LDR 807-12: Leader Development: Transforming Self-Concept

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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" in the General

Helps folder for updated information on sample comments, the grading rubric,

and key definitions related to developmental readings.

**Beheshtifar, M., & Rahimi-Nezhad, Z. (2022). Role of Self-Concept in Organizations. *European Journal of Economics, Finance and Administrative Sciences*, 1-13.**

This article presents an overview of the idea of self-concept, highlighting its complexity and dynamic character. It indicates that self-concept is molded by taught ideas, attitudes, and views about one's own existence, with environmental variables and interpersonal connections having a crucial part in its construction. The paper also stresses the significance of self-concept in the context of work and organizational experiences. The notion of self-concept as a dynamic and ordered system corresponds with existing psychological theories, particularly those relating to identity and social cognition. The acceptance of individual, relational, and collective self-concepts indicate the awareness that people might regard themselves as independent beings, related through relationships, or as part of broader social organizations. The assumption that individuals differ in their orientations toward various levels of self-concept is realistic and supported by previous research. People undoubtedly differ in the value they assign to their identity, relationships, and group connections. This realization adds richness to the understanding of self-concept, acknowledging that it is not a one-size-fits-all construct.

The article also claims that self-concept in companies might impact social work practices, organization-based role-set, career happiness, and accomplishment. This correlates with the premise that how individuals view themselves in a professional situation may affect their attitudes, behaviors, and overall performance. However, the article may benefit from offering concrete instances or actual data to support these ideas. The assertion regarding the need for managers having good opinions toward themselves for fostering positive self-concept in their staff is intuitive. Positive leadership and role modeling may contribute to a healthy workplace culture. However, the article should go deeper into the processes through which this impact occurs and give practical techniques for managers to increase self-concept among their team members. While creating a positive self-concept is advised, the article does not dive into the potential obstacles or consequences of an overly optimistic self-concept. It would be useful to address possible dangers, such as overconfidence or a lack of understanding of personal shortcomings, which might impair performance and interpersonal interactions in the workplace.

**Coniglio, C. (2017, December 1). *Self-Concept and Transformational Leadership*. Retrieved from Best Practice Institute : https://blog.bestpracticeinstitute.org/self-concept-transformational-leadership/**

This article addresses the link between self-concept and transformational leadership, covering the components of self-concept and how they evolve through communication, association with groups, assumed roles, and self-labels. It underlines the relevance of a leader's self-concept in influencing workers' self-concept and gives data from research on the influence of passive and transformative leadership on employee self-concept in a Chinese hotel environment. The text successfully divides down self-concept into three components: attitudes, beliefs, and values. This breakdown gives a clear explanation of the aspects that contribute to an individual's self-image, making the subject more concrete for readers.

The paper accurately relates strong self-concept with the traits of transformative leaders, highlighting the necessity of confidence, excitement, and positivism in leaders. The relationship between a leader's self-concept and their capacity to explain a common vision, set high expectations, and motivate followers is well-established in the transformational leadership literature. Lastly, the article examination of the multiple sorts of self-concept (collective, individual, and interpersonal) provides complexity to the issue. Connecting these kinds to transformational leadership helps readers understand how leadership styles may affect various areas of self-concept.

**Covey SR. *Principle centered leadership.* Fireside Books Simon and Schuster; New York, NY: 1990.**

This is a book on leadership development. The book focuses on the crucial role of self-concept in effective leadership, providing habits that expand beyond productivity to highlight personal growth and the development of a proactive attitude. Covey's work takes readers through ideas that create a solid self-concept, essential for effective leadership. The practices described, such as "Begin with the End in Mind" and "Synergize," contribute to personal efficiency and, consequently, leadership success. The book’s ideas underscore the symbiotic link between a leader's self-concept and their capacity to influence and direct others. The book offers as a practical guidance for leaders trying to increase their self-concept and overall effectiveness.

**Graham, J. W. (2019). Leadership, Moral Development, and Citizenship Behavior. *Journal of Ethics and Leadership*, 43-54.**

The article investigates the different forms of leadership and discovers that they stimulate different sorts of normative motivation among followers. The author also explains the benefits of moral leadership which includes enhanced team performance, financial success, and trust. Graham (2019) stresses that moral growth is crucial since it allows a person to identify the difference between good and evil. He further acknowledges the numerous phases of moral growth which includes obedience and punishment, self-reward, social conformity, law and order, social construct and cultural norms, and the universal and ethical principles.

**Meng Y. (2016). Spiritual leadership at the workplace: Perspectives and theories. *Biomedical reports*, 5(4), 408–412.** [**https://doi.org/10.3892/br.2016.748**](https://doi.org/10.3892/br.2016.748)

The article discusses spiritual leadership at the workplace and focuses on three aspects of spirituality. These characteristics include establishing spiritual ideals and practices; investigating conceptual frameworks and models relevant to spirituality; and designing instruments for evaluating spirituality. The researcher states that spiritual leadership and workplace spirituality are in their infancy, and thus, theoretical information connected to this issue in Western Christian theology and applied leadership ethics and values is limited. According to Meng (2016), leadership in spirituality has a crucial role in terms of ethics and values in inculcating and strengthening personal, team, and organizational ideals. In addition, spiritual leadership is crucial because individuals gladly serve others while retaining harmony with natural laws and principles.

**Sosik, J. J. (2018). Self-concept based aspects of the charismatic leader: More than meets the eye. *The Leadership Quartely*, 503-526. doi:10.1016/S1048-9843(98)90013-3**

This study looks at the relationship between self-concept based dispositional traits of leaders (particularly, self-consciousness, self-monitoring, and life purpose) and views of charismatic leadership. The questionnaires used in the study captured data from both managers self-assessing their own dispositional qualities and subordinates rating their manager's leadership style. The findings show multiple significant correlations between these self-concept characteristics and charismatic leadership.

According to Sosik (2018), the positive association between charismatic leadership and leader private self-consciousness, self-monitoring, and purpose-in-life implies that leaders who are more self-aware, adaptive, and have a sense of purpose are seen as charismatic. This is consistent with the notion that charismatic leaders frequently have a high sense of self-awareness and purpose, motivating followers. The author, on the other hand, observes that the negative association between a leader's life goal and both private and public self-consciousness is an intriguing discovery. It means that leaders who have a strong sense of purpose are less prone to feel self-conscious, both privately and publicly. This might imply that a strong goal can act as a barrier against excessive self-reflection or concern about how others see you.

**Wang, M. (2019). The Effect of Spiritual Leadership on Employee Effectiveness: An Intrinsic Motivation Perspective. *Frontiers*, 2-14. doi:10.3389/fpsyg.2018.02627**

The article digs into spiritual leadership theory and intrinsic motivational theory to demonstrate the significance and efficacy of spiritual leadership. When the authors controlled for possible confounding effects of moral and benevolent leadership and ruled out alternative explanations of ethical leadership, their study found that spiritual leadership was positively related to employee task performance, knowledge sharing behaviors, and innovation behavior.

**Wisse, B., & Rus, D. (2012). Leader Self-Concept and Self-Interested Behavior The Moderating Role of Power. *Journal of Personnel Psychology*, 1-12. doi:10.1027/1866-5888/a000054**

Wisse and Rus (2012) investigate the relationship between leader self-contractual and leader power. It was prompted by a high number of ethical transgressions on the part of organizational leaders, as well as the necessity for ethical leadership. Researchers discovered that leader power interacted with leader self-construal in predicting leader self-serving behavior in a survey. Overall, the findings demonstrate that leader self-construal significantly impacts leader internal moods and aims, and that the effects on self-interested conduct are amplified under high power situations.

# **References**

Beheshtifar, M., & Rahimi-Nezhad, Z. (2022). Role of Self-Concept in Organizations. *European Journal of Economics, Finance and Administrative Sciences*, 1-13.

Coniglio, C. (2017, December 1). *Self-Concept and Transformational Leadership*. Retrieved from Best Practice Institute : <https://blog.bestpracticeinstitute.org/self-concept-transformational-leadership/>

Covey SR. *Principle centered leadership.* Fireside Books Simon and Schuster; New York, NY: 1990.

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