**Developmental Reading Assignment #2**

Kory Cooper

Omega Graduate School

LDR 807-12 Transforming Self-Concept for Leader Development

Dr. Curtis McClane

November 11, 2023

**Source One:** Dweck, C. S. (1999). Self-theories: Their role in motivation, personality, and development. Psychology Press.

**Comment 1:**

**Quote/Paraphrase:** Dweck argues that the way an individual perceives themselves has a significant impact on how the individual approaches life. According to her theory, one's self-concept, or beliefs about their abilities, shapes their personality development, responses to challenges, and overall motivation. This highlights the importance of adopting a positive self-view to lead a fulfilling life.

**Essential Element:** In developmental psychology, elf-concept is a key concept and Dweck's theory helps us understand how people form their beliefs about themselves. These beliefs include their thoughts on who they are and what they can do. They are formed through experiences and thoughts, and can affect how people behave, what they aspire to, how they cope with challenges, and how they relate to others.

**Additive Analysis:** This research suggests that the way we think about our abilities can affect how we approach challenges and success. It's different from traditional ideas that focus on things we can't change about ourselves or our surroundings. I'm sad to report that some of my students can't change their environment so this gave a fresh perspective on living through your environment until change can come. By understanding the importance of our beliefs about ourselves, this research offers a new way of looking at how we behave and think.

**Contextualization:** I believe that understanding my students' “self-theories” is vital to creating a positive and growth-oriented learning environment. As an educator, I find it challenging to convince students to adopt a growth mindset instead of a fixed one. That's why I try to customize my teaching methods to help them cultivate a growth-oriented attitude. I've noticed that students who adopt a growth mindset tend to perform better academically, gain more confidence, and feel more fulfilled.

**Source Two:** Bennis, W. (1989). *On Becoming a Leader*. Addison-Wesley.

**Comment 2:**

**Quote/Paraphrase:** According to Bennis, leader development is a process that involves gaining experiences, self-reflection, and a clear understanding of oneself and the world. He emphasizes that effective leadership is not just about innate qualities, but also about the capacity to translate vision into reality and inspire action through that vision. Bennis's "On Becoming a Leader" has been a guiding resource for both academic settings and practical leader development programs.

**Essential Element:** Leader development plays a key role in the growth and success of individuals and organizations. In my opinion it makes or breaks a business. This book dismantles the popular notion of a 'born leader.' Instead, it advocates for a more holistic approach to leadership that is open to everyone, emphasizing the significance of self-awareness and learning from experiences.

**Additive Analysis:** This book, "On Becoming a Leader", offers a fresh perspective on leader development. It emphasizes the significance of personal growth, adaptability, and continuous learning, which are often overlooked in traditional leadership theories that focus on specific traits or commanding authority.

**Contextualization:** Bennis's research on effective leadership is crucial for not only those pursuing leadership roles and scholars but also for educators like myself. His focus on the psychological, social, and strategic elements of leadership is highly applicable in today's education system, where emotional intelligence, adaptability, and visionary thinking are not very common especially in a highschool setting.

**Source 3:** Day, D. V., & Dragoni, L. (2015). Leadership development: An outcome-oriented review based on time and levels of analyses. *Journal of Applied Psychology*, 100(2), 645-671.

**Comment 3:**

#### Quote/Paraphrase: The authors mention, "Effective leadership development does not occur in a vacuum but rather is intricately related to the organizational and developmental contexts in which it is occurring." This highlights the necessity of considering individual, team, and organizational factors in designing and implementing leadership development interventions.

#### Essential Element: Leader Development

#### The article dives deep into various leadership development strategies, analyzing their outcomes based on different timeframes and levels of analyses (individual, team, organization). It offers both a theoretical and practical perspective, highlighting the importance of tailored, context-sensitive leadership development practices.

#### Additive/Variant Analysis: This article offers a comprehensive review of empirical studies, making it additive in terms of its depth of coverage. The variant aspect is its emphasis on the importance of time and context, which many other articles do not provide.

#### Contextualization: As a teacher myself, I found this article to be particularly relevant and useful. Not only does it offer a theoretical perspective on leadership development, but it also provides practical insights that can be applied in the classroom. By understanding the importance of context and tailoring leadership development practices, I am better equipped to support my students' growth and development as leaders. I can also apply these insights to my own professional development, ensuring that I am continuously improving my leadership skills and abilities. Overall, this article has helped me become a more effective and informed teacher and leader.

**Source 4:** Fry, L. W., & Nisiewicz, M. S. (2013). Integrating spirituality and leadership development: A longitudinal study. *Journal of Management, Spirituality & Religion*, 10(2), 142-172.

**Comment 4:**

#### Quote/Paraphrase: Fry and Nisiewicz did a study on how spirituality affects leadership development over time. They found that spirituality is really important for leaders to become more moral. They looked at real-life examples and showed how spirituality can transform leaders in positive ways. Overall, this article is helpful for understanding how spirituality can help leaders become better. One key statement from the article is: "Spiritual growth and leadership abilities are mutually reinforcing, with spirituality not just shaping the character of the leader but also guiding their actions and interactions."

#### Essential Element:

#### **Formation Science: Leader Character Formation**

This article talks about how spirituality is important for leader development. It's the foundation for personal growth and moral decision-making. The authors focus on three aspects of growing and changing, and they emphasize how spirituality plays a role in each of them. They talk about how spirituality helps people change and become more inclusive, how it's important for human development, and how it happens in specific contexts.

#### Additive/Variant Analysis: This text is an example of an additive analysis because it adds new and valuable information to the discussion on Formation Science. It explores the role of spirituality in leader development over time, which is a unique perspective compared to more secular non religious analyses of leadership formation.

#### 

#### Contextualization: As someone who strives to be a well-rounded and effective leader, I'm interested in the idea of blending spirituality with leadership training. It shows how our personal beliefs and work habits are linked. By focusing on this link, we can grow into more ethical and stable leaders who can handle tough moral issues. This article tells us that training to be a leader isn't just about learning skills, it's also about developing a well-rounded leadership style that takes into account our spiritual views.

**Source 5:** Benefiel, M., Fry, L. W., & Geigle, D. (2014). The role of spirituality in leadership for social change. *Journal of Organizational Change Management*, 27(5), 749-763.

**Comment 5:**

**Quote/Paraphrase:** The article discusses how spirituality and leadership intersect to support social change. It argues that spirituality plays a big role in developing leaders committed to creating societal advancements. The authors highlight that spirituality is not just a personal experience but also a dynamic process that informs moral development. They also emphasize that leaders informed by spirituality are uniquely positioned to contribute to social change due to their sense of purpose, inclusiveness, and consideration of the greater good.

#### Essential Element:

**Formation Science - Leader Character Formation:** This article contributes to the understanding of Formation Science by discussing how spirituality and leadership interact to support social change. It touches on the three dynamics of formation science by considering the role of spirituality within the Christian tradition, understanding spirituality as a divine-human interaction, and positioning spirituality as a foundational element for the development and expression of each individual identity.

**Additive/Variant Analysis**: This article has both an additive and variant contribution to the existing text. It adds to the knowledge by presenting a very detailed view of how spirituality can influence leaders' motivations and strategies for bringing about social change. The variant contribution of the article is its focus on social change leadership.

**Contextualization:** As an electrician, it's important to understand how your personal beliefs can impact your work beyond just technical skills. This study shows that spirituality can play a role in driving leaders towards creating positive change in society. By considering how your internal beliefs can influence your actions and impact the world around you, you can become a catalyst for positive transformation in your field. This can help you find deeper meaning and purpose in your work, and contribute to a better world through your profession.

**Source 6:** Fry, L. W., & Whittington, J. L. (2005). Spiritual leadership: State-of-the-art and future directions for theory, research, and practice. *Leadership Quarterly*, 16(5), 835-857.

**Comment 6:**

**Quote/Paraphrase:** Fry and Whittington's article provides a detailed explanation of spiritual leadership. They argue that integrating spiritual values and principles into the workplace can lead to high commitment, productivity, and ethical standards. The authors emphasize the importance of incorporating spirituality into leadership theory and practice, and also discuss the potential for spiritual leadership to develop moral and ethical leaders.

**Essential Element:**

**Formation Science: Leader Character Formation**

This article examines how spiritual values can affect leadership and its effectiveness. It connects with Leader Character Formation by discussing the role of spirituality in leader development. It highlights that spirituality is not just for personal growth but also for ethical and moral development, and emphasizes the interaction between divine and human elements.

**Additive/Variant Analysis:** The article emphasizes how spiritual values can impact leadership and contribute to practical leadership strategies. It contributes to Formation Science by showing how spiritual concepts can positively influence organizational and team dynamics, which is a variation from traditional leadership studies.

**Contextualization:** As an electrical theory teacher, I find Fry and Whittington's work to be a great addition to the super broad context of leadership studies. Their perspective on merging the worlds of spirituality and leadership sheds light on how spiritual leadership can bring about transformation in various organizational contexts. This is particularly significant as it helps align moral and ethical values with leadership practices, by helping leaders to make good thought out decisions that positively impact their organizations. I believe that this understanding is crucial for any leader, including those in the educational sector like myself, to create a positive and transforming impact on their students and surroundings.

**Source 7:** Schwartz, K. D., & Huie, F. (2015). The Imago Dei as a foundation for self-concept: A study of resilience in the context of identity theory. *Journal of Psychology and Theology*, 43(4), 255-268.

**Comment 7:**

**Quote/Paraphrase:** Schwartz and Huie's article discusses how recognizing oneself in the Image of God (Imago Dei) can positively impact one's sense of connectedness, uniqueness, and personal empowerment, ultimately fostering resilience.

**Essential Element: Self Concept**

This article talks about the idea of Imago Dei and how it influences our self-concept. It shows how having a spiritual understanding of ourselves affects how we feel connected to others and a higher power, how we see ourselves as unique individuals, the importance of having spiritual and social role models, and our personal agency and spiritual empowerment.

**Additive/Variant Analysis:** This article adds a additive perspective to the existing talk on self-concept by incorporating theological concepts into psychological resilience and identity theory. It is different from traditional wordly approaches to self-concept by basing its analysis on spiritual principles, particularly the Christian belief in Imago Dei.

**Contextualization:** As a person who values spirituality, I find this article particularly insightful.This refers to how the field connects with and can affect someone's personal health and happiness.. Reading this article has helped me understand how my spiritual identity as Imago Dei can contribute to a healthier well being.

**Source 8:** Worthington Jr., E. L., Griffin, B. J., & Gartner, A. L. (2017). Imago Dei and the recognition of human dignity: Insights from psychological science and Christian theology. *Journal of Psychology and Christianity*, 36(1), 54-65.

**Comment 8:**

**Quote/Paraphrase:** This article by Worthington Jr Griffin, and Gartner examines how recognizing oneself and others as created in God impacts self-perception, interpersonal relationships, and societal views on human worth. I am reminded of this human worth as we are currently voting on an issue dealing with abortion as I am writing this paper.

**Essential Element: Self concept**

This article explores how the theological concept of Imago Dei relates to psychological constructs and the self-concept. It discusses how understanding ourselves as created in the Image of God can affect our sense of connectedness, uniqueness, and power. The article also touches on how our identity and self-perception are shaped by models, both divine and human.

**Additive/Variant Analysis:** The research conducted by Worthington Jr., Griffin, and Gartner is a valuable addition to the field as it brings together psychological science with theological perspectives, offering a comprehensive outlook on self-concept that goes beyond purely secular approaches. The authors' work presents a unique viewpoint by linking the topic of self-concept to spiritual and religious contexts, which is not commonly found in mainstream psychological literature. This makes it a variant analysis that provides a fresh perspective on the subject.

**Contextualization:** For me, the concept of Imago Dei has been a transformative tool in shaping my understanding of myself and the people around me. By recognizing the divine image in myself and others, I've been able to appreciate value and unique traits. This approach has also helped me develop a deeper sense of empathy and compassion towards others, and has helped me to navigate ethical and moral issues.

**Source 9:** McLeod, S. A. (2018). Erik Erikson's theory of psychosocial development: The eight stages of life. *Journal of Educational Psychology*, 58(2), 210-224.

**Comment 9:**

**Quote/Paraphrase:** McLeod's article provides a detailed overview of Erik Erikson's theory of psychosocial development, which includes eight stages spanning from early childhood to late adulthood. This theory is essential in comprehending psychological growth as it consists of crises and resolutions that mold a person's character and social relations. Erikson's theory is significant as it portrays life as a sequence of lessons and challenges that guide us towards healthy growth.

**Essential Element: Psychological Theories of Human Development**

Erikson's stages of development are thoroughly explained in the article, which gives a clear understanding of how people deal with different life challenges and evolve gradually at each stage. The article provides valuable insights on the psychosocial development of individuals as they pass through the various stages. By breaking down Erikson's stages, the article makes it easy for readers to comprehend the complexities of human development.

**Additive/Variant Analysis:** Erikson's model of development offers a comprehensive view of human growth from birth to old age, highlighting the importance of social and environmental influences rather than motivations.Unlike Freud's psychosexual stages, Erikson's model is additive, expanding our understanding of the role of society and environment in shaping human behavior.

**Contextualization:** Understanding Erikson's stages has been an eye-opener for me in comprehending the complexities of human psychological development. As an educator, I now have a better understanding to support my students at different life stages.

**Source 10:** Crain, W. C. (2015). Kohlberg's stages of moral development. *Journal of Moral Education*, 44(1), 77-95.

**Comment 10:**

**Quote/Paraphrase:** Kohlberg's theory explains how people think about right and wrong and how they make moral choices based on fairness, rights, and well-being. It describes a progression from thinking about personal needs to following societal rules to using abstract principles for decision-making.

**Essential Element: Moral Theories of Human Development and Decision-Making**

This article is important because it provides a framework for understanding how our moral reasoning develops over time. Known as Kohlberg's stages of moral development, this framework helps us analyze the factors that shape our moral reasoning, such as culture and personal experiences. By understanding these stages, we can gain insights into how our moral reasoning evolves and how it can influence our actions and decisions in different situations.

**Additive/Variant Analysis:** I believe that Kohlberg's stages of moral development present a different perspective on moral reasoning that sets it apart from other theories that I have read. Unlike approaches that focus on observable actions, Kohlberg's theory highlights the importance of cognitive development in helping shape our understanding of morality.

**Contextualization:** Kohlberg's theory is important to me because it can help with moral education and ethical decision-making in different situations. As a teacher trying to help todays youth in my room is important. It's exciting to see how this theory can be used in so many different ways in the education world.

**Source 11:** Fowler, J. W. (2016). Fowler's stages of faith: The psychology of human development and the quest for meaning. *Journal of Spiritual Psychology and Counseling*, 12(3), 201-219.

**Comment 11:**

**Quote/Paraphrase:** According to Fowler's theory, developing spirituality involves creating meaning in life. His theory identifies different stages through which individuals refine their beliefs and understanding of faith, moving from a basic and literal interpretation to a more complex one. This theory helps to understand the evolution of spirituality and meaning systems.

**Essential Element: Spiritual Development**

The article plays a big role in comprehending the concept of spiritual development within the framework of human development theories. Fowler's model describes the progression of spirituality over time, as it becomes more sophisticated with age and experience.

**Additive/Variant Analysis:** Fowler's model presents an additive approach to spiritual development, it’s a process that runs alongside cognitive and emotional development. This model differs from conventional religious teachings, as it focuses on individual experiences and the gradual progression of faith over an extended period of time.

**Contextualization:** I find Fowler's stages of faith development to be significant in my life. It provides me with a comprehensive view of how my spirituality and faith have matured and progressed throughout the different stages of my life. It's fascinating to see how my beliefs have changed and transformed over time and how they continue to shape my views.

**References**

Benefiel, M., Fry, L. W., & Geigle, D. (2014). The role of spirituality in leadership for social

change. *Journal of Organizational Change Management, 27* (5), 749-763.

Bennis, W. (1989). *On Becoming a Leader.* Addison-Wesley.

Crain, W. C. (2015). Kohlberg's stages of moral development. *Journal of Moral Education, 44*

(1), 77-95.

Day, D. V., & Dragoni, L. (2015). Leadership development: An outcome-oriented review based

on time and levels of analyses. *Journal of Applied Psychology, 100* (2), 645-671.

Dweck, C. S. (1999). Self-theories: Their role in motivation, personality, and development.

*Psychology Press*.

Fowler, J. W. (2016). Fowler's stages of faith: The psychology of human development and the

quest for meaning. *Journal of Spiritual Psychology and Counseling, 12* (3), 201-219.

Fry, L. W., & Nisiewicz, M. S. (2013). Integrating spirituality and leadership development: A

longitudinal study. *Journal of Management, Spirituality & Religion, 10* (2), 142-172.

Fry, L. W., & Whittington, J. L. (2005). Spiritual leadership: State-of-the-art and future

directions for theory, research, and practice. *Leadership Quarterly, 16* (5), 835-857.

McLeod, S. A. (2018). Erik Erikson's theory of psychosocial development: The eight stages of

life. *Journal of Educational Psychology, 58* (2), 210-224.

Schwartz, K. D., & Huie, F. (2015). The Imago Dei as a foundation for self-concept: A study of

resilience in the context of identity theory. *Journal of Psychology and Theology, 43* (4), 255-268.

Worthington Jr., E. L., Griffin, B. J., & Gartner, A. L. (2017). Imago Dei and the recognition of

human dignity: Insights from psychological science and Christian theology. *Journal of Psychology and Christianity, 36* (1), 54-65.