

LDR 815-32 Transforming People Problems, Assignment #2

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Assignment

Assignment #2 – Developmental Readings

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.

Course Essential Elements

1. Leadership Styles
2. Interdisciplinary Perspectives on Human Behavior
3. Motivating Change
4. Communication & Conflict Resolution

Source One: Pollack, J. (2020). *Conflict Resolution Playbook: Practical Communication Skills for Preventing, Managing, and Resolving Conflict*. Rockridge Press.

<https://pollackpeacebuilding.com/blog/conflict-6-core-human-needs/>

Comment 1:

Quote/Paraphrase: Pollack discusses the importance of establishing trust in relationships and understanding the six core psychological needs of all human beings. Understanding these core needs at the foundations of our relationships helps us to maintain and problem-solve in both personal and professional relationships. The six core psychological needs are safety, affiliation, positive self-regard, independence, engaging activities, and noble pursuits. Safety involves the belief that one is psychologically and physically safe now and in the future. Affiliation is feeling a part of the family, community, or organization. Positive self-regard is one's identity and how they are feeling. Independence is the extent to which one feels they have autonomy to make their own decisions. Engaging in activities that have one feeling stimulated or amused. Lastly, noble pursuits which are the extent that one is learning, growing, or making progress toward their endeavors (Pollack, J., 2020, p. 7; Pollack, 2017).

Essential Element: The essential element is Communication & Conflict Resolution. This study sheds light on the organization

Additive/Variant Analysis: This article is an additive analysis to my understanding of assessing six core psychological needs. This work provides a framework for leaders to use the six core psychological needs from this study to

examine employee satisfaction. This framework can guide leaders to address specific needs.

Contextualization: This article will benefit my relationships personally and professionally. Everyday conflict comes up at school with staff, parents, and students. The most complex situations are the situations involving adults because they are expected to be at a certain level of maturity. However, that is not the case with many adults whose reasoning centers of the brain are still maturing or who may be impaired by stress or mental or emotional distress. Assessing the compromised core values will help in devising steps to resolve the conflict and help to better de-escalate unregulated adults and children.

Source Two: McConnell-Ginet, S. (2020). *Words matter: Meaning and power*.

Cambridge University Press.

Comment 2:

Quote/Paraphrase: “Words matter enormously, but often it is because they bring into the light of day, attitudes, and actions that ground social relations and arrangements. They make public ideas, hopes, and plans, commitments, values, and affiliations. Sometimes what is made public is only covert; thus, at least in principle is deniable. Still, linguistic awareness helps uncover what is happening. It helps challenge and disturb existing power relationships. Linguistic and social change go hand and hand because linguistic practices are fundamental to social practices more generally. Words are woven into the social fabric” (McConnell-Ginet, S., 2020).

Essential Element: The essential element is Motivating Change.

Additive/Variant Analysis: This article is an additive analysis of my understanding of the power of words in motivating change and achieving results. This article provides examples of the words of popular leaders and how the language used specifically triggers emotions from different people.

Contextualization: God knew the power of our words. The scripture teaches us that it is out of the abundance of the hearts that one speaks (Matthew 12:34). As a leader, our words are constantly being scrutinized. McConnel-Ginet stated, “Words matter enormously, but often it is because they bring into the light of day, attitudes, and actions that ground social relations and arrangements.” I am learning to use my words to bring light, hope, and change. This is my prayer as God continues to work in my life.

Comment 3:

Quote/Paraphrase: There is a longstanding tension between the labels Latino and Hispanic. The self-generated Latino label was associated with left-leaning political groups and the term Hispanic was used by those from Spanish-speaking countries with more conservative views. Today, both labels may enforce either side politically. Both labels are used unequivocally by the US Census and most agencies (p. 16). During the 1960s, pan-ethnic labels within the Asian community moved from Oriental to Asian American, combining people from various countries in Asia as a means to asserting and establishing themselves on the

black-white American dichotomy dominating America (McConnell-Ginet, S., 2020)...

Essential Element: The essential element is Communication & Conflict Resolution

Additive/Variant Analysis: This article is an additive analysis in helping to understand the historical and psychological importance of how we as leaders communicate and label people. The article further highlights how people have changed their labels to define themselves as a group.

Contextualization: The Bible teaches that we are all of one blood. Acts 17:26-28 states, “(26) And He has made from one blood every nation of men to dwell on all the face of the earth, and has determined their preappointed times and the boundaries of their dwellings, (27) so that they should seek the Lord, the hope that they might grope for Him and find Him, though He is not far from each one of us; (28) for in Him we live and move and have our being, as also some of your poets have said, “For we are also His offspring.”” In communicating with others, we need to be liberated with our speech in putting forth this message of unity and oneness as humans.

Source Three: Ali, B. J., & Anwar, G. (2021). An empirical study of employees’ motivation and its influence on job satisfaction. *Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees’ Motivation and Its Influence on Job Satisfaction. International Journal of Engineering, Business and Management, 5(2), 21-30.*

Comment 4:

Quote/Paraphrase: “Employee motivation and job satisfaction are studied through different motivational theories i.e. based theories, reinforcement theories, and process theories. However, the term employee motivation is a very difficult term to define. There is a relationship between motivation and job satisfaction, which is the principle of any organization's existence. There is always confusion between the concepts of motivation and job satisfaction (Pananrangi et al. 2020). Pointed out that motivation and job satisfaction both are related terms but not synonyms. They recognized that job satisfaction is one part of the motivational process. Motivation is principally concerned with goal-directed behavior, and job satisfaction related to fulfillment, which we acquire through different rewards and job-related activities (Anwar, 2017). It is also possible that an employee is enjoying all the job-related activities but still has a low level of motivation (Ha et al. 2020)” (Ali, B. J., & Anwar, G., 2021).

Essential Element: The essential element is Motivating Change.

Additive/Variant Analysis: The book is an additive analysis to my knowledge of understanding one's motivation versus job satisfaction or even in another context one's motivation for anything versus a feeling of fulfillment. The article highlights how employers can gain a better understanding of addressing motivation in an organization versus trying to increase job satisfaction.

Contextualization: This article is critical to my profession and has given me more insight into looking at employee motivation and employee job satisfaction.

As I reflect on this, it takes me back to understanding Pollack's six core

psychological needs, safety, affiliation, positive self-regard, independence, engaging activities, and noble pursuits. (Pollack, 2020). Analyzing where employees are with these needs and understanding employee motivation versus job satisfaction will help in devising strategies to increase both (Pollack, J., 2020).

Comment 5:

Quote/Paraphrase: “Compensation programs were developed to motivate, attract, reward, and retain workforce. To avoid over-expensive compensation programs, management must think carefully about how to compensate their employees and still keep them motivated. It is important to make the workforce feel that they are important and that management cares for their well-being. Compensation programs historically sought to maximize internal equity in payroll systems. There is no one-way-fits-all approach in compensating the workforce as the economy and business situations of a company change rapidly all the time. That is why all the companies need to pay extra attention to their compensation policy (Anwar & Abd Zebari, 2015)” (Ali, B. J., & Anwar, G., 2021).

Essential Element: The essential element is Motivating Change.

Additive/Variant Analysis: This article is an additive analysis applicable to my job as a school manager. The article highlighted compensation as a factor in increasing employee motivation and that management should deeply consider its compensation packages.

Contextualization: Even though my job as a school-based manager does not set salaries or compensation packages, it is still important to know how people feel.

Most teachers feel they are underpaid, so incentives and appreciation go a long way. Managers need to watch the words they communicate about compensation.

In the school system, managers may not control compensation but do control hope as opportunities for advancement occur within their buildings. Managers can also control how much the staff feels valued and appreciated

Source Four: Ali, B. J., & Anwar, G. (2021). Work engagement: how does employee work engagement influence employee satisfaction? *Ali, BJ, & Anwar, G.(2021). Work Engagement: How Does Employee Work Engagement Influence Employee Satisfaction, 10-21.*

Comment 6:

Quote/Paraphrase: Ali and Anwar discuss how an employee's mental and physical engagement determines job satisfaction. The body of research shows that engaged employees are less likely to leave and more likely to attend more frequently. An employee's engagement reflects the strength of their attachment or devotion to the organization. Employee engagement reflects their attitude and relationship to the agency or business. Employee engagement not only leads to increased job satisfaction but to less employee turnover and increased productivity. Professional development can lead to increased employee engagement, commitment, and job satisfaction. Employee inspiration is another factor that leads to job happiness (Ali, B. J., & Anwar, G., 2021).

Essential Element: The essential element is Interdisciplinary Perspectives on Human Behavior.

Additive/Variant Analysis: This article is an additive analysis because it is so beneficial to the work that I do as a school administrator and as a leader. This study examines the importance of employee engagement. The study found that deeply engaged employees and professional development were prominent factors in employee retention.

Contextualization: I appreciate this research so much because it helps me as a manager and leader to understand my role in engaging people. This research also is helping to shape my outlook on how to transform people's problems. I have been in ministry longer than I have been in education, which is a long time. I believe it is just as important in ministry as in a secular profession to engage and equip people, which is what I am attempting to do in both areas of my life. The beauty of both areas is that God helps me. He helps all of us who call on Him (Jeremiah 33:3).

Source Five: Errida, A., & Lotfi, B. (2021). The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*, 13, 18479790211016273.

Comment 7:

Quote/Paraphrase: “Lewin’s three-stage processual model model is considered the theoretical foundation of planned change management. ^{34,35} This model involves three main steps for managing planned change: unfreezing, transition, and refreezing. “Unfreezing” consists of destabilizing the status quo by creating the need and buy-in for change and preparing for the upcoming change.

“Transition” involves moving to the desired future state. “Refreezing” takes place after the implementation of the change, resulting in a new culture, behaviors, and practices. The second notable change management processual model is the one proposed by Kotter, 27 consisting of eight steps to ensure a successful change process: (1) establish a sense of urgency about the need to achieve change, (2) create a guiding coalition, (3) develop a vision and strategy, (4) communicate the change vision, (5) empower broad-based action, (6) generate short-term wins, (7) consolidate gains and produce more change, and (8) anchor new approaches in the corporate culture. While other processual models exist, many of these models are extensions of Lewin’s 26 model by dividing its three stages into more steps” (Errida, A., & Lotfi, B., 2021, p. 2).

Essential Element: The essential element is Motivating Change.

Additive/Variant Analysis: This is an additive analysis of different models that can be used to motivate and bring about change, such as the processual models. This study highlights different models for deliberate planning to bring about change or to simply understand how change is occurring.

Contextualization: Change is constant and as a leader leading through any kind of change is not easy. I have never used a model for any change so having this awareness that these types of models even exist will help me to collaborate more effectively on a plan of action.

Comment 8:

Quote/Paraphrase: “There are several descriptive models that explain and identify the various determinants of the outcomes of organizational change initiatives. These models have different emphases and view change from various angles. The 7-S Model was developed by former McKinsey consultants Thomas Peters and Robert Waterman in the late 1970s and serves as a framework to assess changes necessary to ensure organizational effectiveness by analyzing seven interrelated elements: strategy, structure, systems, staff, style, skills, and shared values. These seven elements interact to create different organizational patterns but do not explain how these factors are affected by the external environment or how each factor affects others. Several other models range in even greater depths and outcomes in analyzing and bringing about change” ((Errida, A., & Lotfi, B., 2021, p. 3).

Essential Element: The essential element is Motivating Change.

Additive/Variant Analysis: This is an additive analysis of descriptive models that can be used to motivate and bring about change. While this article gives several different models for change, it did indicate that there are external factors that may affect these models.

Contextualization: In reflecting on the different models I have learned about with this article, I will be able to have a greater understanding of how to more effectively and systematically lead change. I plan to further analyze these models from a sociologist perspective in bringing about not only organizational and ministry changes, but also societal changes. Did not our Lord say that we are the

light of the world and the salt of the earth? Did Jesus not say that if our light is hidden under a bushel and loses its flavor, is it not good for anything but to throw it out? (Matthew 5:13-16).

Source Six: Al Amiri, N., Rahima, R. E. A., & Ahmed, G. (2020). Leadership styles and organizational knowledge management activities: A systematic review. *Gadjah Mada International Journal of Business*, 22(3), 250-275.

Comment 9:

Quote/Paraphrase: In this systematic review, the authors aim to summarize the findings of previous quantitative research, published between the period from 2000 to 2018, to identify the effect of various leadership styles on organizational Knowledge management (KM) capabilities and activities. The authors reviewed 50 articles found in well-known databases including Emerald, ScienceDirect, Taylor and Francis, Ebsco, Google Scholar, and others, concerning the impact of leadership when implementing KM in business organizations. The review revealed that transformational, transactional, knowledge-oriented leadership, top executives, and strategic leadership have evidence of their constant and positive effect on the KM process. The authors encourage organizations to use a combination of those styles to maximize the effect of leadership on KM. The authors also recommend conducting further studies on the effect of the remaining leadership styles, such as the ethical and servant leadership styles on KM and other specific KM activities (Al Amiri, N., et al, 2020).

Essential Element: The essential element is Leadership Style.

Additive/Variant Analysis: This is an additive analysis providing insight into effective forms of leadership. This study analyzed different leadership styles. The study highlighted the importance of organizations not limiting themselves to one leadership style, but to use a combination of styles.

Contextualization: This research is beneficial in thinking about how I can be more intentional in my leadership style. This review revealed that transformational, transactional, knowledge-oriented leadership, top executives, and strategic leadership have evidence of their constant and positive effect on Knowledge Management (Al Amiri, 2020). This makes me want to learn more about these styles of leadership and see to what extent I need to improve (Al Amiri, N., et al, 2020).

Comment 10:

Quote/Paraphrase: “The transformational leadership style was studied in more than half of the included research papers. One-fifth of the included papers pointed out strong evidence for a positive effect of transformational leadership on knowledge management’s capabilities in all contexts, as well as having a strong significant, positive effect on a particular knowledge management activity, namely knowledge sharing. Besides, transformational leadership was also found to have a positive effect on knowledge acquisition, knowledge transfer, and strategic knowledge variables, such as knowledge slack, absorptive capacity, and tacitness in a limited number of studies”(Al Amiri, N., et al, 2020).

Essential Element: The essential element is Leadership Style.

Additive/Variant Analysis: This is an additive analysis providing insight into transformational leadership. The study found that transformational leadership was the most prominent leadership style with the greatest sources that they used for their literature review.

Contextualization: Transformational leadership seems to be the top form of leadership, but my question is how can I use that to glorify God in my endeavors? It is not just about being a good leader but being a good person who can lead others to be good people and have a caring heart. This is what the Kingdom stands for.

Source Seven: Budur, T. (2020). Effectiveness of transformational leadership among different cultures. *International Journal of Social Sciences & Educational Studies*, 7(3), 119-129.

Comment 11:

Quote/Paraphrase: “Culture is shared assumptions, beliefs, attitudes, or beliefs that help individuals or groups to respond to various actions or events that they face in daily life. Besides, leadership is the art of influencing others to achieve desired objectives in organizations. On one hand, the growing body of literature argues for the effectiveness of transformational leadership. On the other hand, cultural background has different impacts on this leadership style. In this respect, the current paper aims to point out some consequences of transformational leadership in various cultures. As a result, it has been observed that because of their charismatic and simulative characteristics, these leaders are more effective in

developed countries and innovative characteristics rather than group-oriented and depressed cultures” (Budur, T., 2020).

Essential Element: The essential element is Leadership Style.

Additive/Variant Analysis: This is an additive analysis providing insight into effective forms of leadership within different cultures. In particular, the authors in this study researched the effectiveness of transformational leadership in different cultures and concluded this type of leadership was more effective in developed nations.

Contextualization: What is interesting to me is how studies are putting transformative leadership as the most popular leadership in the world. But the question I would ask is this, Leaders are transforming to do what?

Comment 12:

Quote/Paraphrase: “Culture is an important factor that affects people’s behaviors based on their attitudes and traditions (Hofstede, 2003). Accordingly, some researchers did not always report significant impacts of transformational leadership (TL) characteristics in various cultures. Following these further, Hofstede (2009) noted that in cultures where people have high power distance, employees are group-oriented and need to be told for every step to proceed further. As noted by Simith et al., (2002) those people like formal rules and procedures whereas TL is less productive. Besides, in the higher uncertainty avoidance cultures, people are less likely to be innovative or future-oriented (Jung et al., 1995). It has been also noted that in these cultures transactional leadership

is more productive in applying rules and procedures, where people have less self-efficacy. Consequently, collectivist cultures are more homogeneous and share responsibility in groups, they tend to follow rules and trust their leader (House et al. 1997). Therefore, in these cultures' leaders should define tasks based on the group preferences and use team performance appraisal programs and rewards to increase motivation and performance (Crede et al. 2019)" (Budur, T., 2020).

Essential Element: The essential elements are Leadership Styles.

Additive/Variant Analysis: This is an additive analysis providing insight into how important it is to understand the culture of a leader. This study concluded that different styles of leadership are needed in different cultures and provided examples. This study highlights the need for understanding the culture in planning leadership.

Contextualization: Transformative leadership does not work in every culture. The research shows that different approaches are needed to lead people based on cultural norms. Different cultural norms are what make up societies. As I grow as a leader, I just want to be effective in my leadership, always being led by the Holy Spirit first because God knows all things and helps us as we do his will (Jeremiah 33:3).

Works Cited

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