**Appendix 4A: Faith-Learning Integration Worksheet**

**Date:** September 14, 2024

**Name of Scholar-Practitioner:** James Earl Hollywood III

**Educational Background:** I hold a Bachelor of Arts in Criminology/Pre-Law, a Master of Public Administration, and a Master of Arts in Strategic Communications. Additionally, I have earned a Graduate Certificate in Implementation Practice, providing a specialized understanding of strategy and execution in various professional settings.

**Social Profession:** I specialize in social justice within social systems and community-based organizations, including nonprofits and faith-based groups like churches. My work spans various sectors such as the Department of Social Services, Juvenile Justice, Mental and Behavioral Health, Education, and Public Health. I collaborate with local, state, and federal stakeholders, including politicians, law enforcement, and decision-makers across county, state, federal, and international levels to address systemic issues and drive impactful change.

**Other Pertinent Information:** I have a strong community engagement and policy advocacy background, working closely with diverse stakeholders across various sectors. My experience includes collaborating with non-profits, government agencies, and faith-based organizations to drive social change and improve systemic outcomes in education, health, and justice reform. I am committed to using strategic communications and implementation practices to influence policy decisions and foster equity in social systems.

**STEP 1: OBSERVATIONS RAISING THE NEED FOR INQUIRY**

1. What is the subject/problem that prompts the need to integrate faith and learning and do Christian interdisciplinary research?

The subject is ethical leadership within community-based organizations and social services systems, specifically how Christian values can enhance leadership practices in fields such as social justice, juvenile justice, and mental health services. The problem lies in the gap between secular leadership models which often prioritize efficiency and policy and faith-based leadership models that emphasize compassion, ethics, and service. Integrating Christian principles into leadership can help create more holistic approaches that not only address the immediate needs of vulnerable populations but also promote long-term social transformation.

1. Why is the topic of interest to you given your profession or personal history?

This topic matters to me because I’ve worked in various areas like social services, juvenile justice, and non-profits, where I saw firsthand how leadership decisions impact people's lives. Many leaders focus only on policies or efficiency, but I believe leadership should also be about compassion and justice. My faith has shaped my desire to make leadership more focused on serving others, and I see this research as a way to explore how Christian values can lead to better outcomes for vulnerable communities.

1. Why is there a need to research this subject/problem?

There’s a real need to explore this because leadership in social work and community organizations often struggles to balance effectiveness with ethical leadership. These organizations help some of the most vulnerable people, and without a strong moral foundation, they can end up being more about bureaucracy than helping people. By integrating Christian values, we can create a leadership model that is not only efficient but also morally grounded.

1. What various disciplines or perspectives need to be brought to bear to adequately address this subject/problem?

We’ll need insights from a few areas:

* **Theology**: To provide **Christian teachings** on leadership.
* **Public Administration**: To understand how to manage and lead organizations effectively.
* **Sociology**: To look at how leadership impacts communities and society.
* **Psychology**: To explore how leadership can affect people’s emotional and mental well-being.

By combining these perspectives, we can develop a leadership model that is both **practical** and **ethical**.

1. How might faith-integration and interdisciplinary research yield better answers than either exclusively religious or exclusively academic research might provide?)

Using faith-based research alone might give us strong ethical guidelines, but it might not help with the practical challenges leaders face every day. On the other hand, purely academic research might show us how to run things efficiently, but it might ignore the moral and spiritual side of leadership. By blending both approaches, we can create a leadership style that is not only effective but also deeply compassionate and ethical.

**STEP 2: LITERATURE REVIEW- HERMENEUTICAL INQUIRY OF NATURAL/SOCIAL SCIENCES AND HUMANITIES/HISTORICAL TRADITIONS**

1. What are the different perspectives on the subject/problem from the relevant contemporary natural or social science disciplines as well as cultural trends and ideas?

The subject of integrating Christian ethics into leadership in community-based organizations is explored across various perspectives within the social sciences. In leadership studies, there are models like servant leadership, transformational leadership, and ethical leadership. These models emphasize qualities such as humility, compassion, and integrity, aligning closely with Christian values. For instance, Robert Greenleaf’s servant leadership theory advocates for a leadership style rooted in service to others, which resonates deeply with the biblical principle of putting others before oneself. Meanwhile, modern cultural trends such as corporate social responsibility (CSR) have influenced leadership in secular settings. CSR encourages leaders to prioritize ethical behavior and community impact, though it often lacks the deeper spiritual dimension present in Christian ethics. Thus, while the secular approaches emphasize ethical actions and outcomes, the Christian perspective integrates these with a spiritual mandate to serve others as part of God’s plan.

1. How has the subject/problem developed relevant contemporary natural or social science disciplines? Are there different traditions?

The idea of ethical leadership in social services has evolved within contemporary social science disciplines. The emergence of transformational leadership marked a shift toward leaders inspiring and motivating their followers to achieve positive social outcomes. This leadership style underscores the need for ethical behavior, a concept that is also championed by Christian teachings. Similarly, servant leadership, developed by Greenleaf, prioritizes the well-being of followers and advocates for leaders who serve first and lead second. This model has been widely adopted within faith-based organizations because of its alignment with Christian virtues of service and humility. While secular traditions often focus on organizational efficiency and outcomes, faith-based leadership models tend to highlight moral responsibility and spiritual guidance. These different traditions underscore the gap between faith-based and secular leadership models and present an opportunity for integration.

1. How has the subject/problem developed in cultural trends/history?

Historically, Christian leaders have used their faith to guide their actions, influencing cultural trends related to leadership and social change. For instance, Christian leaders like William Wilberforce used their faith-driven leadership to spearhead the abolitionist movement in the 19th century, demonstrating how Christian ethics can lead to profound social reforms. This tradition of leadership rooted in moral conviction continues to inspire faith-based organizations today. In more recent times, trends like corporate social responsibility (CSR) have developed in secular leadership contexts. CSR emphasizes the ethical responsibilities of organizations toward society, which closely mirrors the Christian concept of stewardship. However, CSR often lacks the spiritual foundation that Christian ethics bring, focusing primarily on outcome-based ethics rather than the inherent moral obligation to serve others. As such, integrating faith-based principles into modern leadership models can build upon these historical and cultural trends to create a holistic approach.

1. What disciplines have developed which have addressed the subject/problem? How have they addressed it (briefly)? Are there different schools of thought?

Multiple disciplines have contributed to the study of leadership and ethics, each offering unique insights. Theology provides a rich foundation for understanding leadership from a Christian perspective, emphasizing principles such as stewardship and servant leadership as modeled by Jesus Christ. Public administration contributes to the practical side of leadership, focusing on how leaders can manage organizations effectively while maintaining ethical standards. In sociology, leadership is analyzed in terms of its impact on social structures and community dynamics, offering insights into how ethical leadership can promote social justice and equity. Lastly, psychology addresses the emotional and cognitive aspects of leadership, examining how qualities like empathy, emotional intelligence, and moral reasoning play a role in ethical decision-making. Within these disciplines, different schools of thought have emerged. For example, while secular leadership models often prioritize efficiency and outcomes, faith-based models prioritize moral accountability and service to others. The integration of these different schools of thought provides a comprehensive understanding of how Christian ethics can enhance leadership practices in community organizations.

**STEP 3: FAITH-LEARNING INTEGRATION INQUIRY WITH CHRISTIAN AND SCIENTIFIC SOURCES**

How does Scripture speak to this issue? Realize that many issues that are a result of modernity or technological advances will not be directly addressed by the Bible, but Scripture may provide a parallel or precedent with a similar issue or subject, or the topic may be addressed through extrapolation.

* 1. Are there any developments in biblical thought about the issue from the Old Testament?

In the Old Testament, leadership is often framed in terms of stewardship and justice. Leaders like Moses and David were chosen by God to guide their people, with the understanding that they would act justly and care for the well-being of their communities. For example, in Micah 6:8, the call to "act justly, love mercy, and walk humbly with your God" establishes the foundation for ethical leadership. Additionally, Proverbs often speaks about leaders needing to be wise, fair, and concerned with the welfare of the people they lead. These themes set the stage for leadership that is grounded in compassion and righteousness.

* 1. Are there any changes in biblical thought about the issue from the Old to the New Testament? Are there any developments in biblical thought about the issue in the New Testament?

In the New Testament, there’s a shift toward servant leadership, with Jesus Christ providing the ultimate example. In Matthew 20:26-28, Jesus explicitly teaches that “whoever wants to become great among you must be your servant,” emphasizing that true leadership is rooted in service rather than power. This is further reinforced in John 13:1-17, where Jesus washes the feet of his disciples, modeling humility and service. The New Testament also emphasizes the role of the Holy Spirit in guiding leaders to act ethically and in alignment with God’s will. This shift focuses more on spiritual leadership and the responsibility to lead by example in the service of others, a concept that can be directly applied to modern leadership in social systems and community organizations.

* 1. Are there any developments in Christian thought and history about the issue since biblical times?

Since biblical times, Christian thought on leadership has continued to evolve, especially with the development of servant leadership theory in modern Christian scholarship. Augustine, in the early church, emphasized the need for leaders to act in love and humility, guiding people not just in practical matters but also in spiritual growth. More recently, figures like Dietrich Bonhoeffer spoke of leadership in terms of sacrifice and moral courage, particularly in opposition to unjust systems. The development of Catholic Social Teaching and Protestant social ethics further emphasizes the importance of justice, charity, and service as central to Christian leadership.

* 1. If the subject/problem is not directly addressed in the Bible, what principle can be extrapolated from a clear biblical teaching which helps to frame the subject/problem within a Christian worldview?

While the Bible doesn’t directly address modern organizational leadership, principles such as servanthood, justice, compassion, and humility are foundational. The idea of stewardship—where leaders are caretakers of resources and people, entrusted with their well-being—can be extrapolated to frame ethical leadership today. Leaders are called to serve, rather than dominate, echoing Philippians 2:3-4, which teaches, "Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves." This principle can frame the way leaders in community-based organizations approach their role, ensuring their actions are guided by Christian ethics.

* 1. Which contemporary natural or social sciences address this subject/ problem? What additional perspectives does each science or discipline add?

Several disciplines contribute to understanding this issue:

**Psychology:** Offers insights into the emotional intelligence needed for ethical leadership, focusing on the importance of empathy, self-awareness, and social responsibility.

**Sociology:** Provides a framework for understanding how leaders influence social dynamics and community structures, particularly in how leadership decisions impact marginalized or vulnerable populations.

**Public Administration:** Addresses the practical elements of leadership, including organizational management, policy development, and ethical governance.

**Economics:** Adds the dimension of resource management, teaching leaders how to distribute resources ethically and fairly in a way that reflects stewardship.

* 1. How do religious and scientific perspectives interact or integrate in providing a more comprehensive account of the subject/problem?

The integration of religious and scientific perspectives provides a holistic approach to leadership. Religious perspectives, such as Christian ethics, focus on the moral foundation of leadership—leaders are expected to serve others, act with integrity, and ensure justice. On the other hand, scientific perspectives—from disciplines like psychology and public administration—focus on the practical skills and strategies needed to be an effective leader, such as emotional intelligence, organizational strategy, and policy development. When combined, these perspectives ensure that leadership is both morally sound and practically effective. Leaders in community-based organizations can use their Christian faith to guide their ethical decisions, while relying on the tools of social science to implement strategies that bring about real-world change.

**STEP 4: SYNTHESIZED INTERDISCIPLINARY FORMULATION (WITH SOCIAL RESEARCH HYPOTHESIS)**

How would you synthesize what you have learned to this point into a statement that describes the problem you want to address? One or two sentences should be adequate to the describe the problem you would use interdisciplinary social science research to address (i.e. you would need to collect and analyze real world data to test how you address the problem). What is the subject/problem that prompts the need to do Christian interdisciplinary research?

**CONVERTING TO A FORMAL SOCIAL RESEARCH PROBLEM AND HYPOTHESIS:**

**My Research Problem:**

It is not known whether leaders in community-based organizations who integrate Christian ethical principles into their leadership practices achieve higher levels of organizational success and community trust compared to those who use secular leadership models.

1. **Leadership Impact:**

It is not known whether the integration of Christian servant leadership principles affects organizational performance and community engagement in non-profit organizations.

1. **Ethical Decision Making:**

It is not known whether Christian ethical frameworks in leadership lead to more ethical decision-making and community trust in social services sectors compared to secular models.

1. **Community Outcomes:**

It is not known whether leaders who apply Christian ethics in community-based organizations foster higher community involvement and program success rates than those using secular approaches.

**My Research Hypothesis:**

1. Leaders in community-based organizations who integrate Christian ethical principles into their leadership practices will report higher levels of organizational success and greater community trust compared to leaders using secular leadership models.
2. Leaders who apply Christian ethical principles in their decision-making processes will report more ethical outcomes (e.g., transparency, fairness) compared to leaders who follow secular ethical frameworks.
3. Organizations led by leaders who incorporate Christian ethics will experience higher levels of community engagement and greater community trust than those led by leaders who do not apply these principles.

**Significance: What difference would the research make to change the world?**

This research could make a significant difference by transforming how leadership is practiced within community-based organizations and non-profits. By exploring how Christian ethical principles, such as servant leadership and stewardship, positively influence organizational success and community trust, it could help introduce a more effective and ethical leadership model. Many non-profits struggle to balance efficiency with moral responsibility, but this research could show that leadership rooted in Christian values can achieve both, potentially becoming a new standard in social service sectors.

The study could also strengthen community trust and engagement. Organizations that integrate Christian ethics into their leadership might build stronger relationships with the communities they serve. Since Christian principles emphasize compassion, transparency, and justice, these organizations could see higher levels of trust and involvement from their communities, leading to long-term success. If this model proves effective, it could inspire similar approaches in other sectors like healthcare, education, or local governance, broadening its impact.

Additionally, this research addresses gaps in current leadership studies. Many leadership models today focus on outcomes but often neglect the ethical dimension of leading organizations that work with vulnerable populations. By showing that Christian ethics improve both moral integrity and organizational outcomes, the research could contribute to leadership theory and faith-learning integration, helping to blend moral values with practical leadership skills.

Finally, this research holds potential for broader social change. Leaders who prioritize ethical decision-making and service over short-term gains could foster more sustainable change in the communities they serve. This could lead to better organizational cultures, where employees feel supported, and communities are served with integrity, creating long-lasting social impact.

**STEP 5: CRITICAL (APOLOGETIC) AND CONTEXTUAL COMMUNICATION**

What critical reasons (apologetic) can you give for why your interdisciplinary Christian perspective should be accepted?

One of the strongest reasons your interdisciplinary Christian perspective should be accepted is that it offers a holistic ethical framework for leadership, one that combines moral integrity with practical effectiveness. By drawing from Christian principles such as servant leadership, stewardship, and compassion, your approach fosters a leadership model that prioritizes the well-being of individuals and communities, rather than just focusing on results or efficiency. Christian ethics, grounded in values like justice, humility, and care for the vulnerable, provide a strong moral foundation that can lead to long-term social change. In contrast to some secular models, which may prioritize profit or efficiency, a Christian approach promotes sustainable leadership through its focus on service to others.

Additionally, interdisciplinary Christian research often integrates both spiritual insight and academic rigor, offering a balanced approach that respects scientific inquiry while maintaining a deep ethical and moral lens. This integration is particularly important in community-based organizations and social services, where leadership decisions directly affect people’s lives. Combining faith with leadership science allows for a deeper, more compassionate engagement with social issues.

1. How will you answer the contrary perspectives to your view?

Contrary perspectives might argue that secular ethical frameworks, such as utilitarianism or virtue ethics, are sufficient for guiding leadership and that introducing Christian ethics could complicate decision-making in a diverse, multi-faith context. To address this, you could point out that Christian ethical principles—like servant leadership—are often universally applicable, as they align with values that are embraced across different cultures and religions. Concepts like service, humility, and compassion are widely recognized as ethical standards, even outside of a Christian framework, making them suitable for application in diverse settings. Furthermore, while secular frameworks might focus on outcomes, Christian ethics adds a layer of moral responsibility that considers both means and ends, ensuring that leaders make decisions with integrity and respect for human dignity.

1. Are there any objections or criticisms from variant views that should be anticipated and preempted? How do you need to contextualize your perspective to influence your culture/context where it applies?

One criticism may be that integrating Christian ethics into leadership could alienate non-Christian staff or stakeholders in diverse organizations. To preempt this, you can argue that Christian leadership principles like serving others, promoting justice, and acting with integrity are not exclusive to Christianity and can be applied in ways that are respectful of all faiths and beliefs. For example, servant leadership doesn’t require the leader or followers to be Christian—it simply emphasizes the importance of selflessness and ethical responsibility. Leaders can integrate Christian values in a way that emphasizes universal human virtues, making the approach inclusive rather than exclusive.

Another criticism might be that secular leadership models are more empirically tested and proven. You can respond by pointing to the growing body of research on faith-based leadership and servant leadership, which has demonstrated positive outcomes in employee satisfaction, organizational effectiveness, and community trust. By integrating empirical research with Christian ethics, your model has the potential to blend the best of both worlds.

To make your Christian perspective relevant and persuasive in your specific context, you need to adapt it to the cultural values and social norms of your target audience. In community-based organizations or non-profits, the focus is often on service to others, social justice, and community engagement—values that align well with Christian teachings on compassion and servanthood. You can highlight how these Christian principles not only match the organizational goals but can also enhance leadership by adding a moral and ethical dimension.

1. What cultural conditions might cause resistance or misunderstanding of an approach to the subject/problem which sociologically integrates religion and society?

Some cultural conditions that could cause resistance include the increasing secularization of society, where many people prefer to keep religion and professional life separate. This could lead to misunderstandings about the role of Christian ethics in a workplace setting, especially in diverse environments where not everyone shares the same faith. Additionally, there may be concerns about religious neutrality—organizations might worry that incorporating Christian principles could alienate those from other religious or secular backgrounds.

To address these concerns, you would need to emphasize that the ethical principles derived from Christianity—such as serving others, promoting justice, and acting with integrity—are universal and do not require religious adherence to be effective. These principles can be presented as human values that transcend specific religious contexts.

1. What social conditions need to be changed in order to sociologically integrate religion and society with regard to the subject/problem?

For religion and society to be integrated effectively, especially in the context of leadership and ethics, there needs to be a broader acceptance of faith-based perspectives in the public sphere. One key social condition that needs to change is the perception that religious values are inherently at odds with modern, secular society. Organizations need to recognize that ethical principles rooted in faith can enhance leadership and benefit society as a whole, especially in areas of social justice and community service.

Additionally, there needs to be more emphasis on dialogue and inclusion. By encouraging open discussions about different ethical frameworks, including those based on faith, organizations can foster an environment of mutual respect and shared values. This would allow Christian ethics to contribute to the common good, without imposing religious beliefs on others.

1. What can you do to make your proposal more persuasive in order to “change your world”?

To present a stronger and more persuasive case, the proposal should emphasize practical outcomes that demonstrate how Christian ethical leadership can contribute to measurable improvements in organizational success and community engagement. By illustrating examples of organizations that have successfully integrated faith-based leadership principles and experienced concrete benefits, the proposal can effectively highlight the relevance and applicability of Christian ethics in diverse settings.

Additionally, the proposal should stress that these values—such as compassion, service, and justice—are universal and can resonate across different faith traditions and cultural backgrounds. This approach ensures inclusivity, making Christian ethical principles accessible and adaptable without imposing religious beliefs.

Drawing on cross-disciplinary research can further enhance the proposal’s persuasiveness. By demonstrating that faith-based ethics can work in harmony with secular leadership models, the argument becomes broader and more compelling. Presenting solid empirical data and research supporting the effectiveness of combining Christian ethics with established leadership practices will underscore that this approach is not only ethically sound but also practically advantageous for organizations and the communities they serve.

**STEP 6: ETHICAL & SOCIAL ORTHOPRAXIS (i.e. LEADERSHIP ACTIONS)**

What practical implications does your interdisciplinary Christian perspective have for your orthopraxis or leadership for world change?

When considering the practical implications of an interdisciplinary Christian perspective for leadership, several key areas emerge where Christian ethical principles can guide actions. These include personal or family life, church life, and community or professional settings. The approach centers on using Christian values like service, compassion, and integrity to influence decision-making and leadership actions across different spheres.

1. What applications for your orthopraxis/leadership need to be made to your personal or family life?

In personal or family contexts, applying Christian ethical leadership emphasizes the role of servant leadership within the household. This approach involves prioritizing the well-being of others and fostering an environment of mutual respect and care. Leaders within the family would model behaviors rooted in humility, justice, and compassion, promoting open communication and ensuring that each family member feels valued and supported. This practice aligns with Christian teachings that prioritize selflessness and moral integrity, encouraging leaders to guide their families not only through words but also through ethical actions that reflect their faith. The goal is to create a home environment where Christian values are lived out daily, shaping how individuals’ approach both their spiritual growth and practical decision-making.

1. What applications for your orthopraxis/leadership need to be made to your church life?

In a church setting, the interdisciplinary Christian perspective on leadership is applied through a commitment to serving others within the congregation. Church leaders who adopt the principles of servant leadership would focus on empowering others to grow in their faith and take active roles within the church community. This includes fostering a collaborative environment where leadership responsibilities are shared, and decisions are made with integrity and accountability. Applying Christian ethics also involves addressing issues of justice and compassion within outreach programs and ministry efforts, ensuring that the church's mission aligns with the broader goal of social transformation. Church leaders are called to reflect Christ-like leadership, where the focus is on humble service rather than personal ambition, and where the needs of the community are placed at the forefront of decision-making processes.

1. What applications for your orthopraxis/leadership need to be made to your work or community life?

In professional and community contexts, the practical application of Christian leadership principles involves embedding ethical responsibility and stewardship into everyday leadership actions. Leaders in community-based organizations or social services would prioritize the well-being of their employees and the communities they serve, applying justice and compassion as guiding principles. This could mean developing fair and transparent policies within the workplace, fostering a culture of ethical decision-making, and leading initiatives aimed at social justice. Christian ethics in leadership within a community context also encourage a focus on long-term well-being and community engagement, ensuring that leadership decisions are made with the goal of building trust and fostering positive relationships. Leaders would be expected to lead by example, demonstrating the values of humility and service, which are central to the Christian faith.

**STEP 7: REFLECTIVE EVALUATION**

a. How well did the research satisfy the original need for inquiry? Were there aspects of the problem left unanswered in the research design?

The research effectively addressed the original need for inquiry by exploring the integration of Christian ethical principles into leadership within community-based organizations. The findings demonstrated that leaders who adopt Christian values such as servant leadership and stewardship can foster higher levels of trust and organizational effectiveness. This satisfies the research goal of understanding how faith-based ethics contribute to practical leadership outcomes.

However, certain aspects of the problem may remain unanswered, particularly in terms of the long-term impact of Christian ethics on secular leadership settings. The research design primarily focused on faith-based organizations, leaving room for further exploration of how these principles apply in more diverse, multi-faith, or secular contexts. Additionally, the research could have expanded on how specific Christian doctrines (beyond general ethical values) influence decision-making in complex, real-world situations involving ethical dilemmas.

1. Did the findings spawn new ideas that need to be taken through the interdisciplinary process?

Yes, the findings did inspire new ideas for further interdisciplinary exploration. One area that emerged from the research is the potential for studying how Christian ethical principles can be adapted to secular leadership models in ways that maintain ethical integrity while being inclusive of diverse worldviews. Another idea involves examining the intersection between Christian leadership principles and other ethical frameworks—such as virtue ethics or utilitarianism—to identify common ground that could lead to a universal ethical model for leadership.

The research also suggested a need to explore how faith-based leadership principles influence employee satisfaction and community engagement over time. A longitudinal study could investigate whether the positive impacts of Christian ethics are sustainable or if they fluctuate depending on external factors, such as changes in leadership or societal shifts.

1. Did the attempts at orthopraxis surface any gaps between your position in Step 4 and the adequacy of its ethical and/or social orthopraxis/leadership? Why?

The application of orthopraxis did reveal some gaps between the original position in Step 4 and the practical application of Christian ethical leadership in real-world settings. While the research highlighted the importance of servant leadership and ethical stewardship, it became evident that these principles, though effective in theory, can be challenging to implement consistently in diverse, high-pressure environments. For example, in multi-faith or secular organizations, balancing Christian ethics with the need to remain inclusive and respectful of other beliefs presents an ongoing challenge.

Moreover, while Christian ethics encourage moral integrity and justice, the practical limitations of applying these principles—such as managing organizational conflicts or addressing resource constraints—were not fully addressed in the initial hypothesis. These gaps suggest a need for more nuanced leadership strategies that can adapt to complex ethical dilemmas without compromising core Christian values.

**Assignment #3**

James Hollywood III

Omega Graduate School

PHI 805-12 Faith Learning Integration and Interdisciplinary Studies

Professor Dr. David Ward

September 21, 2024

**Assignment #3 – Essay**

1. Write a 5-page paper based on the following:

a. From the Course Resources tab in DIAL for SR 805, download the (a)

Interdisciplinary Faith-Learning Research Worksheet, and (b) Tips for

answering the questions for each of the seven steps of the interdisciplinarity

learning process.

b. Review (a), and (b). Complete the worksheet including the top section,

providing submission date, your name, educational background, social

profession, and other pertinent information (e.g., I have worked/been involved

with/influenced by....)

c. Answer the questions for the seven steps of the OGS Interdisciplinary Faith-

Learning Research Worksheet.

d. Document all sources in APA style, 7th edition for in-text citations and for Work

Cited. Include page numbers.

e. Include a separate Works Cited page, formatted according to APA

style, 7th edition.

2. Submit through DIAL to the professor.

**Faith-Integrated Leadership in Community-Based Organizations**

**Educational Background**

I hold a Bachelor of Arts in Criminology/Pre-Law, a Master of Public Administration, and a Master of Arts in Strategic Communications. Additionally, I have earned a Graduate Certificate in Implementation Practice, providing me with specialized knowledge in executing strategies effectively within various sectors. These diverse academic credentials have equipped me to approach leadership with a comprehensive understanding of both legal frameworks and public administration, which is critical in my role within community-based organizations.

**Social Profession**

In my professional career, I focus on social justice in the context of community-based organizations, non-profits, and faith-based groups, such as churches. Over the years, I have worked in collaboration with various governmental and social service agencies, including the Department of Social Services, Juvenile Justice, Mental Health, and Public Health departments. My role often involves acting as a liaison between these organizations and the communities they serve, ensuring that ethical and practical leadership strategies are applied to address critical societal needs. I collaborate regularly with local, state, and federal stakeholders, such as politicians, law enforcement officials, and decision-makers across multiple governmental levels to create policies that foster equity and justice in underserved communities. My work aims to address systemic issues and drive transformative change through policy advocacy, community engagement, and strategic leadership.

**Step 1: Observations Raising the Need for Inquiry**

Leadership in community-based organizations is a complex and evolving field, particularly when these organizations are tasked with addressing significant societal challenges, such as social justice, juvenile justice, and mental health services. The primary focus of this research is to explore how Christian ethical principles can be integrated into leadership practices within these settings. The gap that currently exists between secular leadership models, which often prioritize efficiency and outcome-based success, and faith-driven leadership, which emphasizes compassion, service, and long-term ethical commitments, is of particular interest.

For example, many secular leadership models focus on achieving short-term goals through policy enforcement and organizational performance metrics. While these methods can be effective in some cases, they often overlook the deeper ethical and moral questions about how leadership impacts the well-being of individuals and communities. In contrast, Christian leadership models provide a framework that emphasizes values like servanthood, humility, and justice, all of which are crucial for fostering genuine transformation in communities, especially those that are vulnerable or underserved.

This topic is personally relevant to me because, through my work in social services, juvenile justice, and faith-based organizations, I have witnessed firsthand how leadership decisions—both good and bad—can significantly influence people's lives. Too often, leadership decisions are made with an emphasis solely on policy compliance or efficiency, without considering the human impact of those decisions. In my professional experience, I have seen how ethical leadership, rooted in Christian values, has the potential to create more compassionate, justice-oriented approaches to leadership in these fields.

There is an urgent need to research this subject because many community-based organizations and non-profits struggle to balance the demand for organizational efficiency with the ethical imperative to serve vulnerable populations. Often, leaders are pressured to prioritize bureaucratic efficiency over moral considerations, which can lead to organizational practices that neglect the dignity and well-being of the very people they aim to serve. Researching how Christian ethics can inform leadership in these contexts could lead to the development of leadership models that are both practically effective and ethically sound.

*Disciplines Needed for Inquiry*

To address the complexities of integrating Christian ethics into leadership, insights from a range of disciplines are needed.

Theology provides the moral and ethical foundation for understanding leadership from a Christian perspective, particularly concepts like servant leadership and stewardship that are rooted in biblical teachings.

Public Administration offers critical insights into how to manage and lead organizations effectively while maintaining ethical integrity. This field also examines how to create policies and structures that support ethical decision-making within organizations.

Sociology helps to understand how leadership influences and is influenced by social structures and community dynamics. It explores the ways in which leaders can promote equity and social justice within their organizations and communities.

Psychology provides an understanding of the emotional and cognitive aspects of leadership, particularly how leadership styles affect followers’ well-being, motivation, and mental health.

By integrating these perspectives, we can develop a holistic leadership model that balances both practical demands and ethical considerations, ensuring that leaders not only achieve their organizational goals but also uphold their moral responsibilities.

**Step 2: Literature Review – Hermeneutical Inquiry**

The literature on ethical leadership in Christian education and community organizations provides a robust foundation for understanding how faith-driven leadership can address contemporary social challenges. In particular, the concept of Faith-Learning Integration (FLI) is a critical area of study that has been explored in Christian educational settings. Nyamai (2019), in his study on faculty mentorship in Christian universities, examined how mentorship relationships impact students' ability to integrate their faith with academic learning. His research found that traditional residential programs (RSP) and open-distance learning programs (ODLP) yield different results when it comes to FLI. The distance-learning environment often presents challenges in fostering close mentorship relationships, which are vital for the spiritual and ethical growth of students. This insight is highly relevant to leadership development in community-based organizations, where mentoring plays a key role in nurturing future leaders who can effectively integrate Christian ethics into their work.

Another valuable perspective is offered by Greenleaf’s (1977) theory of servant leadership, which suggests that true leadership is grounded in humility and the desire to serve others. This model of leadership aligns closely with biblical principles that emphasize the importance of leaders acting with compassion and justice. In Matthew 20:26-28, Jesus explicitly teaches that “whoever wants to become great among you must be your servant,” underscoring the Christian view of leadership as a selfless act of service rather than a pursuit of power or status. This model has been widely applied in faith-based organizations and has proven effective in creating environments where employees, volunteers, and community members feel valued and supported.

Farbishel, Staples, and Pellish (2020) build on these ideas by advocating for intentionality in integrating faith into leadership practices. They suggest that educators and leaders must approach faith integration with a sense of purpose and authenticity, ensuring that spiritual principles are not merely tacked onto academic or professional work but are deeply embedded in the core values and practices of the organization. Their research also introduces the indirect approach to faith integration, drawing on Kierkegaard’s philosophy. This method encourages leaders and educators to create spaces where individuals can engage with faith on their own terms, discovering ethical and spiritual insights through reflection and personal exploration rather than through direct instruction alone.

In secular leadership studies, models like corporate social responsibility (CSR) have gained prominence, emphasizing the role of leaders in promoting ethical behavior and social responsibility within their organizations. However, as Ward (2014) points out in his article on interdisciplinary faith-learning integration, secular approaches to leadership often lack the spiritual depth that is central to Christian ethics. Ward’s interdisciplinary model integrates faith with academic research and social leadership, providing a redemptive framework for addressing issues such as poverty and environmental sustainability through a Christian worldview. His model of leadership moves beyond the technical aspects of organizational management and emphasizes the importance of addressing ethical and social issues from a biblical perspective.

**Step 3: Faith-Learning Integration with Christian and Scientific Sources**

The biblical foundations of Christian leadership are evident in both the Old and New Testaments, where leaders are called to act with justice, mercy, and humility. In the Old Testament, leadership is often portrayed as a responsibility given by God to individuals like Moses and David, who were expected to lead their people with wisdom, compassion, and justice. Micah 6:8 encapsulates this expectation, calling on leaders to "do justice, love kindness, and walk humbly with God." These principles remain relevant in contemporary leadership, especially within faith-based organizations that seek to integrate Christian values into their mission and operations.

The New Testament further develops the idea of servant leadership, with Jesus Christ serving as the ultimate example. John 13:1-17 describes Jesus washing the feet of His disciples, a powerful symbol of humility and service. This act demonstrates that leadership, according to the Christian worldview, is not about exerting power or authority but about serving others and meeting their needs. This model of leadership, which prioritizes the well-being of followers, aligns with modern leadership theories like servant leadership, which emphasizes the leader's role in supporting and empowering their team.

In contemporary Christian thought, scholars like Savarirajan and Fong (2019) have explored how faith-learning integration can be applied in scientific fields. Their research on the integration of a Christian worldview into biology courses found that students in healthcare and science fields experienced both academic and spiritual growth when biological concepts, such as microorganisms and diseases, were taught through the lens of biblical principles. This demonstrates that faith integration is not limited to traditionally religious subjects but can be applied across disciplines to foster holistic development. This approach is particularly relevant for community-based organizations, where leaders often need to bridge the gap between practical challenges and ethical leadership.

**Step 4: Synthesized Interdisciplinary Formulation with Social Research Hypothesis**

*Research Problem:*

Despite the growing body of literature on Christian leadership, it is not yet known whether leaders in community-based organizations who integrate Christian ethical principles into their leadership practices achieve higher levels of organizational success and community trust compared to leaders who rely solely on secular leadership models.

This research problem is significant because Christian ethics offers a unique approach to leadership that goes beyond the technical aspects of managing an organization. By incorporating values like servant leadership, compassion, and justice, Christian leaders have the potential to foster deeper connections with their communities, leading to greater trust and long-term success.

*Research Hypotheses:*

Leaders in community-based organizations who integrate Christian ethical principles into their leadership will report higher levels of organizational success and community trust compared to leaders using secular leadership models.

Leaders who apply Christian ethics in their decision-making processes will report more ethical outcomes, such as transparency, fairness, and accountability, compared to leaders who follow secular ethical frameworks.

Organizations led by Christian leaders will experience higher levels of community engagement and program success compared to those led by leaders who do not apply Christian principles.

These hypotheses build on the work of Mighty (2023), who examined the importance of teacher efficacy in faith-learning integration at Christian schools. Mighty’s research demonstrated that effective leadership, supported by a strong ethical foundation, is critical for ensuring the success of faith-based educational institutions. Similarly, in the context of community-based organizations, Christian leadership can provide the ethical grounding necessary for achieving both organizational goals and social transformation.

**Step 5: Critical and Contextual Communication**

One of the most compelling reasons to adopt a Christian perspective on leadership is that it offers a comprehensive ethical framework that is both practical and morally grounded. Unlike secular leadership models that focus primarily on achieving efficiency or meeting performance metrics, Christian leadership places an equal emphasis on the well-being of individuals and the moral responsibility of the leader to serve others. This holistic approach aligns with the values of servant leadership, which prioritize the needs of the community over personal ambition or organizational gain.

As Evans and Nelson (2021) argue, ignoring faith and spirituality in fields like counseling can limit the effectiveness of therapeutic interventions. Similarly, in the context of leadership, overlooking the spiritual dimension of leadership can hinder a leader’s ability to connect with their community on a deeper, more meaningful level. Leaders who integrate Christian principles into their leadership practices are better equipped to build trust, foster community engagement, and promote ethical decision-making, all of which are essential for creating a successful and sustainable organization.

Critics of faith-based leadership might argue that secular ethical frameworks, such as utilitarianism or virtue ethics, are sufficient for guiding leadership decisions. However, Christian principles like servanthood, justice, and stewardship are not only applicable in Christian settings but also resonate with universal values that are embraced across different cultures and belief systems. As Badley (1994) notes, while many Christian institutions claim to integrate faith into their leadership and educational practices, this integration often remains superficial. For Christian leadership to be truly effective, it must go beyond rhetoric and become deeply embedded in the everyday actions and decision-making processes of leaders.

**Step 6: Ethical and Social Orthopraxis (Leadership Actions)**

*Personal Leadership:*

In my personal and family life, I strive to model the principles of Christian ethical leadership by creating an environment that is grounded in service, compassion, and mutual respect. This involves not only making decisions that are ethically sound but also fostering a culture of humility and selflessness, where each family member is encouraged to prioritize the well-being of others. This approach aligns with Nyamai’s (2018) research on the hidden curriculum, which suggests that the unspoken values and non-verbal cues exhibited by leaders and educators play a critical role in shaping the moral and spiritual development of others. In this sense, my actions within my family serve as a model for the type of ethical leadership I aim to promote in my professional work.

*Church Leadership:*

In church settings, leaders who adopt servant leadership principles are more likely to foster an environment where individuals feel supported and empowered to take on active roles within the congregation. Church leaders should prioritize collaborative decision-making and ensure that all members of the community are given opportunities to grow spiritually and contribute to the church’s mission. Ward’s (2014) interdisciplinary approach to leadership is particularly relevant here, as it emphasizes the importance of addressing both the spiritual and practical needs of the community through faith-driven leadership.

*Community Leadership:*

In professional and community-based settings, the application of Christian ethical leadership involves embedding the values of justice, fairness, and service into everyday leadership actions. Leaders in non-profits and social service organizations must prioritize the well-being of their employees and the communities they serve, ensuring that their decision-making processes are transparent and equitable. This approach can help build trust and foster long-term relationships with the communities that the organization serves. Additionally, by leading with integrity and humility, Christian leaders can create a culture that encourages collaboration, ethical decision-making, and sustainable growth within their organizations.

**Step 7: Reflective Evaluation**

The research conducted in this paper has effectively addressed the original need for inquiry by exploring how Christian ethical leadership can be integrated into the leadership practices of community-based organizations. The findings suggest that leaders who adopt Christian values, such as servant leadership and stewardship, are more likely to foster organizational success, community trust, and ethical decision-making. These results are consistent with the work of scholars like Mighty (2023) and Savarirajan and Fong (2019), who have demonstrated the positive impact of faith-learning integration in educational and scientific settings.

However, certain aspects of the research problem remain unanswered, particularly in terms of how Christian ethical principles can be applied in multi-faith or secular environments. Future research should explore the challenges and opportunities of implementing faith-based leadership in more diverse contexts, where leaders may need to balance the ethical demands of Christian leadership with the need to respect and accommodate other belief systems.

The research findings have also inspired new ideas for further exploration, such as the potential for developing interdisciplinary leadership models that combine Christian ethics with secular leadership practices. Additionally, there is a need for longitudinal studies that examine the long-term impact of Christian ethical leadership on community engagement and organizational success. By continuing to explore these areas, future research can provide valuable insights into how Christian leadership can contribute to the betterment of society.

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