LDR 815-32: Transforming People Problems (Spring 2024)

Grace Godfrey

Omega Graduate School

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Professor

Dr.: Dr. Brenda Davis

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.

**Importance of Leadership Styles**

**Introduction**

From my research and experience, I have learned that the outcomes of using transactional and transformational leadership styles can be quite different. Transactional leadership can lead to a more stable and predictable work environment, as the focus is on maintaining the status quo and following established procedures. This can be effective in organizations where consistency and efficiency are highly valued and where employees prefer a clear set of expectations. However, it can result in a lack of creativity and innovation because employees are less likely to take risks or deviate from established procedures. According to the author's research, transactional leadership can lead to employees being motivated solely by rewards and punishments, resulting in a lack of engagement and purpose. Transformational leadership, on the other hand, has the potential to make the workplace more dynamic and innovative by encouraging and empowering employees to think creatively and challenge the status quo. This can be beneficial in organizations that require constant adaptation and innovation, as well as for employees who value a sense of purpose and autonomy in their work. However, it can also lead to a lack of structure and clarity because employees are unsure of what is expected of them in the absence of clear guidelines.

**Source One:** Poturak, M., Mekić, E., Hadžiahmetović, N., & Budur, T. (2020). Effectiveness of Transformational Leadership among Different Cultures International Journal of Social Sciences and Educational Studies, 7(3), <https://doi.org/10.23918/ijsses.v7i3p119>

**Comment 1:**

**Quote/Paraphrase:** Culture is shared assumptions, beliefs, attitudes, or beliefs that help individuals or groups 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.

Essential Element: Leaders who build their self-awareness of their approach to leadership create a strong foundation for their development, depending on their cultural backgrounds

**Additive/Variant Analysis:** A transformational leadership style, according to research, inspires people to strive beyond required expectations to work toward a shared vision, whereas transactional leadership is said to focus more on extrinsic motivation for the performance of specific job responsibilities.

**Contextualization:** I feel called to transformational leadership, where I want to see leaders in my ministry perform better and keep to it as a habitual responsibility on their own to encourage, inspire, and motivate employees to perform in ways that create meaningful change for themselves. Effectively, the staff will also be proud of their performances thereafter.

**Comment 2:**

**Quote/Paraphrase:** Finally, individual consideration refers to mentoring followers for individual career development and achievements (Faeq, 2020; Zardasht et al., 2020). Further, considering and listening to staff individually, helping them to find and improve their weak points, and providing related training are some examples of this dimension

**Essential Element**: As leaders, we need to understand that we are not confined to a single leadership style. In some cases, both of these leadership styles are going to be effective when combined with different approaches that can enhance organizational outcomes and lasting results.

**Additive/Variant Analysis**: To my understanding, transformational leadership focuses less on making decisions or establishing strategic plans, and more on facilitating organizational collaboration that would help drive a vision forward, and most importantly, mentoring leadership that can carry on the vision

**Contextualization:** Cultural differences are a source of strength for an organization, and therefore, my organization will involve people from different cultural backgrounds and experiences to lead departments. The culture-specific approach will involve the differences among the cultures and the fact that leaders should have a variety of skills and abilities to be effective in several geographies. It will be a learning experience for all of us to grow in different areas where we never knew that we needed growth. It can be a great opportunity for influencing.

**Comment 3:**

**Quote/Paraphrase:** Further, idealized influence covers a leader's emotional connection with subordinates, and leaders attract others through their visionary and ethical behaviors (Linge & Sikalieh, 2019). The reason why charismatic leaders (idealized influence) have a strong impact on followers is that these leaders are strongly related to the objectives of the company and they are engaged in their actions (Tajeddini & Mueller, 2012**).**

**Additive/Variant Analysis:** Mentorship is Learning about the current state of knowledge in one's discipline through mentorship, developing expert skill sets, and becoming familiar with disciplinary culture is a process that occurs gradually over time, and then it develops into a leader in the making.

**Contextualization:** It is worth also noting that not all mentoring experiences are positive, unfortunately. There could be a few types of negative mentoring experiences that can also negatively affect the development of the next generation of professionals and lower the growth process of an organization. It has happened in the past in my leadership group, and such people should be warned and trained before the separation. Negative mentoring experiences can arise from both good and ill intent, and there are some, such as abusive supervision and harassment, that need to be addressed and monitored

**Comment 4:**

**Quote/Paraphrase:** Institutions can and have been supporting effective mentorship and mitigating negative mentoring experiences by developing cultures of inclusive excellence.

**Essential Element:** Mentoring programs and innovative solutions such as mentoring software and training can offer the opportunity for mentoring leadership to address many of the diversity personnel-related issues they are currently facing.

**Additive/Variant Analysis:** I have learned through the material of the course and research that one practice essential for success is that the two parties have chemistry. Relationship quality between mentee and mentor is one of the most significant factors for determining the success of a mentoring program, so there must be a proper fit between mentor and mentee, however possible

**Contextualization:** From Mentorcloud, the World Leading Mentoring Software blog, I learned that by “creating a mentoring program that promotes more connection between Mentorcloud, management, and the rest of the workforce, the enterprise social network becomes much more inclusive, paving the pathway for a more representative leadership pipeline.”. I would call this a kind of leadership that humbles people to invest themselves in others.

**Source Two:** Barter, A. (2018). *The art of Servant Leadership II: how you get results is more important than the results themselves.* **Wheatmark.**

**Comment 5:**

**Quote/Paraphrase:** The Art of Servant

Leadership II instructs modern business leaders on how to transform their businesses into servant-led organizations that prioritize integrity over profitability and never-ending quests to accumulate power. By integrating the servant-led paradigm into their inner lives and professional thinking, today's leaders can revolutionize heartless corporate strategies that reward the few at the expense of the many.

Essential Element: Success is the result of the lessons taught in The Art of Servant Leadership and proof that serving others with compassion and humility brings unprecedented rewards**.**

**Additive/Variant Analysis:** I strongly argue that leadership based on servanthood is not only effective but also necessary for the growth and success of any organization or community. behaviors and attitudes that transform individuals, families, and society. Leadership can take on various styles, like authoritative or servant leadership. Authoritarian leadership focuses on achieving results through control and power, whereas servant leadership focuses on serving others and empowering them to reach their full potential. Servant leadership has grown in popularity in recent years as a more ethical and effective approach to leadership**.**

**Contextualization:** I am learning that Logos involves the use of logic and argument to convince the audience. Pathos, on the other hand, taps into the audience's emotions and feelings to make them connect with the message that will affect transformation. In 2020, Carlo, R. Transforming Ethos. According to Carlos, an important factor in evaluating the credibility and trustworthiness of a message is the audience's perception of the speaker's personality, or ethos. You must combine these three elements to create a message that resonates with your audience and motivates them to act. Without these three elements, a message may not be as compelling or convincing or have the same effect on the audience. Agents of change must remember that personal behavior has a significant impact on our students' perceptions of social change.

**Comment 6:**

**Quote/Paraphrase:** Lacerda (Citation 2019) states that transactional leadership is not effective during a crisis. Transactional leadership focuses on supervision, promoting compliance, and working based on reward and punishment. During a crisis, people are confused and uncertain. Transactional leadership requires paying less attention to building relationships and long-term commitment. Transactional leadership is also not inspired and motivated by people with shared values and big pictures; therefore, transactional leadership may or may not be effective during crises**.**

**Essential Element:** The issue is motivating change in people's lives through transformational leadership, setting high expectations, and providing support. **Additive/Variant Analysis**: Impact motivational leaders set ambitious yet achievable goals that challenge their teams to excel. That means that the change has been adopted and is permanent, individually in group settings, in the organization, or as a family. Leaders who are motivated to find better solutions inspire their teams to think outside the box and drive continuous improvement

**Contextualization:** This applies to families and individuals as well. When transformative leadership occurs in a family, church, or individual, lives change, and goals are set. Although both transactional and transformational leadership styles have their parts in any organization, the latter would work all the time, while transactional works better when a crisis occurs in relationships. The Bible talks about the gifts of the Spirit. God called some apostles, pastors, evangelists, teachers, and prophets. All these gifts serve as transformational leadership, not transactional leadership. It comes to one thing I added in the beginning: servant leadership.

**Comment 7:**

**Quote/Paraphrase:** Understanding the principles of servant leadership can contribute to the spiritual formation of theological students in the context of 21st-century theological training. The article opens with a discussion of the results of an empirical investigation and then gives a brief overview of the servant leadership demonstrated by Jesus Christ, Paul, David, and Moses.

**Essential Element:** This is a Biblical motivation for change that started in the Bible

**Additive/Variant Analysis:** Jesus was a leader who would act as an effective mentor, guiding each follower along and encouraging them in turn to mentor others. Whether explicitly or implicitly, the Bible echoes Jesus: “Follow me!” (John 21:22). As I commented on the Zoom discussion, I believe the world is tired of so many voices with no action. Transformational leaders are like Jesus Moses and the rest like Paul—imitate me as I imitate Christ

**Contextualization**: Numbers 11:16–25, Deuteronomy 21:15–17 Moses demonstrated listening skills and, subsequently, shared leadership and empowerment. A servant leader listens to and considers advice and views from others before making a decision. Moses received instructions for building the Tabernacle, conceptualized it, and instructed the people to do the work. Each of the workers, the Bible says, was skilled in what they worked on. Moses listened to all those who were assigned to work with him under the leadership of Israel. Moses, a transformational leader, made changes in his leadership by relying on Jethro, his father-in-law, who served as a mentor to him (Ex. 18:14–26). Moses was a listening Leader

**Comment 8:**

**Quote or paraphrase:** What type of leader and communication are most suitable during crises? This study aims to confirm the influence of transformational leadership style, communication quality, and team crisis on an organization's reputation, mediated by the effectiveness of crisis management.

**Essential** **Element**: Transformational leadership has therefore shown influence in effective crisis management and conflict communication.

**Additive/Variant Analysis:** Conflicts have been as old as humans; the way to handle conflicts is to give a listening eye and an understanding heart, then choose peace. It is never easy, as it appears like losing to someone else, but it's the best way to win. When we know who we are, we will not have a problem letting the other parties think they got it. This way, we are the leaders, and we won. Understanding who you are is the first step. Abraham had to do it this way.

**Contextualization:** Abraham’s approach to dealing with the issue of his nephew holds his keys to helping us approach potential conflicts with other people (Genesis 13). Abraham’s first approach was to honestly and directly deal with the problem head-on. He said to Lot, “Please let there be no strife between you and me and between my herdsmen and your herdsmen; for we are brethren” (verse 8). He then proposed a solution to their problem: “Is not the whole land before you? Please separate from me. If you take the left, then I will go to the right; or, if you go to the right, then I will go to the left” (verse 9).

**Comment 9:**

**Quote/Paraphrase:** 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 have innovative characteristics than in group-oriented and depressed cultures.

**Essential Element:** Culture is an important aspect of who we are and how we handle others, as we all respond to cultural backgrounds in handling each other

**Additive/Variant Analysis:** Without cultural backgrounds, there's no learning, no living, no beliefs, and no values. Culture is to be defined as all the ways of life, such as arts, beliefs, institutions of social gathering, and habits, that are passed down from one generation to the next. Abraham and Lot had the same cultural backgrounds.

**Contextualization:** Abraham emphasized to Lot that they were family and that strife should not exist between family members, and he offered a solution that minimized the chance of the conflict escalating. Christians are expected to demonstrate gentleness and patience when dealing with other people (2 Timothy 2:24; Titus 3:2; Romans 12:18). A leader must offer solutions to the problem by being in the place of submission and servant leadership.

**Comment 10:**

**Quote/Paraphrase:** Ministerial leadership as servant leadership discusses the role of the pastor or ministry leader as a transformational leader who goes beyond the role of being a servant leader.

**Essential Element:** Servant leadership is described as a philosophy where a leader is a servant first. Servant leadership centers around serving others.

**Additive/Variant Analysis:** I agree withRemi Alapo when he describes the ordained ministry as “a gift of God to the church,” which usually does not mean that it is an easy task but rather more complex and challenging as ministry leaders or pastors feel a call to transform societies beyond their calling. In post-modern society, the pastor's role has differed and extended to include creating a just and belovedcommunity

**Contextualization:** Servant leadership in the Bible, as in the Christian church, ought to be founded on principles espoused in the Bible. Various biblical leaders provide important lessons, including some lessons Jesus Himself offered. The one who leads ought to be like a shepherd who goes before the sheep, finds good pasture and water, and takes the sheep to safe places known to him. Holistic IA servant leadership, mentoring, and being an example. And because the flock is close to the heart of the shepherd, caring for their well-being is his main concern. Jesus taught the disciples the basic principles of servanthood when they were arguing about who should be prominent in the kingdom, saying to them, ‘If anyone desires to be first, he shall be last of all and servant of all’ (Mk 9:35).

**Comment 11:**

**Quote/Paraphrase:** The principle of servant leadership is an example of the necessity of contextualizing a biblical theme. A thorough understanding of a theme like servant leadership contributes to the spiritual formation of theological students and will ultimately empower them to minister the Word of God, which means following in the footsteps of leaders such as Moses, David, Paul, and Jesus Christ.

**Essential Element:** Theological students should be committed and should have faith that it is possible to attain the standard as they strive towards fulfilling their call.

**Additive/Variant Analysis:** I add as a quotea proposed model by Spears and Lawrence in a blog who identified 10 characteristics of a servant leader, namely listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and community building. Listening is a powerful aspect of changing lives.

**Contextualization:** In my case study in December, in a family matter of church plantings with my adult children, we had a serious disagreement on where to plant a church. My children were all three on the same page that they did not want the location because of their reasons. I had to listen attentively to what they had to say. Their reasoning did not hold any water, but after listening to them, I persuasively explained to them how God led me to that property. I asked them to pray for about a week or two and listen to God about it. I left the country and went back to the US, but they called me to let me know that they had listened to God and were clear that it was in God's will. So, I couldn't use my financial powers; I am the sponsor, and they are on the ground doing the difficult part. I had to give them time so we could partner with God with equal power to impact our communities. So I realized that persuasion with a servant-leadership heart is another skill of servant leadership, which is the art of bringing about change by convincing rather than by coercing. In persuasion, the leader deals with one person at a time. He or she seeks to reach an accord and to influence by model and partnership, a method that has a better chance of long-term success. Servant leadership is about the servant leader giving himself or herself to people, a characteristic that naturally draws people towards him or her, thus effecting a change of heart in other people.

**Comment 12:**

**Quote/Paraphrase:** An important skill that students have to learn to be servant leaders is, firstly, the ability to listen and to understand. It is an attitude of seeking to understand, to hear what is said, to identify and clarify the will of others, to reflect on issues, to listen without being judgmental, to comprehend what causes a person to think and behave in a certain way, to view issues from the way another person sees, to clearly understand what is being communicated, and to get in touch with the inner voice that communicates matters of the body, mind, and spirit

**Essential Element:** Interdisciplinary perspectives on human behavior on personal characteristics include love for co-workers and fellow believers, selflessness in stepping back when necessary, and endurance in suffering because of the gospel.

**Additive/Variant Analysis:** I believe and agree with Amanda L. Du and Plessis Carol M. Nkambule that servant leaders are not motivated by attaining higher positions but by serving people. Leaders call on people to follow a set vision. In the church, that vision ought to be a God vision, premised on the Word of God. Leaders in the church should lead people according to the guidance of the Bible and inspiration from God. They continue to add that God is the one who calls people, gives them an assignment, and will require an account from them. The church has been in the spotlight in recent times because of the conduct of its leaders, who are the pastors assigned the task of leading believers.

**Contextualization:** Personally, as a pastor and community leader who wants to be an agent of change, I am learning from my own recent experience with my children, who are partners with me, that conflict management is inevitable in ministries, families, and communities. I am well prepared to handle conflicts, even to the point of apologizing when I am at fault. Jesus taught the disciples how to handle conflict, mostly taking the position of peace-seeking. On the side of community engagement, my impact as a church leader in communities includes social development, involvement in political structures, and an overall positive influence. Though Jesus did respond to some of the social needs of the people, it was never His focus. He was more interested in the spiritual well-being of the people.

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