**LDR 815-22: Transforming People's Problems**

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**#1. 20-Days: Exercise Submission**

1. For each of the following prompts, write a thorough response (2-3 well-developed paragraphs each with 3 to 4 sentences minimum per paragraph) and cite at least one scholarly source (per prompt) to support your answer. Answer the questions in the context of your own professional life, goals, and research interest.

a. Distinguish between Transactional and Transformational Leadership as they relate to people's problems.

b. Describe examples of problems people have in an organization.

c. List four different personality types in the workplace and briefly explain how a leader can work best with each.

d. Explain Maslow's Hierarchy of Needs Model.

2. Structure (Assignment 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 assignment on a new page after the copied assignment instructions.

e. Document all sources in APA style, 7th edition (APA 7 Reference Example, APA 7Quick Guide)

f. Include a separate Works Cited page, formatted according to APA style,

7th edition (not included in page count).

3. Submit through DIAL to the professor.

Four Personality Types

1. Dominance:

**Transforming People's Problems**

**Introduction**

In modern Leadership, transformational and transactional Leadership seem partly similar, but, they have distinct comparative characteristics in their adaptation and use, and are typical in both Christian and secular Leadership. Each can influence management/strategy and change, people, community, industry, and perhaps the competitive environment, or nonprofit service systems through collaboration, initiative, and innovation.   According to Pawar, A. (2016):

The single most significant way to impact an organization is to focus on transformational Leadership. John C. Maxwell (2001): Transformational leadership is a leadership approach that causes a change in individuals, and social systems-it creates valuable and positive change developing followers into leaders. Enacted in its original form, transformational Leadership enhances followers' motivation, morale, and performance through various mechanisms. Introduction. (p.14, para. 1).

The commonalities and variables highlighted by Pawar can be influential factors and are partly similar to transactional and situational Leadership. However, these factors, like operational challenges, innovation processes, and motivational inspiration, are not always constant. Therefore, they are dynamic and require operational leadership with service competencies to mobilize and sustain these attributes for optimum outcomes. Ultimately, it is found that different leadership styles are needed for different situations, and leaders should know which approach is most effective in a given scenario to achieve the organization's goals (Xu, 2017): Abstract.And according to Garrido, R., Garcia Ramirez, M., & Balcázar, F. E. (2019): Community Cultural Competence (CCC): is a multilevel and multidimensional process of personal development that implies the acquisition of critical awareness, responsiveness to diversity, capacity to act within the organization, and capacity to operate within the community. Garrido and fellow authors are precise about the effectiveness of utilizing the CCC model to stimulate organizational culture and employee worldview, as a community, is crucial.

**a. Distinguish between Transactional and Transformational Leadership as they**

**relate to people's problems.**

**Transformational Leadership:** According to James MacGregor Burns (1978), the two main leadership concepts are transformational and transactional. Transformational Leadership- is the process in which "leaders and followers help each other to advance to a higher level of morale and motivation." A transformational leader is a person who stimulates and inspires (transforms) followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). He/she pays attention to the concern and developmental needs of individual followers; they change followers' awareness of issues -they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals (Odumeru, & Ogbonna, 2013, p. 356. Para 1).

Professor Pawar (2016) notes, Burns theorized that transforming and transactional Leadership were mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but work in the existing culture, while transformational leaders can try to change organizational culture. Four elements of (Transformational Leadership are: 1) Individualized Consideration: The degree to which the leader attends to each follower's needs and acts as a mentor or coach. 2) Intellectual Stimulation: The degree to which the leader challenges assumptions, takes risks, and solicits followers' ideas. 3) Inspirational Motivation: the degree to which the leader articulates a vision that is appealing and inspiring to followers. 4) Idealized Influence: Provides a role model for high ethical behaviors, instills pride, and gains respect and trust (p.15.para.6). And to Mbindyo, M., O'Connor, R. J., & Nandedkar, A. (2021): We emphasize the need to understand students and encourage them through the four I's as it is shown to positively predict academic success. Pawar and Mbindyo and fellow authors seem to share similar views about the four I’s of transformational leadership based on common goals.

**Transactional Leadership** tends to drift towards a market economy or capitalistic-oriented businesses. Transactional Leadership has a "give & take" model, which is practicable in profit and nonprofit organizations in any market economy. It is both 'punishment and reward' oriented. Moreover, employees are accountable and responsible for their actions. It is individualistic & contractual. Moreover, it is practicable in an environment of discipline. It expects its employees to meet specific working criteria and standards, pre-determined or determined goals, and objectives. KR, M. Y., et al. (2023): The working atmosphere, salary, and transactional leadership style all significantly impact employee satisfaction. The working environment is the main influencing factor: KR and fellow authors.

**Leadership Relativity:**  In the student organization, GH, Inc, a nonprofit organization, tends to incorporate a mix of transformational and transactional Leadership. However, the organization sometimes aligns with the essential elements of situational Leadership involving four quadrants namely, Transactional, Transformational, Servant, and Laissez Fairez.

**b. Describe examples of problems people have in an organization.**

Organizations are made of people who will always work with their abilities, display their emotions, and sometimes exhibit some behaviors and attitudes to the detriment of themselves, their clients, and the organization.  In the GH organization, some common issues include i) Personality conflict between dominant type A’s and type B’s personalities. ii) Employee burnouts, iii) Unnecessary employee competitiveness, iv) Time management, v) Domestic abuse problems brought to the office by staff, vi) Issues of Cultural diversity, vii) Issues between management and staff and the Board of directors. Furthermore, these issues gradually become evident over time when unresolved through conversations, training, and perhaps therapeutic counseling. Bertotti, C. (2017, July 30) rightly states that, The opening thirty (30) seconds is crucial in any conversation towards inviting a person to dialogue. The goal is not to convince or compel them to agree. Instead, the other person should share their views. Maxwel, J. (2018) notes that, Just talking is not sufficient but to find common ground in communication to connect with others. The three major employee problems include **i) Personality clash between dominant type A's and Bs**: The college-educated employees with Western upbringing, the type A's tend to be overtly assertive, attempting to take control of the narratives in their groups. Furthermore, the Type B’s personality typically frowns at this and even resists such acts. Whereas some type B’s are also college and high school grads, and are more experienced and also resist the freshers (new employees’ antics). Additionally, it was discovered that there needed to be more communication. There was no connection between some staff. This was resolved through training, mutual accommodation, and feedback communication and training. During training, the staff are brainstormed to cross-breed their ideas, to derive resolutions to such issues of connectivity and communication**. ii)  Staff burnout** took a toll on some staff for obvious reasons, like domestic violence, excess work availability (to hide away from home), emotional depression, family and children, and psychological stress, etc. The measures adopted to resolve these issues include regulated compulsory leave, psychotherapy, and counseling, and training based on mentoring and coaching. Leadership empathy has significantly helped and appealed to the staff experiencing burnout. They felt some sense of belonging. According to Sinek, Simon. (2017, September 21), The two great things a leader should have are empathy and perspective, which are often forgotten. The real job is not being in charge but caring for those in our care. Sinek and Maxwell seem to emphasize effective and emotional communication built on trust and connectivity between the leaders and employees, employees and employees themselves**.**

**iii) Cultural diversity and inclusion**: initially, were some complicated issue to resolve. The Americans are more assertive than Asian employees who are used to the Theory Z style of management approach (allegiance to one Leader-ship, transformation based on group performance concept). The American style of Leadership is transactional and response to group work and communication are preferred in the American language accent. Most American employees are not used to other forms of English accents (like English in African, Asian, French or even British accent (The language issue causes jeering and teasing), thereby creating a hostile environment of some ethnocentrism and racial discrimination playing out in the open. Resolving this gradually was tough. Practical resolution models were adopted. And Leslie, L. M. (2019), states that: The purpose of diversity initiatives is to help groups facing societal disadvantages achieve better organizational outcomes. And this is can be overcome by Cultural Inclusion and transformation. Maxwell, J. C. (2016), in the book, *Good leaders ask Great Questions.* *Your foundation for successful Leadership* writes that,If you want to be successful and reach your leadership potential, you need to ask questions as a lifestyle, and here is why: To get answers-unlock and open doors otherwise remained closed-they are the most effective means of communication with people-to cultivate humility- and allow us to build ideas.

In addition to training on Cultural diversity and inclusion, group discussions during training on issues, how to resolve cultural differences, and the disconnect in communication were compulsorily addressed and tied to employee training participation and performance scores and evaluation. This gradually paid off, and employees began to learn the differences in their cultures, language, management, and working style approach. And the accent each has must be respected, so long it is understood, without being seen as superior or inferior. Furlong, G. T., & Harrison, J. (2018) write: Brain-fishing is fishing with one goal, to catch the other brain's interest to guide them-where you can resolve problems together. Introduction. (Pg.5). Class participants will consider several areas essential to dealing proactively with people's problems.

Bourelle, J. (2015, July 10): argues that we see the world through cultural glasses. By changing

the glasses, you can change how you interpret the world. There are three ways you relate to culture: to confront (ensure your behavior is correct), to complain ( there is self-isolation if you do so), and adapt (to fit in within the cultural diversity) to suit your ways of diversity. Bourelle tends to shed some light on the fruitful outcome of cultural diversity when you confront, adapt, and not complain.

**c. List four different personality types in the workplace and briefly explain how a**

**leader can work best with each.**

Personality types play very crucial roles in any organization, Christian or secular. They constitute elements of an employee's attitudes and behaviors, the propensity to adapt and adopt management directives. The term personality may be expressed in individual differences in characteristics and patterns of thinking, feeling, and behavior (Ontoum & Chan, 2022). Abstract.

There are four personality types, namely: **i) Dominance**: Likes challenges, freedom, immediate results and rewards, bluntness, brevity, and capable leaders. The GH employees who are type A's are more likely to reflect a personality of dominance and assertiveness. **ii) Inducemen**t: Enjoys recognition and meeting people, as well as things that are new, different, or unusual. This personality is socially inclined and is more likely to engage in some forms of relationship. **iii) Steadiness**: involves stability, predictability, titles, belonging, and repeated affirmation. This is fond of people with a flair for responsibility and accountability and would ensure one's performances are acknowledged. **iv) Compliance**: Avoids risks, likes thorough research and quality work, and embraces cooperation. Such personality drives group, teamwork, and team effort to accomplish their objectives and goals.

Employees at GH organization tend to display multiple patterns of personality types, a mix of dominance, inducement, steadiness, and compliance at random, unconsciously, with or without knowing they are exercising such behavioral attitudes. Excessive leaning, or moderate use of any personality behavioral type can trigger a crisis or conflict requiring resolution. Sometimes, employees resist extreme dominance by another. Pollack, J. (2020) writes: Conflict is a natural aspect of social life-its one of the critical drivers of innovation, deeper relationships, and personal growth. Introduction. (para. 4). Pollack addresses conflict through the prisms of positive action and thinking attitude in a given environment. Whereby conflicts are identified (the causative and impact), analyze and evaluate, and the resolutions are collectively derived from within, with the collaboration of parties involved and their Leadership. And through negotiations, brainstorming during training, interaction, and building relationships for a more conducive working environment. McConnell-Ginet, S. (2020) notes that: Every time we express ourselves through words, we connect our thoughts with what we feel. Our words matter to connect with emotional sincerity to the other person. Introduction. (para. 2). Pollack attempts to link words to thoughts and emotions, which crystallize into employee actions. Such actions are the by-products of personality types often displayed by employees in a working environment like the GH.

**d. Explain Maslow's Hierarchy of Needs Model.**

Maslow's needs theory proposes a hierarchy of needs and argues for their sequential satisfaction. The theory has been very influential in development studies, establishing development priorities, designing policies and [social programs](https://www.sciencedirect.com/topics/social-sciences/social-programmes), and the role economic growth plays as a central development instrument (Rojas, Méndez, & Watkins-Fassler, 2023).

According to Mcleod, S. (2023): Maslow's hierarchy of needs is a psychological, motivational

theory comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. For example, the first four levels are often referred to as **deficiency needs**-concerned with basic survival and include physiological needs (such as the need for food, sex, and sleep) and safety needs (such as the need for security and freedom from danger)-and the top level is known as **growth or being needs (*B-needs* ).**

This Study shows that employees at GH may be motivated differently and have their specific preferences and levels of motivation not in sequential order from bottom to top, as Maslow initially portended in his theory of motivation. However, i) Some employees are motivated by physiological needs like food and water. Including safety and security needs and stability. ii) Some employees are motivated and driven by psychological needs, esteem needs, competencies, prestige and feeling of accomplishment, a sense of belonging, love, and intimate relationship. iii) Some may be driven by self-fulfillment, wisdom and discernment, self-actualization, and understanding the context of achievement.

**Conclusion**

At GH, Inc., solving employees and organizational problems through understanding and mutual resolution comes with a mix of leadership capabilities and practical, applicable models in transformational, transactional, and situational Leadership. Furthermore, the decision-making process is crucial. Sometimes, the Structural leadership quadrant or cycle is explored and utilized randomly by the GH departmental leaders and line managers depending on the prevailing circumstances and environment. The quadrant model is crucial, i) it involves Transactional Leadership (associated with high directing and low supporting); ii) Transformational Leadership involving high directive and high support; iii) Servant Leadership involving Low directing and high supporting; and iv) Laissez Faire involving delegating, low directing and low supporting. The theory of relational coordination holds that timely, accurate, and problem-solving communication positively interacts with relationships of mutual respect, shared goals, and shared knowledge to support practical work coordination (Fuchs & Reichel, 2023). Abstract. GH organization has began to embrace and utilize other leadership attribute. Exploring and retaining knowledge are key elements for improving innovative performances (Scaliza et al., 2022). Abstract. Human resources need to be managed professionally to create a balance between the needs of employees and the demands and capabilities of the company's organization (Mappamiring et al., 2020). This balance is the company's primary key to developing productively and achieving the company's goals (Paais & Pattiruhu, 2020).

According to Branson, M. L., & Martinez, J. F. (2023): Moses left Egypt with a mixed crowd, and the earliest followers of Jesus learned that the Holy Spirit was leading them across the cultural border. The "mixed crowd and cultural borders" historical and biblical context (Exodus 14) underscores the position of a modern organization like GH, Inc. This study shows that Leadership and employees' performances at GH are strengthened and managed (Myers, 2017), through some core critical factors, namely, cultural diversity and inclusion (MM, 2019), human resource capital and development, rank and file motivation, effective communication/feedback systems, and relational connectivity at its optimum outcome.

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