Transforming Self Concept for Leader Development

Omega Graduate School

November 10, 2024

Professor

Dr. Curtis McClane

Assignment

**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.**

**Source One:** Ahmeti, K., & Ramadani, N. (2021). Determination of Kohlberg’s Moral Development Stages and Chronological Age. *International Journal of Social and Human Sciences*, *8*(15-16), 37-48.

**Comment 1:** LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** Kohlberg argued that the formal and structural aspects of morality are universal, while the content of morality can vary with culture.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This comment both adds to and varies from my understanding of morality. The first part of the text is something I have always agreed with: moral values can be applied to each of us. However, from a cultural perspective, there are times when we may disagree on the appropriate interpretation of what is or isn't morally sound.

**Contextualization:**  This quote prompted me to delve deeper into my understanding of morality. In schools, we teach children through fables, conveying what we consider valuable moral lessons. However, those same themes may be perceived differently when viewed through the lens of another culture. The writer makes a clear statement that morals are universal, but also introduces a contradiction by suggesting that moral interpretations can vary depending on cultural perspectives and what is considered appropriate.

**Source two:** Soltani, M., Etemadifar, S., & Kheiri, S. (2022). The effect of a Kohlberg’s theory of moral development-based intervention on ethical reasoning in nurse interns at Shahrekord University of Medical Sciences. *Journal of Multidisciplinary Care*, *11*(2), 47-54.

**Comment 2:** LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** According to Kohlberg’s theory, people’s reasoning and analysis, how to make decisions in ethical situations, paying attention to the level of responsibility and participation of people and justifying their ethical action are the keys to determining moral development.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This quote adds to my understanding of morals and how they can be applied in each situation.

**Contextualization:** This quote suggests that Kohlberg wants us to consider how a person's reasoning and choices may be influenced by the role they play in each situation or the circumstances they face. These factors are key determinants in how one justifies their ethical responsibilities in any scenario.

**Source Three**: Soltani, M., Etemadifar, S., & Kheiri, S. (2022). The effect of a Kohlberg’s theory of moral development-based intervention on ethical reasoning in nurse interns at Shahrekord University of Medical Sciences. *Journal of Multidisciplinary Care*, *11*(2), 47-54.

**Comment 3:** LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** In other words, ethical reasoning is the ability to measure and reflect in dealing with a moral dilemma, the ability to analyze it using rules and having a logical justification for the choice made among the cases, and then having the ability to make a decision.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This comment is an additive to my understanding of ethical and moral reasoning.

**Contextualization:** This quote about ethical reasoning involves a thoughtful process of navigating a moral dilemma. First, a person must take the time to reflect on the situation, considering the various options available and the consequences of each and identify—whether those are personal values, societal norms, or legal standards. Ultimately, ethical reasoning culminates in a decision, one that is made through careful reflection, analysis, and justification of the reasoning behind it.

**Source 4:** Solinger, O. N., Jansen, P. G., & Cornelissen, J. P. (2020). The emergence of moral leadership. *Academy of Management Review*, *45*(3), 504-527.

**Comment 4****:** LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** According to the organizational behavior literature, ethical leaders are described as honest, trustworthy, and fair; they treat followers with respect and care, do not have favorites, keep promises, allow followers to have input and share in decisions, and clarify their expectations and responsibilities.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This quote is an additive as it enhances my understanding of the expectations of an ethical person in leadership.

**Contextualization:** In the context of organizational behavior, ethical leaders are those who lead with integrity and fairness. They are honest in their communications and transparent in their actions, ensuring that they build trust with their followers. These leaders are reliable and consistent, so people know they can depend on them. Above all, they treat others with respect, valuing the well-being of their team members and showing genuine care for their needs.

**Source:** Solinger, O. N., Jansen, P. G., & Cornelissen, J. P. (2020). The emergence of moral leadership. *Academy of Management Review*, *45*(3), 504-527.

**Comment 5**: LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** This process of building up a common “moral system” assumes that moral meanings are locally negotiated, and initially around provisional and alternative moral framings of an issue**.**

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This is a variant in my understanding of morality. I have always viewed morals as being intuitive or intrinsic, rather than something agreed upon by society.

**Contextualization:** The quote implies that when a society is building up our moral code, it is concluded by the dominant group identifying if things are moral or immoral first. It suggests that the development of a shared "moral system" doesn't happen automatically or in a fixed way. Instead, it implies that moral meanings—or the understanding of what is considered right or wrong—are shaped through local discussions and negotiations within a community or group. I can understand how this can become our reality, but I am unclear on how it begins in our normal society.

**Source:** Allen, S., & Fry, L. W. (2023). A framework for leader, spiritual, and moral development. *Journal of Business Ethics*, *184*(3), 649-663.

**Comment 6:** LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** Moral development, therefore, refers to the inner learning

and change that ultimately influences outer ethical leadership and behavior.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis**: This quote is an additive to my connection to both ethics and morals.

**Contextualization**: This quote explains that moral development begins with personal reflection, learning, and internal growth. In the context of leadership, this development can be especially important, as it directly impacts how a leader makes ethical decisions, treats others, and sets an example for their followers.

**Source:**Allen, S., & Fry, L. W. (2023). A framework for leader, spiritual, and moral development. *Journal of Business Ethics*, *184*(3), 649-663.

**Comment 7:**LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:**Adapting Mujtaba et al.’s (2011) description of MD, leaders’ MD can be defined as growth in a leader’s moral awareness, ability to determine or intuit right from wrong, and act in a manner consistent with an internalized moral and values framework.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This quote adds to my perspective, as I have always connected internal consciousness with morality.

**Contextualization:** The quote suggests that moral development in leadership is not just about understanding moral concepts but also about acting in alignment with an internalized set of values and principles. This means that ethical leaders don’t just make decisions based on external guidelines or expectations; they base their actions on a deeply internalized framework of personal morals and values.

**Source:** Brown, S., & Chikeleze, M. (2020). A new conceptual model: Integrating ethical leadership into the assess, challenge and support (ACS) model of leader development. *Journal of Leadership Education*, *19*(4), 147-162.

**Comment 8:**LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:**Studies have found that individuals with an internal locus of control behave more ethically because of the opportunity for behavior to influence outcome.

**Essential Element:** This comment is associated with the essential element Developmental Stage Theory: Psychological, Moral, & Spiritual

**Additive/Variant Analysis:** This quote presents an alternative perspective, suggesting that we are all in control of our outcomes—a viewpoint with which I struggle to connect.

**Contextualization**: This quote references that individuals with an internal locus of control are more likely to behave ethically because they recognize that their choices have consequences, and they take ownership of those consequences. They are driven by an understanding that their actions directly shape the world around them, and this encourages them to make morally sound decisions.

**Source:** Allen, S. J., & Wergin, J. F. (2009). Leadership and adult development theories: Overviews and overlaps. *Leadership Review, 9*(Winter), 3–19. Kravis Leadership Institute.

**Comment 9:**LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:**At this stage of development, leaders may make their decisions out of a strong set of values and principles rather than goals or relationships. Moreover, the individual has the capacity to reflect and modify these values (Kegan & Lahey, 1984)

**Essential Element:** This quoteis connected to the essential element of Leader Development.

**Additive/Variant Analysis:** This perspective offers a additive to my understanding of Leader Development.

**Contextualization**: In terms of leadership, this quote highlights a developmental perspective, where leaders move beyond simply reacting to external circumstances and start to make decisions from a place of personal authenticity and moral clarity. Leaders at this stage tend to be more self-aware, reflective, and open to personal growth, which can be crucial for leading in complex, changing environments.Top of Form

**Source:**Allen, S. J., & Wergin, J. F. (2009). Leadership and adult development theories: Overviews and overlaps. *Leadership Review, 9*(Winter), 3–19. Kravis Leadership Institute.

**Comment 10:**LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:**Some psychologists, most notably Baltes (1998), have argued that understanding adult development requires a greater understanding of how humans adapt to life circumstances, and that this - not how an individual progresses through predetermined life stages - is what leads (or not) to development.

**Essential Element:** This quote is associated with the essential element connected to the essential element of Leader Development.

**Additive/Variant Analysis:**This quote is a variant to my understanding of leader development, as it reinforces that our core can change over time.**Top of Form**

**Contextualization:**  This quote allows Baltes to challenge Erikson’s view of development as being embedded in fixed stages, arguing instead that leaders change or adapt based on their circumstances. It suggests that development is not predetermined, a point I agree with, particularly because we possess free will. However, this does not imply that our core values necessarily change. While we may adapt to new circumstances, our fundamental principles and beliefs can remain stable over time, even as we grow and evolve in response to life’s challenges.

**Source:** Day, D.V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (February, 2014).

Advances in leader and leadership development: A review of 25 years of research and

theory. The Leadership Quarterly, 25(1), 63-82.

**Comment 11:**LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:** Therefore, simply correlating a leader's performance with the number of months he or she has been in a job or organization is inadequate (i.e., contaminated and deficient) in capturing the full effects of something as nuanced as experience.

**Essential Element:** Leader Development

**Additive/Variant Analysis:** This quote is an additive to my knowledge of leadership development.

**Contextualization:** The quote emphasizes the need to look beyond the amount of time spent in a role when evaluating the impact of experience on leadership ability. Effective leaders are not simply defined by the number of years they've held a position but by the richness and depth of the challenges they face and how they respond to those challenges. For example, as a principal, I spent four years as an assistant principal, and during that time, I gained more leadership experience than some principals who had been in the role for longer but worked in schools with fewer challenges. The complexity of the situations I encountered provided me with greater opportunities to develop and refine my leadership skills, whereas those in less demanding environments had fewer opportunities to expand their capacity for growth. This illustrates that leadership development is shaped more by the nature of one’s experiences than by the sheer length of time in a position.

**Source:** Day, D.V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (February 2014).

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theory. The Leadership Quarterly, 25(1), 63-82.

**Comment 12:**LDR 807-12 Transforming Self Concept for Leader Development

**Quote/Paraphrase:**They found that social capital differs regarding its intensity and progresses through stages characterized by contact (e.g., networks, off-sites, mentoring), assimilation (e.g., leadership training, 360-degree feedback), and identification (e.g., job assignments, action learning). Also, their results suggest that leadership development practices vary in their potential impact on social capital development stages; thus, they should be designed accordingly.

**Essential Element:** This is connected to the essential element leader development.

**Additive/Variant Analysis:** This is an additive to my understanding of self-development as a leader and exposed me to a new concept of social capital.

**Contextualization:** This quote discusses how social capital — the value derived from relationships, networks, and connections within an organization or community — develops over time and progresses through distinct stages. It also highlights how leadership development practices can influence this progression and emphasizes the need to tailor these practices to the specific stage of social capital development. Reflecting on this, it underscores the importance of first establishing a positive organizational culture as a leader before introducing new ideas or initiatives that require people to connect with or accept them. Building a foundation of trust, collaboration, and shared values helps ensure that individuals are more open to new concepts and that these ideas can be effectively integrated into the organization.

**Works Cited**

Ahmeti, K., & Ramadani, N. (2021). Determination of Kohlberg’s Moral Development Stages and Chronological Age. *International Journal of Social and Human Sciences*, *8*(15-16), 37-48.

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