover, these values are suitable for stimulating and developing organizational citizenship (covert loyalty).

**Contextualization:** Organizational citizenry tops the levels of commitment. This level is practicable and required in modern organizations. It is more covert that serves the organization's interest secretly, and overtly (openly).

**Source Eight:** Henry, J., Croxton, R., & Moniz, R. (2023). Incivility and Dysfunction in the Library Workplace: A Five-Year Comparison. Journal of Library Administration, 63(1), 42-68.

**Comment 15**: Organizational and employee’s relations can be hampered by various Dysfunctions

**Quote/Paraphrase**: The purpose was to explore the internal -workplace incivility, conflict, and dysfunction which currently exist – in Areas of bullying, cyberbullying, mobbing, cyberloafing. -And emotional intelligence were explored. - Incivility in workplace dysfunction, cyberloafing, and bullying behaviors have increased while mobbing and emotional intelligence has declined. (Henry, Croxton, & Moniz, 2023).

**Essential Elemen**t: This is about dysfunction, which affects the smooth sailing relations between employees and the organizations in several ways.

**Additive/Variance Analysis**: The variants "mobbing and emotional intelligence has declined" require regular updating. Emotional intelligence (E.I.) should be revamped to meet cross-cultural communication goals. E.I. represents self-awareness-the ability to recognize and understand your moods, emotions and how they affect others. Self-regulation: involves the employees being able to control their impulses and moods and to think before acting. Including: Internal (or intrinsic) motivation, empathy and social skills.

**Contextualization:** Building and harmonizing innovative organizational relations require a lot of nurtured and applicable Emotional Intelligence-self-awareness and sensing others' behavioral moods. Humility and mutual respect help sustain the emotional intelligence prospects.

**Comment 16:** Organizations tend to have a broad span of dysfunctions they must be contained to avoid defects in structural communication, services, and operational systems.

**Quote/Paraphrase:** "The article discusses the dysfunctional attributes of organizations experiencing periods of decline. - identified by scholars, including the centralization of decision-making process, a lack of long-term planning, and a pronounced decrease in the adoption of innovations- Only organizations experiencing growth in revenues seem to avoid these problems" (Cameron, Whetten, & Kim, 1987). Drawing on the social identity approach, we propose that higher pay disparity can increase the close fit of pay categories- whereby the organizational "haves"- and "have nots"-are more likely to be categorized into distinct social groups (Tanjitpiyanond, Jetten, & Peters, 2023).

**Essential Element:** This is about dysfunctional characterization based on multi-dimensional causes shown above.

**Additive/Variant Analysis**: The variants- "centralization of decision making, a lack of long-term planning and a pronounced decrease in the adoption of innovations". They may, or may not indicate gross dysfunctions. Modern organizations must embrace management and managerial decentralization in decision-making process in specific situations. To accomplish effective leadership tasks, and promptitude, and long-term planning. To remain more competitive, encouraging open CD-creative deviance in innovation (by employees).

**Contextualization:** Decentralizing management decision-making is most feasible in complex medium and large scale organizations, and not in small organizations due to cost-effectiveness. However, certain decisions are left to line supervisors or managers instead of top management leadership to facilitate the services.

**Source Nine**: Garamvölgyi, J., & Rudnák, I. (2023). Exploring the Relationship between Cultural Intelligence (C.Q.) and Management Competencies (MC). Sustainability, 15(7), 5735.

**Comment 17:** Cultural Intelligence (C.Q.) and management competencies (MC) are crucial in multinational organizations and relations.

**Quote/Paraphrase**: Cultural Intelligence, a 21st-century concept, determines the extent of workers' success in foreign cultures but also answers why dealing with issues that arise from cross-cultural problems can cause failure or success. Introduction. In an empirical study, Cultural Intelligence and Management Competencies", managers provided a self-assessment, and their subordinates reported on their performance. Correlation analysis- was used.- among the factors examined (C.Q., gender, origin, age, work experience, position, and education), the level of C.Q. of managers correlates significantly with their management competencies- Abstract. (Garamvölgyi, Rudnák, 2023).

**Essential Element**: This is about Cultural and management competencies.

**Additive/Variant Analysis**: The additive, Cultural Intelligence, the extent of workers' success in foreign cultures, - dealing with issues that arise from cross-cultural problems can cause failure or success". However, the variant, Cultural intelligence, is also required in local organizations, especially with multicultural employees and identities. It is practicable where you have different cultures.

**Contextualization:** Modern organizations rely on cultural and management competencies. They constitute some of the core strategic tools for business and services. Especially in medium and large-scale organizations. These tools are becoming broad based, covering cultural, management and service competencies.

**Comment 18**: Management competency sheds light on the culture of leadership agility in schools and is utilized as a model in auto parts and some nonprofit organizations.

**Quote/Paraphrase**: The purpose -is to determine the relationship between school principals' agile leadership and innovation management competencies according to teacher perceptions.-Based on the research data, it was concluded that the increase in teachers' agile leadership perception increased their perception of innovation management competence. In addition, school principals can create the organizational culture and structure necessary for agile leadership by increasing their ability to share responsibility and be effective (Özdemi̇r, 2023). Abstract.

**Additive/Variant Analysis:** The additive is "agile leadership" the school Principal creates as part of "organizational culture and structure." Leadership agility is sustained by a culture of education and a learning environment. They bear the hallmark of productivity and performance.

**Contextualization:** Schools and organizations emulate the "agility leadership" style. It gets employees, students, and institutions on the alert and on their walking toes, poised to perfect their skill sets and services. There are always continual checks and balances, management audits, etc., to monitor the systems for minutes and seconds.

**Source Ten**: Rabiul, M. K., Shamsudin, F. M., Yean, T. F., & Patwary, A. K. (2023). Linking leadership styles to communication competency and work engagement: evidence from the hotel industry. Journal of Hospitality and Tourism Insights, 6(2), 425-446.

**Comment 19:** There are Communication Competencies that foster Servant Leadership & Interpersonal Relations and Communication.

**Quote/Paraphrase**: Servant leaders and leaders' communication competency positively influence employees' work engagement. - Communication competency is essential for Servant leadership rather than for transactional leadership. Hoteliers and managers may want to adopt a Servant leadership style and develop practical leadership communication skills to increase employees' engagement at work. (Rebuild, Shamsudin, Yean, & Patwary, 2023).

**Essential Element:** This is about interpersonal communication competency that finds Servant leadership applicable in the hospitality industry.

**Additive/Variant Analysis:** The additive "Servant Leadership" may be embraced in some hospitality services but is still largely underutilized. The concept of its service is the top executives serving the bottom level employees. This still needs to be explained to modern organizations. Some instead, prefer its application from the bottom up, This is not how the concept works or is contextualized.

**Contextualization:** Even some Churches are uncomfortable with the contextualization of Servant leadership’s top to bottom concept and context. At the same time, its conceptualization is preached as sermons. You would find it in rounds of biblical studies but not being put to use.

**Comment 20**: The core competencies of transformational leadership and communication.

**Quote/Paraphrase:** The long-term and recent effects of globalization and increasing ethnic and gender diversity are turning leaders' attention to managing cultural differences in a diverse and inclusive organizational culture. This- reviews and offers suggestions on how transformational leadership in an inclusive culture can create commitment, higher performance, and sustainability with diversity management in a public organization (Jones, 2023).

**Essential Element:** Globalization seems to create more awareness about cultural diversities and inclusion.

**Additive/Variant Analysis**: The additives, "effects of globalization and increasing ethnic and gender diversity and inclusive organizational culture," have created a new wave of innovative leadership and transcultural communication. Organizations take the initiative to explore new service lines or industries that demand complex management competencies and skill sets. Cultural competencies remains the major factor.

**Contextualization:** The knowledge, awareness, and sensitivity about "ethnic and gender diversity" equip top and line management to work effectively. There is flexibility in the flow of adequate information about organizational leadership and management. Emotional and communication competencies are added advantage.

**Study Competencies and Models**

Interpersonal relations and communication (IRP) remain some of the core competencies modern leadership and management, line supervisors and managers rely upon, and utilize to deliver efficient and effective services. There has been solid application of social theories, and management competency models, including emotional intelligence CQ), cultural-diversity competencies to equip employees’ human capital resource initiatives. Based on this study, IRPs are sometimes fraught with challenges requiring collaborative innovation and courage to overcome complex issues. Notable areas in organizational dysfunction are “the centralization of decision-making process, a lack of long-term planning, and a pronounced decrease in the adoption of innovations (Tanjitpiyanond, Jetten, & Peters, 2023). Others are bullying, cyberbullying, mobbing, cyberloafing (Henry, Croxton, & Moniz, 2023). This study notes that, corporate social responsibility (CSR), and creative deviance (CD) thrive on innovative communication, social motivation, community, and employee relations. Such pro-social motivational support involves utilizing interpersonal relations to beef up group performances. This study shows that social interpersonal relational models, theories and principles are dynamic, and subject to new paradigms, theoretical thinking and applications.

**Conclusion**

Despite the difficulty in behavioral control, overt and covert decision making can be indirectly controlled through policy guidelines, rules, and regulations. Whereas, to many, such change is likely impossible due to the intrinsic and extrinsic natures of the covert and the overt decision-making process. Organizational citizenship (citizenry) tops the levels of commitment. This level is practicable and required in modern organizations. Modern organizations rely on cultural and management competencies. They constitute some of the core strategic tools for business and services. The study shocker is the uninspiring attitudes towards the contextualization of the Servant leadership by modern Christian organizations. Presently, some Churches are still not comfortable with the Servant leadership’s top-to-bottom concept and context. At the same time, its conceptualization is brilliantly preached as sermons on the pulpits. You find it in rounds of biblical studies but not being applied. Globalization seems to create more awareness about cultural diversities and inclusion.It creates new wave of innovative leadership and transcultural communication. Moreover, the knowledge, awareness, and sensitivity about ethnic and gender diversity equip top and line management to work together effectively. The Agility leadership associated with school leadership is a compelling style of leadership, constantly alert on its functional toes to ensure the management and students deliver optimum socio-educational and relational services.

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