**LEADERSHIP IN THE CONTEXT OF SECULAR**

**AND CHRISTIAN FUNCTIONALITIES**

SR 953-12: Research for 21st Century

Scholarship (Fall 2022)

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Professor

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**#4. 120-Days: Essay Draft**

 Continuation of the SR953 Research for 21st Century paper that you began for your 60-day assignment.
1. Structure (Paper Evaluation includes the following structure below).
a. Download the “OGS APA Course Assignments Template 7th Ed 2021” template
 from the General Helps folder in the AA-101 The Gathering Place Course on DIAL. Using

 the template, create the following pages.
b. Title Page (Not included in page count).
c. Copy and paste the assignment instructions from the syllabus starting on a new page after the

 title page, adhering to APA 7th edition style (APA 7 Workshop, Formatting, and Style Guide,

 APA 7 Quick Guide).
d. Start the introduction on a new page after the copied assignment instructions.

2. Write a summary for each of your resources (see 60-day assignment instructions, #5, and #6

 for specifications). Use a Level 1 heading at the beginning of each summary. Level 2 and

 Level three 3 headings are optional.

3. Include the following for each book from the 60-day assignment (A minimum of two books

 (minimum of one published in the last five years) relevant to your chosen topic.)
a. short biography of the author and his or her credentials, and
b. your assessment of each book’s (a) readability, (b) presentation of the subject, and (c)

 relevance to your chosen topic.

4. Include the following for each journal article from the 60-day assignment (A minimum of five primary research journal articles relevant to your chosen topic; four articles must be less than five years old.)
a. The title, year, and author(s) of the research;
b. The basic categories in the literature review section;
c. Brief description of the research type and methods;
d. Brief description of the population being studied and how the participants were selected for

 the research; and

e. A brief description of the findings and conclusions.

5. Document all sources, including citations in APA style, 7th edition (APA 7 Reference

 Example, APA 7 Quick Guide)

6. Include a separate Works Cited page, formatted according to APA style, 7th edition (not

 included in page count).

7. Submit the completed paper to DIAL.

**LEADERSHIP IN THE CONTEXT OF SECULAR**

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 **Introduction**

 This study unfolds new grounds in leadership potentials and roles. There may be much

that separates the Christian and the secular forms of leadership. But the lines of demarcation

between them are getting thinner by the day. Each seems to gravitate toward the new hybrids of

leadership based on situation and contingency theories or principles (exemplary leadership for

the right situations or circumstances). The management and administration patterns may differ in

approach, properties, and dogmatic characterizations. Still, the commonality is their visionary,

and sense of creativity, and application. And the quest for innovative management ideas,

strategies, and leadership roles. The study will examine the comparative leadership roles between

the Christian (the Servant and the Kingdom Leadership, and the Secular leadership

(that is the Transactional leadership, and Autocratic Leadership). And to determine their style,

approach and suitability in a given environment or situation. And the complimentary and

strategic roles Corporate Governance, and Corporate Social responsibilities play, alongside

theories of agency, stakeholders, and shareholder cost in modern Christian and Secular

leadership, would be determined.

**Book Reviews**

**Book Review # 1**

Irving, J. A., & Strauss, M. L. (2019). *Leadership in Christian perspective: Biblical foundations and contemporary practices for servant leaders. Baker Academic.*

**a. Short biography of the author and credentials**

 Justin A. Irving (Ph.D., Regent University, and Mark L. Strauss (Ph.D., University of Aberdeen) are co-authors of the book, *Leadership in Christian perspective.*

Justin A. Irving is a Professor of Christian Leadership and chair of the Department of Leadership and Discipleship at The Southern Baptist Theological Seminary in Louisville, Kentucky. He previously served as a professor- and director of the DMin program at Bethel Seminary.

Mark L. Strauss is a University Professor of New Testament at Bethel Seminary San Diego and the author of several books, including *How to Read the Bible in Changing Times: Understanding and Applying God's Word Today* and *Four Portraits, One Jesus: A Survey of Jesus and the Gospels*.

**b. Assessment of the book’s Readability**

The book is easy to comprehend. It explores, and elaborates on practicable Christian leadership models and principles about Kingdom and Servant leadership by “example and action.” Irvin and Straus attempt to convey leadership styles based on personal examples, beliefs, and values.

**c. Presentation of the subject**

 There is connectivity and style in the book’s presentation in parts and chapters. And the book focuses on the life experiences of the ministry of Jesus, and the disciples, Peter, Paul, etc. And they tend to link the selfless services of the disciples to their persistence to further gospel and leadership qualities amid turbulent times. “The empowering of leadership is a process by which leaders and followers get together to achieve common goals and a shared vision. Introduction. (Para. 4).

**d. Relevance to topic**

The book projects the essence of leadership based on discipleship and educated followership. Leadership by instruction is only enough if there is action, awareness, and nurtured growth of all participants toward their common goals and vision.

**Chapter 1, Addresses**: **Modeling What Matters.**

 Irvin and Straus stress the significance of the leaders being active participants leading by example and action. “While it may be tempting to simplify, to dictate to or tell followers to dictate what to do, the most effective leaders understand the importance of action.” Chapter 1, Introduction. (Para. 4).

**Chapter 2, Addresses: Engaging in Honest Self Evaluation**

The “Christian leaders are encouraged to look into their own lives and consider issues at

the core of their personhood, consider personal beliefs and values-in light of their convictions. To bring such health to their followers and communities, leaders will increasingly nurture self-awareness through effective self-leadership and personal growth practices-engaging in 1) Self-evaluation in biblical perspectives, 2) self-evaluation in contemporary, 3) Self-evaluation in practice. Chapter 2. Introduction.” (Para. 6 and 8).

 The additives here are threefold, and they depict the values of a modern leader: “1) Self-evaluation from a biblical perspective; 2) Contemporary; ( 3) And Practice”. A leader is sound with biblical doctrines, knowledgeable with modern, contemporary issues (Christian and secular), and must be pragmatic and reasonable in his or her services and operations.

Book Reviews

**Book Review # 2**

Kathleen, P. *True Leadership: Leadership Styles and the Kenotic Relationship*. Springer Nature,

 2020.

 **a. Short biography of the author and contributing editors**

Kathleen Patterson possesses a Ph.D. in Organizational Leadership, a professor, and Director of Strategic Leadership at Regent University. She has written several books and academic and professional journals. And she is involved in numerous consulting projects locally, nationally, and abroad. She is an active member of professional associations: The Greenleaf Center for Servant Leadership, IALC (International Association of Leadership Consultants).

Dr. Dave Peltz, is a contributing editor. He holds a Ph.D. in Organizational Leadership –

Human Resource Development. He is a care and professional development subject matter expert. He provides coaching and consulting services for organizations.

John H. Wilson is a contributing editor. He holds a Ph.D. in Organizational Leadership

from Regent University. He has published numerous articles in academic and business journals on topics that relate to empowering employee excellence, self-leadership, adaptive change, intrapreneurship, and distributed organizational structures.

**b. Readability**

 The book advances the philosophies of leadership and is very concise about theories and paradigms put forth by experts in the areas of Christian and secular leadership.

**c) Presentation of the subject**

 The types of leadership styles are presented in their comparative fundamental functions. The book challenges you to critically examine some leadership characterizations, true or logical. There is “A shared conundrum for scholars in the field of leadership practice, and theory seems to be whether there is a True, ideal Form of leadership or whether different behaviors and styles simply work better for some people or circumstances than others (Northouse, 2019; Takala, 1998; Yukl, 2013). Abstract. (p. 1). The variant, “conundrum” (mystery) about leadership can me de-mystified through skill training, and innovative practice.

 **d) Relevance to your chosen topic**

 The book highlights Christ's Servant and Kingdom-oriented leadership, and transformational leadership, including some aspects of the Kenotic theory of leadership (a mix of human and divine nature of Jesus on earth, and the surrounding mysteries of playing double humanity), subject to a wide range of interpretations.

**Chapter 1 Addresses: Leadership: Beyond the Shadows (Johnson H. Wilson)**

The notion of True Leadership is offered as an ideal Form of leadership,

 personified by Jesus and illuminated in small ways through exegetical -

study and through the lens of transformational, authentic, and kenotic leadership theories. (p.1 and 2). Rather, a Christological view of leadership requires assent to the paradigmatic view that Jesus, as the divine, represents the Form that is True Leadership: This is the message we have heard from him and proclaim to you, that God is light and in him, there is no darkness at all (p. 6, para. 1).

 Johnson attempts to portray Christ's Leadership as one of divine Truth and Light. And as an embodiment of both Kingdom and Servant leadership (as God the Son, and Man).

**Chapter 2, Addresses: Distinguishing Between Servant Leadership and Authentic**

 **Leadership. (David P. Peltz).** Interestingly, the transformational leadership approach emphasizes the ethical

responsibility of the leader and calls attention to the need for leaders to communicate vision morally and ethically. The authentic leader is noted as having the ability to provide an unbiased comprehension of multiple points of view (or sides) of an issue while behaving in accordance with one’s true self (Avolio & Gardner). Research also indicates the common theme of the servant leader revolves more around the well-­ being of others. (P. 17, para. 2; p. 18., para. 1).

Book Reviews

Book Review # 3: Solomon, J. (2020). *Corporate governance and accountability*. John Wiley &

 Sons.

**a. Short biography of the author and contributor**

 Jill Solomon is**a Professor of Accounting and Financial Management at Henley Business School** as well as Director of the Henley Centre for Governance, Accountability and Responsible Investment (GARI).

 **b. Your assessment of each book’s readability**

 The book has a broad set of complex, but comprehendible academic disciplines in corporate economics, corporate governance, and corporate social responsibilities.

**c. Presentation of the subject:**

 The book has modern corporate financial management theories. The chapters would need to streamlined to maintain continuity of intellectual contributions representing diverse professorial academia.

**d. Relevance to your chosen to**pic

 However, the book is a masterpiece in corporate financial management. It reveals that there are no standalone concepts of leadership. The Secular and Christian leaders have standard intersectional functions called auditing and accountability. It underscores the significance of Corporate Governance and the enterprising team of leadership that runs such an organization. The recent global crisis made corporate governance more relevant to business and society. Scandals such as Enron and Carillion have driven home the need for reforms (Solomon, J., 2020). (Abstract).

**Chapter 1, Addresses: Defining Corporate Governance.**

Corporate Governance is a function of corporate management leadership that tends to incorporate a broad spectrum of business factors within and outside the business environment.

“Corporate Governance is the system of checks and balances, both internal and external

to companies-which, ensures the discharge of their accountability to all shareholders-socially responsible in their activity” (p. 6, para. 2). Corporate Governance may be seen as a web or of relationships-between a company and its owners (shareholders) and a broad range of stakeholders, employers, customers, suppliers, bondholders- and tends to be expressed in stakeholders theory (p.5, para. 2).

**Chapter 2, Addresses: Impact of Corporate Governance Weaknesses and Failure.**

The recent global crisis in the 90s and 20s “made corporate governance more relevant to business and society. Scandals such as Enron and Carillion have driven home the need for reforms” (Solomon, J., 2020). Abstract.  The additive is “global crisis made corporate governance more relevant.” Based on past and recent scandals, a ministry, or nonprofit organization also requires checks & balances, integrity & accountability. Accounting and auditing are constant secular approaches in transactional leadership. But they are also required in Christian organizations.

Some of the identifiable theories which are complimentary to Corporate Governance are the Agency theory, the Shareholders theory, and the transaction cost theory.

i) The Agency theory is the introduction of limited liability and the opening up of

corporate ownership to the general public through share ownership-and its impact on market systems in the UK and the USA. (p. 8. para. ii). The transaction cost theory: is, since firms have become so large in effect, substitute for market-in determining the allocation of resources (p. 11, para.5). The stakeholders' theory is inclusive of the workings and representative of “shareholders, employees, suppliers, customers, creditors, and communities in the vicinity of company’s operations. (p. 13, para. 2).

Here, the secular leadership presents some theories of business transactions which can also be embraced by large Corporate Christian organizations that share the interest to divest or go public for bonds, stocks and shareholding.

 **Journal Articles**

**Journal # 1**

Grimes, M. A., & Bennett III, R. H. (2015). Theocentric leadership: A new approach to God-

honoring leadership. *Quarterly Review of Business Disciplines*, *2*(2), 103-120.

**a. Author’s Profile**

 Mark Grimes is an Associate Professor of HR, at Georgia Southwestern State University.  Journals written include Christ-centered leadership: God-honoring leadership for committed Christians; Journal of Biblical Integration in Business, 2017. Others include Theocentric leadership: A new approach to God-honoring leadership.

   Robert Bennett III Assistant Professor of African American Studies, Denison University

He is a co-author with Mark. Some of the journals he has co-written include, Theorizing on the stereotyping of Black male student-athletes: Issues and implications; Journal for the Study of Sports and Athletes in Education.

**b. The basic categories in the literature review section**

 The research on who leaders and leadership are is the focus of this journal study. The need to honor God, and demonstrate humility and character tend to motivate the Servant leadership concept among devout Christians.

**c. Brief description of the research type and methods.** The study attempts to narrow the focus of leadership based on a desire to honor God and Christ. And to act universally according to His character and design. “Theocentric leadership” takes the approach that many leaders feel an obligation and desire to put God at the center of everything they do. (Journal Description).

**d. Brief description of the population being studied and how the participants were**

 **selected for the research:**

 It is an open research study, perhaps designed to attract students in Social Leadership, Sociology, and Management leadership. Including Christians from any denomination.

**e. A brief description of the findings and conclusions**

 The quest for Servant Leadership is based on divine Christian values shared, to honor God,

and even non-believers share a similar drive.

**Journal Articles**

**Journal # 2**

Solinger, O. N., Jansen, P. G., & Cornelissen, J. P. (2020). The emergence of moral

leadership. *Academy of Management Review*, *45*(3), 504-527.

 **a. Co-Author’s Profile**

 Dr. Omar Solinger is an associate professor in psychology at the department of Management and Organisation of the VU Amsterdam. He holds a Ph.D., from Maastricht University (2010). He is the initiator and coordinator of the Leadership and Change Management (LCM) master program, which is one of the five Business Administration master specializations at the Vrije Universiteit.

 Paul Jansen is Professor Emeritus. From 1992 - 2021 he worked as a Professor of Industrial Psychology within the HRM group of the Department of Business Administration, School of Business and Economics, Vrije Universiteit Amsterdam, The Netherlands.

Joep Cornelissen is a Professor of Corporate Communication and Management Department of Business-Society Management, Rotterdam School of Management (RSM), Erasmus University Rotterdam.

**b. The basic categories in the literature review section**

 Existing ethical and moral leadership theories, however, have remained confined to micro-level behavioral research. Therefore-we develop a process theory of the socially situated emergence of moral leadership and its development into a broader movement affecting moral systems within and across formal organizations (Abstract).

**c. Brief description of the research type and methods.** It is a qualitative study research based on critical and logical assessment and evaluation
**d. Brief description of the population being studied and how the participants were**

 **selected for the research.**

Students of Moral and Ethical Leadership in colleges, schools, and universities will be the micro audience. The school funded projects and the organizations, or companies outside are the macro audiences attempting to implement or practice morals and ethics.

We theorize the pathways through which moral leadership emerges; the triggers that bring

about moral awareness and the moral courage to offer an alternative moral stance toward an issue, and leaders' ability to deftly connect followers and their moral convictions into a broader movement, such that a moral system changes from within (Abstract). The additive, “changes from within” are reflect one’s conscious faith integration, and conviction to have, and apply morals and ethics through secular rules or biblical doctrines shared and held by someone.

**e. A brief description of the findings and conclusions**

The conclusions are practicable. With our process theory, we bridge between micro and

 macro levels of analysis and highlight the crucial ability of leaders to be both

principled and pragmatically savvy, and thus capable of bridging between their moral convictions and those of others to develop a common and mutually binding ground toward change (Abstract).

**Journal Articles**

**Journal # 3**

Nicolaides, A. (2020).Contemplating Christian ethics and spirituality for sound leadership in

organizations, Pharos Journal of Theology, 101: a.37.

 **a. Author’s Profile**

 Angelo Nicolaides is a Professor at the Graduate School of Business Leadership, University of South Africa. He has authored 23 books and 109 articles in accredited journals and serves on the editorial boards of 10 inter alia Northwest University.

**b**. **The basic categories in the literature review section**

 Theologians contend that moral life with its wide range of exclusions and virtues is of necessity grounded in a God who is a transcendent entity. Failing such grounding, humanity is susceptible to secular relativism that by its very nature, weakens the moral fabric of society. What is the role of religion in a postmodernist society then and where do Christian ethics fit in? Introduction. (Para. 1) .

Here, the additive is “grounding”, the essence of practicable morals or morality which develops over time with doctrinal beliefs, tradition and values. Imbibing Christ humility and love of God for one’s self and neighbors. These are character oriented recipes for ethics and morality.

**c. Brief description of the research type and methods.**

It is a qualitative one, but very educating. It provides a brief explanation of the Christian

worldview and the role of spirituality as an alternate approach to probing ethical matters in business. The Orthodox Christian Holy Bible speaks commandingly and expansively on all aspects of life, including desired conduct in business activities (Abstract).

The additive, the “bible speaking commandingly” is, as it implies: Many secular managers and directors and business men will be surprised to know, the bible is consulted for divine wisdom in business situations.
 **d. Brief description of the population being studied and how the participants were**

 **selected for the research.**

 This study will stimulate large audiences within and outside the US.

**e. A brief description of the findings and conclusions**

 The conclusion is, “Christian ethics applies to Christian faith and positive servant leadership motivations based on deep spirituality” Introduction. (Para. 4). But the factors that play crucial roles include, Christian theology and faith integration; ethical standards and learned behaviors; and organized social connectivity.

 **Journal Articles**

**Journal # 4**

Wood Jr, J. A. (2017). Moderating Variables for Servant Leadership Models: A Sub-Model

Based On Antecedents to Jesus’ feet washing Demonstration. *Journal Of Biblical Perspectives In Leadership*, *7*(1), 91-117.

 **a. Author’s Profile**

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Andy Wood holds a Ph.D. in Organizational Leadership from Regent University, a Master of Divinity from Southwestern Baptist Theological Seminary, and a B.A. degree in Religion and History from the University of Mobile. He also has 32 years of church ministry experience. He has taught over 400 sections at every level in various universities and seminaries. A native and resident of Mobile, Alabama.

**b. The basic categories in the literature review section**

 Various models have been proposed that explain the nature of servant leadership, either as a function with organizations or as a dynamic interaction between leaders and followers.

**c. Brief description of the research type and methods.**

 The research type is a combination of qualitative and quantitative methods, utilizing literary concept and tabulations and some academic data extractions to develop the four moderating variables in the servant Leadership-sub Models, namely, Opportunity, Power, Identity, and Influence.

**d. Brief description of the population being studied and how the participants were selected for the research.**

 This paper proposes to address reasons why servant leaders vary in their effectiveness by offering a sub-model consisting of four moderating variables that should fit any current or future model of servant leadership. The variables are drawn from four specific facts that Jesus Christ knew before the time he washed his disciples’ feet (John 13:1-5). (Abstract)

**e. A brief description of the findings and conclusions**

 The resultant variables include (a) how leaders respond to opportunity, (b) how leaders

react to the power inherent in the leadership role, (c) how leaders perceive their identity, and (d) how leaders go about the process of influencing followers. Exploring each of these variables more fully will show (a) the connection between what Jesus knew and how leaders can relate to and apply this, (b) the relationship between that variable and what we know of servant leadership today, and (c) how this functions as a moderating variable in servant leadership models. The paper concludes with a discussion of the implications for leaders today and the need, as always, for further research (Abstract)

**Journal Articles**

**Journal # 5**

Alapo, R. (2018). Ministerial Leadership: The Servant Leader as a Transformational Leader.

1. **Author’s Profile:**

Remi Alapo holds a Doctor of Management (D.M), Organizational Management and

Leadership from, the University of Phoenix, Arizona. And a D.Min (Doctor of Ministry Program), from Unification Theological Seminary, USA. She has written and published some books and journals. Her main research field is on: Peace and Justice Administration.

**b. The basic categories in the literature review section**

 Alapo (2020), The purpose is to understand leadership and the role of the Ministry leader

as a transformational leader, that goes beyond the role of being a servant leader. (Introduction).

A pastor seems to wear many hats, he or she is ordained by the Church, he or she answers to divine calling, and plays the role of a servant leader. The pastor is also seen as “a gift of God to the church-that it is an easy task but rather, more complex and challenging as ministry leaders or pastors feel a call to transforming societies beyond their calling.” Introduction.

**c. Brief description of the research type and methods.**

 The research journal and study are qualitative. It has several academic and professional references in biblical leadership, and scriptural references from the Acts of Apostles, 5:15, etc.

**d. Brief description of the population being studied and how the participants were**

 **selected for the research**.

 It is an open journal designed to educate Christian pastors and ministers and clergies on the principles and practice of transformational leadership viz a viz as a servant leaders.

**e. A brief description of the findings and conclusions**

 Alapo asserts that the “Ordained ministry is a vocation to which we are called, not a

 profession that we choose. “Willimon provided ten innovative and useful “rules of

 leadership.” which apply to pastors or ministry leaders serving in communities where

 people are resistant to change: (1) “Give back responsibly:” (2) “expect trouble:”

 (3) “value small steps.” (4) to “Plan:” (5) “identify the vita view (6) “does not

 overrule consensus:” (7) “count the yes vote (8) “create a new working group for a

 new job (9) “change by addition, not subtraction:” (10) “be persistent:” Any kind of

 change provokes resistance, especially where the service and devotion to God are of

 matter.

**Work Cited**

Alapo, R. (2018). Ministerial Leadership: The Servant Leader as a Transformational Leader.

Bird, M. F. (2020). *Evangelical theology: A biblical and systematic introduction*. Zondervan

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 Grimes, M. A., & Bennett III, R. H. (2015). Theocentric leadership: A new approach to God-

honoring leadership. *Quarterly Review of Business Disciplines*, *2*(2), 103-120.

Irving, J. A., & Strauss, M. L. (2019). *Leadership in Christian perspective: Biblical foundations*

*and contemporary practices for servant leaders*. Baker Academic.

Kathleen, P. *True Leadership: Leadership Styles and the Kenotic Relationship*. Springer Nature,

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Nicolaides, A. (2020). Contemplating Christian ethics and spirituality for sound leadership in

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Solinger, O. N., Jansen, P. G., & Cornelissen, J. P. (2020). The emergence of moral

leadership. *Academy of Management Review*, *45*(3), 504-527.

Sahut, J. M., Peris-Ortiz, M., & Teulon, F. (2019). Corporate social responsibility and

governance. *Journal of Management and Governance*, *23*(4), 901-912.

Solomon, J. (2020). *Corporate governance and accountability*. John Wiley & Sons.

 Journal).

Wood Jr, J. A. (2017). Moderating Variables For Servant Leadership Models: A Sub-Model

Based On Antecedents to Jesus’ feet washing Demonstration. *Journal Of Biblical Perspectives In Leadership*, *7*(1), 91-117.