Leader Development:Transforming Self-Concept

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Assignment

### 1. Create Developmental Readings from seminal sources and scholarly peer-reviewed journal articles. Review instructions for Assignment #3, the course essential elements, and course readings to identify selections of books and journals to create entries.

### a. Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” in the General Helps folder for updated information on sample comments, the grading rubric, and key definitions related to developmental readings.

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**Source One (Jnl 1):** Van der Aar, L., Peters, S., Becht, A., & Crone, E.  (2022). [Better self-concept, better future choices? Behavioral and neural changes after a naturalistic self-concept training program for adolescents](https://link.springer.com/article/10.3758/s13415-021-00946-1). *Cognitive, Affective and Behavioral Neuroscience*; New York 22 (2), 341-361.

**Comment 1:**

**Quote/Paraphrase:** “self-concept clarity and social self-evaluations positively predicted social adjustment to college and academic performance 6 months after training.”

**Essential Element:** Leadership Development is the applicable element in this example.

**Additive/Variant Analysis:**  This additive analysis supports training that increases self concept as a predictor of future success. Results following self concept training for those with a low self concept show both improved self concept and social adjustment. A consequence of improved self concept also led to better decision making in college.

**Contextualization:**  Developing a Training Program for missionaries and BAM leaders going overseas should include exercises to positively influence one’s self concept. Assessing self concept prior to training to identify those with low self concept is key. Training to improve self confidence will increase the probability of success, as seen in the performance results of college students with low self concept. It’s important for those going overseas to have high levels of self concept in order to adjust to a different life.

Success rates for overseas missionaries is lower than desired and is something the BAM Training Program hopes to improve. We believe better training to equip missionaries and BAM Practitioners will improve their self confidence and enable them to be more effective. If we can achieve this the success rate for completed overseas assignments will hopefully improve. We also hope this training will result in better job performance, as well as faith at work and improved community outreach programs.

**Comment 2:**

**Quote/Paraphrase:** “We addressed this issue by examining the effects of a naturalistic self-concept training within a gap year context, …as well as the long-term effects for future educational decision-making”.

**Essential Element:** Self Concept is the applicable element in this example.

**Additive/Variant Analysis:** Studying the gap year is important because more students are taking them today than in previous years. Positive results support the need for training for gap year takers, as well as traditional students.

**Contextualization:** Taking a gap year has become an acceptable option for students either after high school or college. Sending these students on a missions assignment seems like a viable option for them to “give back” and “find themselves”. While this may be true, it is also important to consider the potential that candidates may have low self esteem; and that is one reason they needed to take a gap year.

Since mission sending organizations invest a lot of time and resources preparing individuals to go overseas, identifying those with low self concept and helping them improve can significantly improve outcomes.

An improved self concept is shown to result in better decision making regarding career choices as well. This is important to my research and program development because the goal is to influence their career decision. Choices include: long term missionary, another short term assignment, different career choice, or BAM Practitioner.

**Source Two (Jnl 2):** Allen, S., & Fry, L. (2023). [A framework for leader, spiritual, & moral development](https://www.proquest.com/scholarly-journals/framework-leader-spiritual-moral-development/docview/2806271161/se-2?accountid=40162). *Journal of Business Ethics.* 184(3). 649-663.

**Comment 3:**

**Quote/Paraphrase: “**The framework also provides guidance on practices, processes, and outcomes that may be helpful in applied contexts such as in coaching and mentoring, higher education, training, designing developmental assignments (e.g., cross-cultural assignments), organization-wide spiritual support (e.g., chaplaincy, meditation workshops and facilities), and integrated development programs” (p. 661).

**Essential Element:** Leader Development is the Essential Element for comment 3.

**Additive/Variant Analysis:** Authors’ literature review shows that their proposed combined framework could be used to better understand and develop training programs integrating spiritual, leader, & moral development. Additionally, this could be significant to mission sending organizations whose role is to prepare individuals for cross cultural assignments.

**Contextualization:** The BAM Training Program (BTP) will equip individuals to work overseas in a cross cultural context. Every mission sending agency experiences the challenge of missionaries who do not complete their assignment. However, in my conversations, I did not hear of changes made that address the lower success rate. Addressing spiritual, moral, and leader development may help. The BTP includes spiritual and career assessments, as well as guidance to use these on their assignment. It may be beneficial to review the BTP using the framework provided.

Faith at Work (FAW) has become a more popular leadership style. It is important for all Christian businesses and Christian employees to understand their spiritual gifts and to be equipped to engage others through faith. While this is not a common practice, I have encountered several owners, executives and companies implementing some type of FAW program. Learning about the programs and that it is common to create an organization in larger companies was fascinating. **Comment 4:**

**Quote/Paraphrase:** “The workplace is an implicit and essential outlet for spirituality (for meaning, purpose, and connection or belonging) and a place where leaders may spend much of their waking hours” (p 650).

**Essential Element:** Leader Development is the Essential Element for comment 4.

**Additive/Variant Analysis:** Since we spend a significant amount of our life working, it is imperative that we love what we do. This additive quote adds insight to our quest for that “dream job” because it will provide meaning and purpose to our lives. The job often defines who we are and our identity is wrapped around that title. As such, we should include spiritual development because of the connection, sense of belonging, and ultimately fulfillment the job provides. However, Page 657 mentions mentors and coaching as part of Spiritual Development, but the article does not reference the Christian faith specifically, but “spirituality” in general. Despite generalities, Christians facilitating Faith at Work (FAW) and owners using their companies as a platform to share Christ can learn from this.

**Contextualization:** The quote is deep and a leader that connects every job with what the Author calls “spirituality” can help lead employees to value their position, their team and the job in such a way that supports a positive company culture. Employees that are happy and feel valued will be more productive and able to bless each other with kindness and support. It’s important for those engaging in FAW to be in prayer asking for God’s wisdom, guidance, and blessing.

Leaders who are salt and light can foster a Faith at Work culture even before bible study, evangelizing, and prayer are introduced. There is a FAW movement and it takes different forms. Larger companies facilitate through a separate organization. Whereas, smaller companies involve the owner and take a more grassroots shape. Despite company size, FAW supports a culture, that can support staff, customers, and the supply chain partners positively allowing everyone to reach their full potential and to be touched by the seed planted on behalf of Christ.

**Source Three (Bk 1):** Johnson, C.N., (2022). [*Business as mission, in a nutshell - all the basics: The essential road map for christian entrepreneurs*](https://businessasmission.com/resources/bam-in-a-nutshell-johnson/)*.* Colorado: Roadrunner Press.

**Comment 5:**

**Quote/Paraphrase:** “A BAM company has a dual mandate: A Business Mandate,... and a Mission Mandate” (p. 140).

**Essential Element:** Leader Development is the Essential Element for comment 5.

**Additive/Variant Analysis:** This additive quote is the reason business owners rely on self-concept, spiritual, and moral development. In Business As Mission, companies are not just focused on profit and success. They are also concerned with the mission within and outside the organization. This “Dual Mandate” adds more to an owner’s workload and stress level, which requires solid foundation in all three areas of development.

**Contextualization:** Establishing and building a successful business requires an owner to wear numerous hats (e.g., business person, public relations, administrator, etc). Starting a BAM business with a self imposed “Dual Mandate” requires double the work as the owner also cares for the well-being and spiritual life of the staff and surrounding community.

To alleviate some of the pressure, Dr. Johnson recommends two CEO’s (i.e., one for each Mandate) to share responsibility and accountability. It does, however, require that each CEO has a solid foundation in the three areas of development. Planning a BAM business requires infrastructure for both the business and mission. Establishing this from the beginning will ensure better development, stronger foundation, and increased ability to serve. Not attending to each area of development will increase the probability of issues and challenges.

**Comment 6:**

**Quote/Paraphrase:** “...leadership is one of the foundational pillars/basics of a BAM Company **(**p. 384)”.

**Essential Element:** The Essential Element is Leader Development.

**Additive/Variant Analysis:** Johnson reiterates that BAM businesses need to operate on biblical principles. Learning to lead requires both action and internalization of biblical principles which then ensures genuine leadership. It justifies leadership as a foundational pillar.

**Contextualization:** Since leadership is a foundational pillar for any BAM company, it is imperative that owners and managers have a strong sense of leadership. One that is built upon biblical principles, observed by others, and manifested daily.

This is what separates a BAM from a non-BAM company. In his book, Johnson reveals specific actions required by owners and managers as part of the foundational pillars like leadership. He also defines “Servant Leadership” which is key to BAM companies.

**Source Four (Jnl 3):** Albright, B.W. (2014). [*When Business Is the Mission: A Study of Faith*](https://www.proquest.com/docview/1617525434/previewPDF/54A2F40559584B80PQ/1?accountid=40162)

[*Based Social Business in Sub-Saharan Africa*](https://www.proquest.com/docview/1617525434/previewPDF/54A2F40559584B80PQ/1?accountid=40162). (Publication No. 3637300)

dissertation, Eastern University], ProQuest Dissertations and Theses

Global.

**Comment 7:**

**Quote/Paraphrase: “**The potential tension between multiple bottom lines exists not only in pursuit and measurement of such outcomes as profitability, conversions, and jobs created, but also in less understood outcomes such as influence on unjust situations, intangible spiritual transformation, and environmental impact efforts” (p 74).

**Essential Element:** The Essential Element is Leader Development.

**Additive/Variant Analysis:** This additive quote indicates the struggles of the dual mandate is very real. Albright’s extensive literature review evaluates spirituality (i.e., “mission” in BAM), as well as business challenges for faith-based social business (FSB) ventures. This dissertation points out several areas in need of research.

**Contextualization:**  Studying to work in the BAM field is more complex than I imagined. Balancing multiple bottom lines for business alone is with the spiritual side of BAM

In addition to the importance of development in all three areas with regards to leadership, Albright’s dissertation points out the lack of research, especially in non-RAN (Restricted Access Nations). These results are encouraging to my goal of conducting research in the BAM field. Examples include the business side of BAM, missions side of BAM, expanding Albright and others’ research, and working to grow the field with new ventures.

**Comment 8:**

**Quote/Paraphrase:**  “The subject of environmental outcomes is minimally present in BAM literature” (p58).

**Essential Element:** The Essential Element is Formation Science.

**Additive/Variant Analysis:** This additive analysis supports Formation Science as the essential element in this article. As Albright states, there is minimal research in BAM and probably in each of the other community development and social enterprise fields overseas.

**Contextualization:** Since studying Environmental Science, I have wanted to work on community development projects wherever it could make a difference. Since BAM occurs overseas and involves eliminating poverty there are groups that engage in community development projects around the world. There is a need for research and an opportunity to develop/build in underdeveloped regions better and smarter than was done in developed regions.

Initial missionaries that went overseas for business often did so with illegitimate businesses that eventually failed. These “cover businesses” led to distrust of missionaries by indigenous people. BAM was started by business people to establish credible businesses that could also do good. The perfect scenario for me, a BAM Practitioner with a desire to do good and implement projects that were environmentally friendly.

**Source Five (Book 2)** Rovner, M. (2020). [*Supernatural business: A better plan*](https://www.amazon.com/Supernatural-Business-Better-Mike-Rovner/dp/1943361614). Oklahoma:

Insight International, Inc.

**Comment 9:**

**Quote/Paraphrase:**  “If God can do all this through… me… He can do it for anyone” (p 170).

**Essential Element:** Leader Development is the Essential Element

**Additive/Variant Analysis:** This is additive to the discussion about Leader Development in the context of spirituality. Every chapter of Rovner’s book (2020) informs the reader of some type of spiritual, self-concept, or moral development. He talks of one’s relationship with God, doing the right thing, and doing business based on biblical principles.

**Contextualization:** Rovner is a great example of a BAM business owner. He gives all the glory for his success to Jesus and wrote a book on his experiences. To complete the journey, Rovner created a training program that equips other business owners about sharing Jesus with their staff.

**Comment 10:**

**Quote/Paraphrase:** “We’ve always tried to bring people to the next level. We do that by coaching and mentoring” (p 99).

**Essential Element:** The Essential Element is Leader Development.

**Additive/Variant Analysis:** This quote supports the need for people to know both their godly design and spiritual gifts. Rovner is a gifted businessman and teacher who is giving back by sharing his testimony with others and by creating his own mentoring program.

**Contextualization:** Part of BAM is equipping your staff and helping others. The quote tells us that Rovner does what he says (i.e., mentoring others). His lectures are free and he uses them to teach business owners how to share Jesus. Business owners should make the time to take advantage of his materials. Imagine if every Christian business owner was like Mike.

I look forward to working in the BAM field to share resources like Rovner’s to help owners and managers learn to lead like Jesus. This mindset is key to changing how business owners see their role. It’s important that people use biblical principles in life and in their job.

**Source Six (Jnl 4)** Chong, M., Benjamin Kok Siew Gan, & Menkhoff, T. (2022). [Enhancing students’ global competence through international business study missions](https://www.proquest.com/docview/2716405834/fulltextPDF/395181FB2EBB4451PQ/1?accountid=40162). *Journal of International Education in Business*. 15(2), 165-183.

**Comment 11:**

**Quote/Paraphrase: “**By taking part in SMU’s study missions designed for “deep” learning, students can gain global competence. …Short-term faculty-led study abroad trips are popular because they represent an immersive form of teaching and learning for students” (p 180).

**Essential Element:** This example involves both elements of Formation Science & Leader Development.

**Additive/Variant Analysis:** This additive supports the concept of establishing a short term BAM vision trip as part of training similar to an internship. Benefits to both the overseas business and the “Intern” include new insights to improve operations, as well as the opportunity to speak with a business owner about their business.

**Contextualization:** The concept of establishing a short term BAM vision trip (i.e., internship) as part of training is new. Chong, et al. (2022) documented how students gained more from a vision trip with internship experience and saved money, time and anxiety associated with a traditional mission trip. Students valued field trips, interviews, and shadowing actual business people more than task oriented work with no exposure to the business or the owners.

While I cannot incorporate a vision trip to the BAM Training Program I am developing, I did add a Strategic Career Plan to be completed as a Capstone project for certification. The Program incorporates exposure to different lecturers who can provide their experiences. It’s not the same, but the alternative it offers is a close second. Collectively these are win-win opportunities and should be a part of future programs. I would love to create another study abroad program!

**Comment 12:**

**Quote/Paraphrase:**  “The ability to interact positively with people of different national, social, ethnic and religious backgrounds, as well as those of different genders is critical in terms of mastering the third dimension of global competency” (p 179).

**Essential Element:** Leader Development is the Essential Element.

**Additive/Variant Analysis:** This additive quote is an indicator for the global stage. The results of this study supports the need for leader development to include factors that are part of BAM’s Dual Mandate. It seems that because BAM factors in spiritual development it is actually better equipped for overseas business in marginalized communities than traditional secular business models.

**Contextualization:** Literature reviews consistently speak of the need for more research in both the BAM and missions fields. Despite the progress that has been made with development overseas there are still gaps in programs and the need for research. Advances have been made, including the understanding that to achieve global competency requires more honey (i.e., ways to positively interact) to achieve goals.

Chong calls this global competency, but for BAM Practitioners, it is the use of biblical principles to create a win-win for stakeholders overseas trying to impact social change (e.g., end poverty, improve literacy, or provide medical access.

**Source Six (Jnl 5)** [Bart S. Vanneste](https://pubsonline.informs.org/action/doSearch?text1=Vanneste%2C+Bart+S&field1=Contrib), [Ranjay Gulati](https://pubsonline.informs.org/action/doSearch?text1=Gulati%2C+Ranjay&field1=Contrib) (2021) [Generalized Trust, External Sourcing, and Firm Performance in Economic Downturns](https://pubsonline.informs.org/doi/10.1287/orsc.2021.1500). Organization Science 33(4):1599-1619.

**Comment 13:**

**Quote/Paraphrase:**  “...individuals with broader multicultural experiences are particularly effective when leading more versus less multinational teams” (p 1599).

**Essential Element:** Leader Development is the Essential Element.

**Additive/Variant Analysis:** This additive quote is important to Leader Development because it supports the need for leaders having multinational experience to lead multinational teams. If you know the different factors involved with going overseas you will understand why this is important. **Contextualization:** Experience is helpful when completing any task. The more experience one has the farther they will get in their field of study and/or career. Those with more experience also make better leaders; and in line with this study, those with multinational experience are better leaders of multinational teams.

In the same way that those with multicultural experience are better suited for multicultural team leadership,those without experience are not suited for leadership positions and maybe not for overseas missions. This is why the BTP will include a career and spiritual gifts assessment, as well as a Career Strategic Plan Capstone Project. All of these components are an integral part of preparing candidates to successfully complete their short term assignment. Lastly, it is our Kingdom goal to also identify those wired to be long term missionaries. I look forward to testing the hypothesis that the experience received in completing the BAM Training Program will make better candidates for BAM.

**Comment 14:**

**Quote/Paraphrase: “**Focusing on generalized trust allows us to explore a source of trust that remains underresearched in prior research on interorganizational relationships”.

**Essential Element:** Formation Science is the Essential Element associated with Comment 14.

**Additive/Variant Analysis:** This article supports formation science and as mentioned earlier, the need for more research to be conducted in the field of BAM. Additional studies will allow formation science to develop and conclusions to be drawn that will impact programs and projects, allowing for more change to be made.

**Contextualization:** Just like the need for studies to be conducted in general, there is also a national need. BAM is less researched within the USA than it is overseas. There is a lot of room for research and because BAM is an emerging field, there should be a facilitation connecting Christian colleges to the work being done in BAM.

**Works Cited**

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leaders with multicultural experiences communicate and lead more effectively, especially in multinational teams. *Organization Science* 33(4):1554-1573.

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