Transforming Self-Concept for Leader Development

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Assignment #1 – Core Essential Elements

1. Select One (1) Core Essential Element from the Syllabus Outline:

a. Weekend Residency: Create a 350-word original discussion paper (with cited

sources) during the week of the residency. Be prepared to discuss and engage

with other students during the live sessions. Post this document in DIAL.

b. Professor will check for quality of content and word-count requirements. Grade

assigned will be Credit or No Credit (CR/NC).

**Course Essential Elements**

1. Formation Science

2. Self-Concept

3. **Leader Development**

4. Developmental Stage Theory: Psychological, Moral, & Spiritual

**Leader Development**

Sudmann’s TED Talk taught that to have leadership Utopia, leaders must start by leading themselves. Sudmann noted three essentials in leading ourselves: self-awareness, self-reflection and self-regulation. Sudmann quoted the philosopher and Roman Emperor, Marcus Aurelius, “The happiness of your life depends on the quality of your thoughts” (Sudmann, 2016). This is in line with scripture. When you examine the scripture in 2 Corinthians 10:5, “We are destroying speculations and every lofty thing raised up against the knowledge of God, and we are taking every thought captive to the obedience of Christ,,” God is instructing us to take our thoughts captive (NASB, 2020). Becoming more self-aware as a leader begins with leading our own thoughts.

Self-reflection is the second essential component in leading ourselves. Through self-reflection, leaders of change, or transformational leaders, need to increase their awareness through self-reflection to avoid becoming narcissists. In their article on transformational leaders, O’Reilly and Chatman noted that, “Positive transformational leaders-such as Jeff Bezo, founder of Amazon, and Reed Hastings, founder of Netflix—have pioneered new industries. Others— such as Lou Gerstner, former CEO of IBM, and Alan Mulally, former CEO of Ford— have saved iconic firms from extinction. Still other transformational leaders have led social movements that have changed society—think of Nelson Mandela, Martin Luther King, or Susan B. Anthony. Each of these leaders left an enduring impact by not only inspiring change, but by leaving their organization or movement in a condition that allowed subsequent leaders to further improve it. But transformational leaders, especially those who are narcissistic, can also embody a dark side, mobilizing followers to pursue goals that are dangerous. A failure to understand these differences can put organizations at risk. For example, Elizabeth Holmes promised to revolutionize health care. At one point her company, Theranos, had 800 employees, was valued at $9 billion and had attracted sophisticated investors including Tim Draper and Larry Ellison. She was subsequently found to have engaged in a massive deception, resulting in the loss of the $700 million invested in the firm. She has been criminally charged with fraud” (O’Reilly, C. A., & Chatman, J. A., 2020). Self-reflection is such a critical part of leadership because without it we can ignore our own conscience and cause great harm.

Lastly, a leader must first lead by regulating his or her own behavior. One research study showed that transformational leadership rated as the most effective style of leadership, but that the leaders themselves paid a prohibitive cost to themselves. This study also showed that transformational leader behaviors can have a dark side, which can be exacerbated by the characteristics of followers (Lin et al, 2019). OGS is training us as leaders to bring a positive change in our perspective fields. Being cognizant of leading ourselves first through self-awareness, self-reflection and self-regulation as essential components (Sudmann, 2016).

**Works Cited**

Sudmann, L. (2016, Jun). *Great leadership starts with self-leadership* [Video]. TED Conferences. <https://www.youtube.com/watch?v=vlpKyLklDDY>

Lin, S. H., Scott, B. A., & Matta, F. K. (2019). The dark side of transformational leader behaviors for leaders themselves: A conservation of resources perspective. *Academy of Management Journal*, *62*(5), 1556-1582.

New American Standard Bible (NASB), 2020. *Lockman Foundation.* (Original work published in 1960).

O’Reilly, C. A., & Chatman, J. A. (2020). Transformational leader or narcissist? How grandiose narcissists can create and destroy organizations and institutions. *California Management Review*, *62*(3), 5-27.