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

LaKeisha Bryant-Hall

Omega Graduate School

December 4, 2024

Professor

Dr. Curtis McClane

**"Leadership Excellence Through Self-Concept, Spirituality, and Moral Development: Building Trust and Growth"**

The concept of leadership evolves. There is more to understanding an organization's processes and making educated judgments, and the most critical leadership skill is understanding one's ideals and how one's actions affect others. Self-concept, spirituality, and moral development are key to this process. Self-awareness and relational knowledge shape a leader's identity, which requires communication and teamwork, and spiritually inspired leaders can act honorably because it gives them focus and determination. A leader's moral development ensures ethical behavior and allows them to make decisions that protect the environment. These inherent qualities—perfection and growth—are critical for developing leaders. These approaches enable leaders to take on more responsibility, show caring, and improve performance. This essay examines how self-concept, spirituality, and moral development affect a leader's capacity to build trust, offer resilience, and make ethical decisions that promote personal growth, team cohesion, and organizational integrity.

One's self-concept encompasses strengths, weaknesses, values, and motivations. Self-aware leaders may approach issues with authenticity and confidence, earning the trust and respect of their followers. Lapierre, Naidoo, and Bonaccio (2012) state that leaders with a strong relational self-concept foster trust, communication, collaboration, and teamwork, all of which improve follower performance and development. Self-aware leaders can also acknowledge their biases and limits, improving their decision-making and interactions. I build trust and respect with a diverse workforce as a juvenile detention director. My mentorship, guidance, and conflict resolution in stressful situations build team cohesion and support professional progress for all team members, regardless of experience.

High-performing followers need task-oriented leadership, not just relational leadership. Effective leadership requires flexibility and recognizing each person's growth needs. I learned from teaching recruits and veteran cops that leadership involves adaptability and relational and ethical standards. Understanding how emotions affect decision-making and leadership is crucial to self-concept. Bandura (1977) noted that emotional arousal in difficult conditions might reveal leadership skills and growth opportunities. The emotional responses I encountered in high-pressure situations, such as firing an Alpha officer for stealing, have brought light to both my strengths and faults. Proverbs 4:23 says, "Above all, guard your heart, for everything you do flows from it.” When I take the time to understand and comprehend my own emotions, I gain insight into my abilities to negotiate challenging leadership circumstances and make decisions that align with my beliefs.

Insight, determination, and the ability to inspire and uplift others are all gifts that spirituality provides leaders. Working with youth and colleagues from other faiths has shown me how spirituality can change leadership. A youth once resistant to spiritual messages gained hope through care and direction, while an officer who opposed spirituality once allowed me to lead by example, showing respect for other faiths. Johnson (2020) claims that deliberate reflection helps leaders assess their actions, reflect on their experiences, and improve decision-making (p. 23). Regular reflection guides my leadership decisions, ensuring they support personal and organizational growth.

Spiritual leaders feel purpose, meaning, and connection to something higher, which boosts resilience, emotional intelligence, and ethics. One of the most valued qualities of a leader is the ability to inspire others while simultaneously managing stress and uncertainty. According to Kurnia (2021), spirituality enables leaders to become more self-aware. It increases their ability to make decisions by helping them reflect on their views and values because spirituality allows them to reflect on their beliefs and values. The presence of Spirit enables me to maintain patience and empathy while working with juvenile detainees, which in turn allows me to confront issues openly and guide my team through difficult situations. Spiritual leaders seek to offer compassionate, ethical, and well-being cultures, which boosts an organization's emotional intelligence and performance.

Moral development enhances the ethical reasoning and decision-making abilities of individuals. It facilitates the development of trust, fairness, and inclusion within organizations by enabling leaders to make decisions founded on justice and integrity. Because emotional and identity issues are common in juvenile detention facilities, spiritual respect can enhance moral development. Spiritual respect can enhance moral development in juvenile detention centers, where emotional and identity concerns are prevalent. Yamada et al. (2020) found that spiritual attitudes and respect were significant predictors of spiritual integration into mental health treatments in transformative environments. Moral development is essential for leaders working with justice-involved kids and ex-offenders. Emphasizing morals and spirituality will assist leaders in enabling people to discover purpose and conquer challenges. Moral development helps me make decisions with empathy and accountability, balancing each person's needs with communal benefit.

Leaders' ability to encourage an ethical society depends on their moral development. Leaders prioritizing this growth provide clear ethical standards that impact follower behavior, building trust and cohesion. According to Chan, Hekman, and Foo (2024), humble leadership builds social capital and teamwork. Kohlberg (1981) stresses the importance of leading by example since leaders' ethics shape their followers. Through my actions and coaching, I demonstrate integrity and ethics as a leader, which helps my team overcome challenges. Thielicke (1966) emphasizes the importance of using authority for service rather than personal gain, particularly in law enforcement and juvenile justice, where authority figures significantly influence outcomes. Authentic leadership—based on humility and ethics—is crucial for positive relationships and effective leadership, as power abuse causes distrust and injustice.

Finally, today's leaders must embrace cultural diversity. I have worked with diverse teams, and Curry-Stevens (2018) notes that diversity promotes growth. Inclusion helps people overcome hurdles and flourish as Joseph did through tenacity, faith, and perseverance. This story shows how adversity can encourage leadership and personal growth.  Good leaders work on their sense of self, spiritual views, and morals to lead realistically and carelessly. Their sense of self-worth builds trust and communication within the team, and their faith gives them the courage, clarity, and determination to face problems with compassion. It is wise that business leaders encourage an ethical mindset to make moral decisions that create and maintain diversity and equality. Combining these characteristics enables leaders to build relationships, unite organizations, and resolve issues, allowing them to concentrate on personal development, moral decision-making, and purposeful action. Leaders must reflect on and strengthen these character traits to encourage followers and maintain the credibility of their organizations.

Whether in leadership for several years, all leaders should have a lifetime learning mindset to support a society of knowledge, resilience, and moral judgment (Neroni et al., 2022). This mentality encourages ongoing development and enables those in leadership to adjust to environmental changes and problems once they develop. A stagnant leader serves his team no purpose. Leaders' self-concept, spirituality, and moral development finally build trust, increase strength, and allow moral decisions that support team unity, organizational integrity, and personal progress.

**Works Cited**

Alhadabi, A., & Karpinski, A. C. (2020). Grit, self-efficacy, achievement orientation goals, and

academic performance in University students. *International Journal of Adolescence and Youth, 25*(1), 519-535.

Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological*

*review, 84*(2), 191.

Chan, E. T., Hekman, D. R., & Foo, M. D. (2024). An examination of whether and how leader

humility enhances leader personal career success. *Human Resource Management*, *63*(3), 427–442. https://doi.org/10.1002/hrm.22208

Curry-Stevens, A. (2018) Innovations in leadership development: centering communities of

color. *Open Journal of Leadership*, *7*(4), 265-284. doi: 10.4236/ojl.2018.74016.

Fry, L.W., & Wigglesworth, C. G. (January, 2013). Toward a theory of spiritual intelligence and

spiritual leader development. *International Journal on Spirituality and Organizational Leadership, 1*(1), 47-49.

Johnson, O.E. (2020). Creating Space to Think: The What, Why, and How of Deliberate

Reflection for Effective Leadership. *The Journal of Character and Leadership Development, 7*(1), 1-31.

Kohlberg, L. (1981). *The philosophy of moral development : moral stages and the idea of justice.*

San Francisco: Harper & Row Collection.

Kurnia, R. P. (2021). *A case for Mezirow’s transformative learning. Diligentia: Journal of Theology*

*and Christian Education, 3*(1), 73–82. https://doi.org/10.19166/dil.v3i1.2945

Lapierre, L. M., Naidoo, L. J., & Bonaccio, S. (2012). Leaders’ relational self-concept and followers

task performance: Implications for mentoring provided to followers. *The Leadership Quarterly 23,* 766-774.

Neroni, J., Meijs, C., Kirschner, P. A., Xu, K. M., & de Groot, R. H. (2022). Academic self-efficacy,

self-esteem, and grit in higher online education: Consistency of interests

predicts academic success. *Social Psychology of Education, 25*(4), 951-975.

Thielicke, H. (1966). *Theological ethics.* Philadelphia: Fortress Press.

Yamada, A.-M., Lukoff, D., Lim, C. S. F., & Mancuso, L. L. (2020). Integrating spirituality and

mental health: Perspectives of adults receiving public mental health services in California. *Psychology of Religion and Spirituality, 12*(3), 276–287. https://doi.org/10.1037/rel0000260

**GRADING RUBRIC**

Thesis statement clear 5 points

* Good thesis statement 5 points

Introductory paragraph 5 points

* Good introductory paragraph 5 points

Main points, and overall coherence/unity of the essay 5 points

* 35% rating for use of AI--please do not rely on AI
* Main points pretty easy to find
* Overall coherence and unity needed more work
* Some phrasing and word choices needed attention
* Especially, “leadership” needed to be replaced with “leader” 3 points

Conclusion/closing paragraph 5 points

* Good concluding paragraph 4 points

Mechanics: Grammar & APA 7 formatting 5 points

* Grammar check excellent!
* APA 7 formatting--note spacing in Works Cited
* Only 4 pages to the essay. Requirement is 5 pages.
* 3 resources older than 5 years, but they all seemed seminal. 3 points

Total Points: 25 points

Total points: 20 points

**Grading Scale:**

A= 25-24

A-= 23- 21

B= 20-19

B-= 18-17

NC=No Credit, needs revision