Transforming Self-Concept for Leader Development

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Professor

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Assignment

### *Developmental Readings*

Review Assignment #3, the course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

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

**Source 1:** Knights et al. (2020) Developing 21st century leaders. *Journal of Work-Applied*, 12(1),

 6-21. https://doi.org/10.1108/JWAM-12-2019-0038

 **Comment 1:**

**Quote/Paraphrase:** “We need leaders who are more self-aware, emotionally intelligent, and who can use a variety of leadership styles for different situations. They need all these attributes to be able to build a performance-enhancing culture in their organizations. But in addition to that, in order to create a culture that is also ethical, caring, and sustainable, they need to bring their values to a higher level of consciousness” (p.6).

**Essential Element:** The comment is associated with Leader Development

**Additive/Variant Analysis:** This additive statement builds on my understanding of leader development. Leader development speaks more towards the building of the individual as opposed to the leadership development process.

**Contextualization:** Although in some circumstances, leader development and leadership development are used interchangeably, I’m discovering that there are certain distinctions, with one of the main ones being that leader development is primarily about the individual, whereas leadership development pertains to the process that the person goes through to become a better leader.

**Source 2:** Ford, L. (1991). *Transforming leadership: Jesus’ way of creating vision, shaping*

 *values & empowering change.* InterVarsity Press.

 **Comment 2:**

**Quote/Paraphrase: “**The strongest leaders are those who have received strong affirmation of their personhood in a way which frees them not only to lead a cause but also to serve others. A sense of identity, a security that comes from knowing who one is, lies at the very heart of leadership” (p.37).

**Essential element:** The comment relative to Leader Development.

**Additive/Variant Analysis:** This quote is additive to my research. When approaching Leader Development, it’s imperative to focus more on the individual’s character leader-building process than the methods associated with a leadership development process. As the author stated, “A sense of identity, a security that comes from knowing who one is, lies at the very heart of leadership.

**Contextualization:** Leaders build leaders. I had a twofold leader and leadership development program in my work environment. The leader development program dealt with individual self-development. Each person took an individual self-assessment survey to get a baseline of their strengths, biases, and weaknesses. The second tier of the program dealt with a leadership development process that all the Jr. Leaders took part in as a group. The leader development component dealt more with the individual, whereas our leadership program was designed to meet the entire group's needs.

**Source 3:** Ford, L. (1991). *Transforming leadership: Jesus’ way of creating vision, shaping*

 *values & empowering change.* InterVarsity Press.

 **Comment 3:**

**Quote/Paraphrase:** “Leadership is, first of all not something one does but something one is. This comes our clearly in story of Jesus when his Father affirms him as the special son (Matthew 3:17; Mark 1:11; Luke 3:22). Jesus operated out of a sense of quiet confidence that came from knowing who he was in his everlasting relationship with his Father” (p.38).

**Essential Element**: This comment is associated with Leader Development.

**Additive/ Variant Analysis:** This statement is additive; leader development is a method that identifies and or helps develop what a person is or becomes. Leader development is anchored on who the individual is as opposed to what he does. Leader development speaks to the individual and his quest towards developing into a leader.

**Contextualization:** In ethical, Christian, and/or servant leadership, the leader demonstrates quiet confidence in his/her ability to lead. Leadership development starts with individual development. My experience with ethical, Christian, and/or servant leaders suggests that they all endured a self-development process. Leader development starts with self-development and usually entails going through some form of leadership development (informal or formal) programs.

**Source 4:** Adan et al. (2022). Relating ethical leadership with work engagement: How

 workplace spirituality mediates? *Cogent Business & Management*. 7(1), pp.1-23.

 <https://www.tandfonline.com/doi/pdf/10.1080/23311975.2020.1739494>

 **Comment 4:**

**Quote/Paraphrase: “**Research conducted earlier was mostly focused on examining the relationship between workplace spirituality and engagement at work. The studies were empirical in nature focusing on the two constructs in connection with employees’ attitude at the workplace. The results of these studies add value to the literature by demonstrating the role of workplace spirituality in relations organizational behavior and performance, hence further strengthening the theory of workplace spirituality. Research study results depicted that ethical leadership has an affirmative and positive influence on the engagement of an employee at the workplace. In the same context, the results also revealed the role of workplace spirituality as a mediator between the two constructs i.e., ethical leadership and employee work engagement” (p.13).

**Essential Element:** This comment is affiliated with leader development.

**Additive/Variant Analysis:** This statement is additive to my research. Ethical leadership starts with the individual, and individual leadership is considered leader development. Ethical leadership is something that is missing in the workplace; therefore, one could conclude adequate leadership development is missing in the workplace in the workplace as well. Ethical leadership and spiritual leadership can work in tandem with each other but can work separately as well.

**Contextualization:** Research suggests that ethical leadership has an affirmative and positive influence on the engagement of employees in their workplace. In my organization, ethical leadership is not an option. I promote people based on the way they treat others and the way they conduct business. Business must be carried out ethically, which shines a good light on the organization, and the organization's leaders must treat people with dignity and respect without wavering.

**Source 5:** Adan et al. (2022). Relating ethical leadership with work engagement: How

 Workplace spirituality mediates? *Cogent Business & Management*. 7(1), pp.1-23.

 <https://www.tandfonline.com/doi/pdf/10.1080/23311975.2020.1739494>

 **Comment 5:**

**Quote/Paraphrase:** Ethical leadership is displayed by an ethical leader; a person without ethics is less likely to display ethical leadership. According to my research, the most ethical leaders generally display appropriate leadership, which usually has the organization and its people (employees) at the center of their decision-making. Ethical people are often perceived as honest and trustworthy and have a moral compass guiding them in their decision-making Process. An ethical leader is usually respected personally and professionally.

**Essential Element:** This comment is associated with leader development.

**Additive/Variant Analysis:** This comment is additive to my research. The ethical leader starts by holding himself to a certain standard and is more likely to have people follow his lead and hold themselves to those standards as well. The ethical leader manages from an inside-out approach; he leans into his moral compass to make decisions that are aligned with his values.

**Contextualization:** More ethical leaders are needed in and out of the church. Although ethical and spiritual leadership aren’t the same, they are often viewed through the same lens. Unfortunately, when leaders don’t lead with ethics, causalities are experienced along the way. For example, when I attended a church and the person in leadership acted in an inappropriate, unethical manner, causing the church to split, many people were hurt and left without a church home. When working alongside an unethical leader in the business world, it was hard to support his decisions and even harder watching him utilize his power to hurt vulnerable people. Ethical leadership shouldn’t be a request in church and business; it must be required. Ethical leaders demonstrate ethical leadership!

**Source 6:** Palenzuela et al. (2022). Questionnaires assessing adolescents. *Children* 9(1) pp. 1-17*.*

 [https://doi.org/10.3390/children9010091ource 6](https://doi.org/10.3390/children9010091ource%206):

 **Comment 6:**

**Quote /Paraphrase: “**The terms self-esteem and self-concept are related. Self-esteem is a person’s view of his or her potential, self-efficacy, self-worth, and self-definition. Self-concept is the perception that the subject develops about him/herself, i.e., what he/she can achieve, what others believe he/she is, and how he/she intends to be” (p.2).

**Essential Element**: This comment is associated with self-concept.

**Variant or Additive:** This additive statement coincides with my research and understanding of the meaning of self-concept.

 Although self-concept and self-esteem are closely related, there are some distinctions. Self-concept is one's image of oneself, and self-esteem is one’s satisfaction, confidence, and respect for oneself. Although self-concept and self-esteem are different, they are connected to each other.

**Contextualization:** The difference between self-concept and self-esteem is a thin line. The average person would like to think they are one and the same. According to my understanding and research, the two are branches of the same tree, so to speak. During my many years in leadership/management, it’s been my experience that people with a healthy self-concept and a high level of self-esteem are easier to manage and are better overall contributors in the professional work environment.

**Source 7:** Handayani et al. (2020). The impact of social media on adolescent self-concept.

 *Journal Iliah* *Peuadeun*. 8(3), 553-566. doi:10.26811/peuradeun.v8i3.512

 **Comment 7:**

**Quote/Phrase: “**The self-concept owned by each individual will have a strong influence on the behavior of the individual. An introduction to self-concept for adolescents needs to be done because by introducing, adolescents will be able to understand their behavior. If an adolescent describes, shows, and manifests his behavior as someone with a negative self-image, then this also relates to the adolescent's judgment about his self-image and vice versa. How an adolescent presents himself will depend on how their perception of himself.” (p.557).

**Essential Element:** The comment is affiliated with self-concept.

**Additive or Variant:** The quote is additive to my research. How a person sees himself will reflect how he sees the world. People should be introduced to self-concept so that they can be made aware of how they view themselves and others and how it impacts their worldview.

**Contextualization:** Self-concept is vitally important because it’s the lens that affects what we see and believe. Those who have a solid grasp on who they are and understand their purpose are much more pleasant to interact with, especially on the job site.

During my long tenure of managing people, I have had the good fortune of managing those who have a solid grasp on who they are and what they believe. The aforesaid group of individuals were comfortable with their value system even if others were not.

On the flip side, I had to work with people who weren’t comfortable with themselves, which spelled over to them being extremely negative, uncomfortable with others, and toxic to the work environment.

**Source 8:** Hong et al. (2022) Risk factors and methods reconstruction of self-identity. *The Open*

 *Psychology Journal,* (15)1 pp. 1-9. [**http://dx.doi.org/10.2174/18743501-v15-e2201060**](http://dx.doi.org/10.2174/18743501-v15-e2201060)

 **Comment 8:**

**Quote/Paraphrase:** “As one of the core contents of the self, self-concept affects the formation of self-identity to a large extent. However, in the process of forming a self-concept, there will always be a gap with self-development.

At the same time, a distorted or wrong self-concept may be established due to factors such as values, individual growth background, and cognitive limitations. Therefore, it must be constantly adjusted, repaired, or even rebuilt. In general, and to a certain extent, individuals have the ability to repair themselves, but some situations, like significant life events, may partially or completely destroy an individual’s existing self-identity or change that self-identity from positive to negative, from unity to division” (p1).

**Essential Element:** This comment is associated with self-concept.

**Additive/Variant Analysis:** This quote is a variant of my understanding of self-concept. Based on my understanding, research, and life experiences, although there may be a gap between self-concept and self-development, they can work simultaneously. One can adjust one’s self-concept while embracing self-development, leaving no gap between the two.

**Contextualization:** As a counselor at the Juvenile Hall, my job was to constantly help the youth repair and rebuild what was broken in their lives. To that degree, in an effort to retool a child for success, there was a need to help him rebuild his self-concept, which was embedded in a self-development program (process).

Those who embraced the challenge of going through a self-concept exploratory and self-development process proved to be more likely to function well outside of the confinements of the juvenile jail system.

**Source 9:** Batra, S. (2013). The psychosocial development of children: Implications for

 education and society—Erik Erikson in context. *Contemporary education*

 *dialogue*, 10(2), 249-278.

 [psychosocial development of children batra 2013 - Google Scholar](https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=pysychosocial+development+of+children+batra+2013&btnG=)

 **Comment 9:**

**Quote/Paraphrase: “**Erikson believes that every human child goes through a series of developmental stages from birth to old age. And each human being must find his or her own sense of regulation as a result of the interplay between the inner voice of the child, the physiological and emotional urges of the individual, and the nature of social influences. At each stage, the child learns to grapple with new instincts and ways of comprehending the self and others to create a balanced sense of self-regulation. Together, these experiences result in the development of a unique human identity” (250).

**Essential Element:** This comment is associated with the developmental stage theory.

**Additive/ Variant Analysis:** This is additive to my understanding and research pertaining to Erik Erikson’s developmental theory. Erikson states that adults go through eight developmental stages, leading them to become who they are. The stages are affiliated with developing a sense of hope, will, purpose, competence, fidelity, love, care, and wisdom.

**Contextualization:** My professional and civic (volunteer/ministry) life has been rich in working with people in the sense that I have worked with people of all ages. While working at a daycare, I witnessed the importance of gaining a child’s trust while fulfilling their caretaker role. Working at the Boys & Girls Clubs with children ages 7-18, I witnessed them searching for their (why) purpose. Those who found it were more focused on the future than does who did not. While volunteering at the Senior Center, my favorite function was having conversations with the residents and learning from their life experiences; the wisdom I gathered from them is immeasurable. In a sense, I have had the privilege to see Erik Erikson’s developmental stages theory in action; each stage is essential, exciting, and crucial to the human development cycle.

**Source 10:** Biaggi, C., & Issa, J. (2022). Failing to Live the Sermon: The Influence of

 Spirituality and Nationality on Unethical Behavior Among Leaders of Christian

 Organizations. *European Journal of Applied Sciences*, 10(6). 392-433.

 [failing to live the sermon - Google Scholar](https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=failing+to+live+the+sermon&btnG=)

 **Comment 10:**

**Quote/Paraphrase:** “White warns that a lack of spirituality would lead leaders of Christian organizations to unethical behavior.

She said: Many who occupy responsible positions in the church of God are sacrificing their integrity to secure the favor of the ungodly. A strong current is sweeping downward, and they decide that it is easier to float with the tide than to row against it. Like the children of Israel, they sacrifice the blessings of God by their indolence and spiritual sloth. Many set up idols in their hearts: idols of selfishness, idols of pride, and love of display. Eternal things lose their value. Withdraw the influences which God has provided to preserve and strengthen our spirituality, and it decays and dies. We must be continually seeking to draw near to God and to learn his will. We must become more unlike the world and more like Christ in character. Therefore, for leaders of Christian organizations, a spiritual sloth may lead to lower integrity, selfishness, and pride” (406).

**Essential Element**: This comment is associated with leader development.

**Additive/Variant Analysis:** Although this comment could be additive or variant depending on one's perspective, I consider this comment a variant of my research. According to my research. Leaders who put in the work to become good leaders lead with integrity and values regardless of the temptations that come their way. In terms of spiritual slothfulness, I believe most ministers spend some time in the wilderness (developing and being challenged). However, although “time in the wilderness” is for stretching and testing, most Christian leaders come out fine with a better understanding of who they are and what they stand for, enabling them to remain rooted as solid ethical leaders.

**Contextualization:** As a minister working directly under the Pastor for several years and occupying several other positions in the church, I was able to see and hear too much. That being said, most church people are working diligently to care for God’s house and His people. Of course, there will be those who make mistakes, but for the most part, I am confident that most of the people in church leadership have been called and are doing their work to satisfy the Lord first and foremost. Furthermore, along with a calling comes the understanding that He (God Himself) will hold them accountable above everything else.

**Source** **11:** Bolden et al. (2011). *Exploring leadership, individual, organizational, and societal*

 *perspectives.*  Oxford University Press. pp1-29.

 [Exploring\_Leadership\_Samplechapter2.pdf](file:///C%3A%5CUsers%5CQEgson%5CDownloads%5CExploring_Leadership_Samplechapter2.pdf)

 **Comment** **11:**

**Quote/Paraphrase: “**Ontology refers to philosophical questions about the nature of being. Within Leadership Studies a key ontological question is where leadership is considered to reside – as an attribute of leaders themselves or as an emergent property of the system(s) to which they belong” (p.3).

**Essential Element**: This comment is associated with leader development.

**Additive /Variant Analysis**: The above quote poses a great question that I interpret as the following: are leaders born or made? And are they developed by a leader or a leadership development process? My answer to the questions is as follows. People may be born with some leadership traits, but to become a leader, they need to embark on both a leader development and a leadership development process.

**Contextualization:** Ontology, as it refers to the nature of being and how it pertains to leaders and leadership, can be summed up in the following phrase. Leaders become leaders by embracing a leader’s development and leadership development process. While attending Bank of America’s Leadership certification program, I learned that those who become best leaders learn from those who are the best leaders. And the best leaders worked on developing themselves before they attempted to lead others. In other words, they went through a preparatory process before taking on the responsibility of a leader's mantle.

**Source:** **12**: Bolden et al. (2023). *Exploring leadership second edition*. Oxford University Press.

 **Comment** **12:**

**Quote/Paraphrase:** “Epistemology is a branch of philosophy that explores the nature of knowledge. Without a doubt, one of the key epistemological questions for the study of leadership is that of ethics. Thus, for example, whilst some people argue that “leaders are like the rest of us: trustworthy and deceitful, cowardly and brave, greedy and generous” (Kellerman, 2004, p. 45), others propose that in order to be considered as a ‘leader,’ a person must be acting in an ethical way (e.g. Burns, 1978, Bass, 1985). This tension has been referred to by Ciulla (1995) as the ‘Hitler problem’ in that: “The answer to the question ‘Was Hitler a good leader?’ is yes, if a leader is defined as someone who is effective or gets the job they set out to do done. The answer is no, if the leader gets the job done, but the job itself is immoral, and it is done in an immoral way” (p. 26).

**Essential Element**: The comment is associated with leader development.

**Additive or Variant:** This statement is variant to my understanding. The author refers to something identified as the ‘Hitler Problem’ in that: “The answer to the question ‘Was Hitler a good leader?’ is yes, if a leader is defined as someone who is effective or gets the job they set out to do done. The answer is no, if the leader gets the job done, but the job itself is immoral, and it is done in an immoral way.” The aforementioned statement regarding Hitler being or not being a “good leader” can be answered simply by asking if the Leader accomplished “good” things.

Hitler certainly had a recognizable leadership skill set, but having a good skill set doesn’t make you a good leader. Using your good skill set for good makes for a good leader.

**Contextualization:** Hitler didn’t accomplish his goal number 1; furthermore, a good leader would reap good results. And although he displayed some undeniable leadership characteristics, being a “good leader” cannot be associated with leadership attributes. This is why understanding the difference between leader development and leadership development is essential. One could argue that Hitler was good at leadership, but it would be an uphill battle to convince most (if not all), that he was a good leader. In order for someone to be a good leader, they have to accomplish good things, and what was good about the dire things he accomplished?

**Source 13**: Rothausen, J. (2023). Diverse, ethical, collaborative leadership through revitalized

 cultural archetype: The Mary alternative*. Journal of Business Ethics*, 187(3) 627-

 644. Doi: https://doi.org/10.1007/s10551-022-05259-y

 **Comment 13:**

**Quote/Paraphrase**: “We do not have to look very far to find parallels with our idea of leaders as saviors of businesses, organizations, and even of nations. A new CEO, for example, is often positioned as able to save an entire massive organization from the “death knell” of sagging quarterly returns.

 A CEO may have been a “normal human” on the way up the ladder through different positions, but once “made CEO” is expected to be able to call on the equivalent of superpowers to fix everything” (p.640).

**Essential Element:** This comment is associated with Leader Development.

**Variant/Additive:** This quote is additive and variant to my understanding, reading, research and life experiences. It is additive in the sense that, when going through a leader development process, CEO’s have to be careful that they don’t start to believe that with their titles come abilities that they don’t have. CEOs can’t be all things to everyone, and they continue to be limited after assuming the title. Part of being a CEO is managing expectations to make sure others do not have unreasonable expectations of them.

Speaking from experience, it is variant in the sense that after going through the challenges associated with climbing the ladder to become a CEO, the things learned along the way prepare you to know that just because you became the CEO does not mean that you can walk on water and the people around you know that as well.

**Contextualization:** Leadership is important in an organization, and the Chief Executive Officer (CEO) is the top leader. However, that does not mean that he knows everything, can do everything, and therefore will be the savior (so to speak) of an organization. A good leader assembles a good team and supports them as they do good work. In being a CEO for about twenty years, I have learned that one of the major keys to success is placing the right people in the right positions and allowing them the freedom to do their job according to their personalities.

I have seven site directors who manage their locations differently, but all the sites are functioning at a high level. As a CEO, I can assure you that I do not have superpowers; what I have working in my favor is a strong relationship with God, a solid team, and an outstanding support system.

**Source 14:** Bolden et al. (2023). *Exploring leadership second edition*. Oxford University Press.

 **Comment 14:**

**Quote/Paraphrase:** “There are broadly five ways that one can go about studying leadership. You can actually attempt to lead, you can observe leadership in action, you can talk about leadership, you can read about it, and you can write about it” (p.14).

**Essential Element**: This comment is affiliated with leader development.

**Additive or Variant**: The above quote is additive to my research. Leaders need to go through a leader development and leadership development process. Going through the leader development process requires the emerging leader to take a good look at who he is as a person to determine what kind of leader he will become. The leadership process will be the vehicle for him to become the leader he decides to be. The five ways of studying leadership (mentioned in the quote) are some of the ways to help the emerging leader navigate through the leadership development process.

**Contextualization**: Leaders build the best leaders. The best leaders that I have worked with have been those with a moral compass and high ethical standards. However, I believe that people do not have to be Christians (although the ones I worked with were) to be morally decent and practice ethical standards. It has been my experience and observation that several factors come into play in the development of solid leaders, with two of the most prominent being the following. The two things consist of a person who is willing to embrace a self-development process; that is, she is willing to grow into (or as) a leader.

Secondly, the individual needs to embrace a leadership development process. Consisting of going through a formal and informal training program. Becoming a leader does not take much; however, becoming a good leader requires a commitment to embark on an ongoing self/leadership development journey.

**Source 15**: Summer et al. (2023) Design principles for sustainable leadership learning.

 *Sustainability*, 15(17), pp1-15. doi:https://doi.org/10.3390/su151712996

 **Comment 15:**

**Quote or Phrase:** “The development of a leadership identity is considered foundational to individuals cultivating further leadership competencies and behaviors. Leadership identity has also been identified as “...probably the most important aspect of leader...development.” A leadership identity encompasses self-confidence in leading as well as an awareness of one’s strengths and weaknesses as a leader” (p.1).

**Essential Element:** This comment is associated with leader development.

**Additive or Variant:** The above quote is additive to my research, understanding, and life experience. Leadership identity is paramount regarding one’s ability to effectively lead. Effective leaders know two important things: who they are and what they stand for. Knowing who you are and what you stand for will always keep you balanced and aligned with your values and purpose/mission.

**Contextualization:** One of my main mentors (a CEO for more than thirty years) told me that leaders always lead. At first, I didn’t understand his comment, but after years of being a CEO myself I learned what he meant. My interpretation of what he meant is leadership is something that we do, and a leader is someone who we are. Leaders are constantly exhibiting leadership.

**Source 16:** Iscovichet al. (2021), *The art of routine*. Skyhorse Publishing.

 **Comment 16:**

**Quote/Paraphrase: “**Once upon a time, rulers and kings used “divine” authority to keep control. People received guidance and direction from religious elders. Priests and rabbis advised us how to comport ourselves based on scripture. The combined decline of religious and autocratic rule freed mankind in many ways, but it introduced a double-edged sword. Instead of looking outside for guidance on how to live, it forced us to go inward” (p.12).

**Essential Element**: This comment is associated with Leader Development.

**Additive/Variant Analysis:** This is variant to my research. To begin with, in some way shape or form, we are all leaders and if nothing else leaders of self. The specific portion of statement that’s not in accordance with my other research refers to divine authority keeping control. Leader development and leadership development isn’t about control, it’s about personal and professional development. Personal development used in this context means becoming equipped to be a leader of oneself. Professional development speaks to becoming qualified to lead others.

**Contextualization:** By being in a position of leadership inside and outside of the church, the statement in the book is hard to agree with. Rulers and kings using divine authority can be interpreted in myriad ways, but according to my research and understanding, perhaps a more appropriate word than divine should be used there. Also, I can “softly” agree that the decline of the church, not so much “religious rule,” has negatively impacted society. Lastly, the author would have captured my attention if he had referred to people looking upward (to where our help comes from) instead of outward or inward.

**Source** 17: Handayani et al. (2020). The impact of social media on adolescent self-concept.

 *Journal Iliah* *Peuadeun*. 8(3), 553-566. doi:10.26811/peuradeun.v8i3.512

 **Comment 17:**

**Quote/Paraphrase:** Below, find fascinating a statement associated with “self-theory” that I stumbled across during my research.

“Phenomenological experience is one aspect of our experience in the world, one of which fulfills our conscious experience is the experience of ourselves.

Besides, it is said that the self or self-concept symbolizes a regular and consistent pattern of perception. Besides, it is said that self is a series of regular perceptions that individuals have. Even though the self-changes, it always maintains, integrates, and organizes the quality of this pattern. Thus, the individual will try to behave according to the self” (559).

**Essential Element:** This comment is associated with self-concept.

**Additive/Variant Analysis:** This is additive to the discussion of self-concept. This statement affirms two major concepts, theories, or beliefs. One, our experience in the world impacts our understanding of who we are, and secondly that concept of who we are is constantly evolving.

**Contextualization:** Self-concept is fascinating in the fact that people are constantly changing, and in doing so, their perspectives on life change as well. As defined by Merriam-Webster, self-concept is the “mental image one has of oneself.” However, during seminary, while taking a counseling course, the professor highlighted that human nature has flaws and people do change, but at their core, they often stay the same, making their behavior somewhat predictable.

My experience as a counselor and mediator suggests that people’s self-concept pretty much remains the same while expanding within certain barriers. Simply put, we are who God made us to be while constantly trying to become the very best version of that.

**Source** **18**: Comey, J. (2018). *A higher loyalty: Truth lies and leadership*. Flatiron Books.

 **Comment 18:**

**Quote/Paraphrase**: “I don’t love criticism, but I know I can be wrong, even when I am certain I am right. Listening to others that disagree with me and are willing to criticize me is essential to piercing the seduction of certainty. Doubt, I’ve learned wisdom. And the older I get, the less I know for certain. Those leaders who never think they are wrong, who never question their judgments or perspectives, are a danger to the organizations and people they lead” (P.x).

**Essential Element**: This comment is associated with leader development.

**Additive/Variant Analysis**: This is additive to the discussion of lead development. Those who are trusted with leadership positions are not only responsible for themselves but for those whom they are leading as well. A leader who has not gone through a leader development process to learn that on a perfect day, he will have made a few errors and that on an imperfect one, there will be many more is a danger to himself and the people he leads.

**Contextualization:** During my career, I have worked with leaders all over the spectrum, from those who were outstanding to those who were leaders in title only. The difference between the ones who were great compared to those who were lacking was often revealed in how they behaved when they made mistakes. The great ones owned and learned from them. The ones who were lacking denied and, at times, covered them up.

As a mentor to new executives, I tell them two things. There is no such thing as a perfect organization, and there are no perfect CEOs; we have and will continue to make mistakes. How we handle mistakes will impact our organization and determine how successful we will become.

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