Transforming People Problems

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**Assignment 2**

1. Create Developmental Reading 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 1:** Knights et al. (2020) Developing 21st century leaders. *Journal of Work-Applied*, 12(1),

6-21.  DOI:10.1108/JWAM-12-2019-0038

**Comment 1:**

**Quote/Paraphrase:** “We need more self-aware, emotionally intelligent leaders who can use various leadership styles for different situations. They need all these attributes to build a performance-enhancing culture in their organizations. However, in addition to that, to create a culture that is ethical, caring, and sustainable, they need to bring their values to a higher level of consciousness” (Knight, 2020. p.6).

**Essential Element:** The comment is associated with Leadership Styles.

**Additive/Variant Analysis:** This additive statement builds on my understanding of leadership styles. Leadership styles speak more to the leader's approach to leadership, whereas leadership development speaks more to building the leader. Both the approach and process are essential in creating an effective leader.

**Contextualization:** Although leadership styles and leadership development are sometimes used interchangeably, I am discovering particular distinctions. One of the main ones is that leadership styles are primarily about the individual, whereas leadership development pertains to the process of becoming a better leader.

**Source 2:** Ford, L. (1991). *Transforming leadership: Jesus’ way of creating vision, shaping*

*values & empowering change.* InterVarsity Press.

**Comment 2:**

**Quote/Paraphrase: “**The strongest leaders are those who have received strong affirmation of their personhood in a way which frees them not only to lead a cause but also to serve others. A sense of identity, a security that comes from knowing who one is, lies at the very heart of leadership” (Ford, 1991.p.37).

**Essential element:** The comment relative to Leadership Styles.

**Additive/Variant Analysis:** This quote is additive to my research. When approaching Leadership styles, it’s imperative to focus more on the individual’s character leader-building process than the methods associated with a leadership development process. The author stated, “A sense of identity, a security that comes from knowing who one is, lies at the heart of leadership.

**Contextualization:** Leaders build leaders. I had a twofold leadership style and leadership development program in my work environment. The leadership style (development) program dealt with individual self-development. Each person took a self-assessment survey to get a baseline of their strengths, biases, and weaknesses. The second tier of the program dealt with a leadership development process that all the Jr. Leaders took part in as a group. The leadership style development component dealt more with the individual, whereas our leadership program was designed to meet the entire group's needs.

**Source 3:** Ford, L. (1991). *Transforming leadership: Jesus’ way of creating vision, shaping*

*values & empowering change.* InterVarsity Press.

**Comment 3:**

**Quote/Paraphrase:** “Leadership is, first of all, not something one does but something one is. This comes clearly in the story of Jesus when his Father affirms him as the special son (Matthew 3:17; Mark 1:11; Luke 3:22). Jesus operated out of a sense of quiet confidence that came from knowing who he was in his everlasting relationship with his Father” (p.38).

**Essential Element**: This comment is associated with Leadership Styles

**Additive/ Variant Analysis:** This statement is additive; leadership style(s) is a method that identifies and/or helps develop what a person is or becomes. Leader development is anchored on who the individual is instead of what he does. It speaks to the individual and his quest to become a leader.

**Contextualization:** In ethical, Christian, and/or servant leadership, leaders demonstrate quiet confidence in their ability to lead. Leadership development starts with individual development. My experience with ethical, Christian, and/or servant leaders suggests they all endured a self-development process. Leader development begins with self-development and usually entails going through some form of leadership development (informal or formal) programs.

**Source 4:** Adan et al. (2022). Relating ethical leadership with work engagement: How

workplace spirituality mediates? *Cogent Business & Management*. 7(1), pp.1-23.

DOI:[10.1080/23311975.2020.1739494](http://dx.doi.org/10.1080/23311975.2020.1739494)

**Comment 4:**

**Quote/Paraphrase: “**Research conducted earlier was mostly focused on examining the relationship between workplace spirituality and engagement at work. The studies were empirical in nature, focusing on the two constructs in connection with employees’ attitudes at the workplace. The results of these studies add value to the literature by demonstrating the role of workplace spirituality in organizational behavior and performance, further strengthening the theory of workplace spirituality. Research study results depicted that ethical leadership has an affirmative and positive influence on the engagement of an employee in the workplace. In the same context, the results also revealed the role of workplace spirituality as a mediator between the two constructs, i.e., ethical leadership and employee work engagement” (Adan, 2022, p.13).

**Essential Element:** This comment is affiliated with leadership styles.

**Additive/Variant Analysis:** This statement adds to my research. Ethical leadership starts with the individual, and individual leadership styles set the tone for the leader and the agency he/she is leading.

Moral leadership is missing in the workplace; therefore, one could conclude that adequate leadership development is also missing. Ethical and spiritual leadership can work in tandem with each other and separately.

**Contextualization:** Research suggests that an ethical leadership style has an affirmative and positive influence on employees' engagement in their workplace. In my organization, moral leadership is not an option. I promote people based on how they treat others and conduct business. Business must be carried out ethically, which shines a good light on the organization, and the organization's leaders must treat people with dignity and respect without wavering.

**Source 5:** Adan et al. (2022). Relating ethical leadership with work engagement: How

Workplace spirituality mediates? *Cogent Business & Management*. 7(1), pp.1-23.

DOI:[10.1080/23311975.2020.1739494](http://dx.doi.org/10.1080/23311975.2020.1739494)

**Comment 5:**

**Quote/Paraphrase:** Ethical leadership is displayed by an ethical leader; a person without ethics is less likely to exhibit ethical leadership. According to my research, the most ethical leaders generally display appropriate leadership, which usually has the organization and its people (employees) at the center of their decision-making. Ethical people are often perceived as honest and trustworthy, with a moral compass guiding them in their decision-making process. An ethical leader is usually respected personally and professionally.

**Essential Element:** This comment is associated with leadership styles.

**Additive/Variant Analysis:** This comment adds to my research. A person with an ethical (servant) leadership style starts by holding himself to a certain standard and is more likely to have people follow his lead and hold themselves to those standards.

The ethical leader manages from an inside-out approach; he leans into his moral compass to make decisions aligned with his values.

**Contextualization:** More ethical leaders are needed in and out of the church. Although moral and spiritual leadership are not the same, they are often viewed differently. Unfortunately, when leaders do not lead with ethics, causalities are experienced along the way.

For example, when I attended a church and the person in leadership acted in an inappropriate, unethical manner, causing the church to split, many people were hurt and left without a church home. When working alongside an unethical leader in the business world, it was hard to support his decisions and even harder watching him utilize his power to hurt vulnerable people. Maintaining an ethical leadership style should not be a request in church and business; it must be required. Ethical leaders demonstrate ethical leadership!

**Source 6:** Piwowar-Sulej, K., & Iqbal, Q. (2023). Leadership styles and sustainable performance:

A systematic literature review. *Journal of Cleaner Production*.  Pp. 1-18

DOI:[10.1016/j.jclepro.2022.134600](http://dx.doi.org/10.1016/j.jclepro.2022.134600)

**Comment 6:**

**Quote/Paraphrase**: As Piwar-Sulej and Iqbal state, “Both the current functioning and development of each organization depend on the characteristics of its leaders. To manage an organization, not only vision and the efficient communication of that vision are required, but also skills related to motivating people” (Piwar-Sulej & Iqbal, 2023. Introduction).

**Essential Element**: The statement is associated with leadership styles.

**Additive/Variant Analysis**: The above quote is relevant to my research and understanding. Leadership is essential to building a viable organization, company, church, community, and country. The word says that without vision, people perish (Proverbs 24:18).

The leader is responsible for having a vision, articulating that vision, and motivating followers to buy into it. Vision is an anchor that gets people on the same page and moving together in a concerted effort to effect constructive change.

**Contextualization:** As the President and CEO of a sizeable multi-million-dollar organization. I know the importance of having a vision that can be explained to all in layperson’s terms. Articulating our vision to sophisticated millionaires is essential, but explaining it to a six-year-old is equally important. Einstein once said, “If you cannot explain it to a six-year-old, you do not understand it yourself.”

Understanding the vision is the first step, articulating it is the second, and getting people to embrace it is the third. All three components need to be in play to drive a mission forward. An organization with people pushing the mission can tremendously impact its community, as can we.

**Source 7**: Dekoven, S. (1994). *Visionary Leadership*. Vision Publishing. Pp. 204

**Comment: 7**

**Quote/Paraphrase:** “There are primarily four styles of leadership. First is Authoritarian Leadership: This is based on authority vested in the office by biblical or other institutional authority. The authoritarian leader uses his power to exert control and usually gets what he wants. Secondly, there is persuasive leadership, which is a leader based on the personal influence of the leader brought by his personality, character, persuasive ability, and dedication to the organization's mission. Thirdly, there is democratic leadership, which is vested in the voting members who elect a representative to lead them. Finally, there is Theocratic Leadership, which is leadership Under the leadership of Christ. The theocratic leader has the Holy Spirit choose leaders, be confirmed by other leaders, and set in place for service” (Dekoven, 1994, pp. 46-47).

**Essential Element**: The statement is affiliated with leadership styles.

**Additive/Variant Analysis**: The author's comment/ position is additive to my research, understanding, and experience. Although I have read over five hundred definitions of leaders and leadership, three to five have been the most prominent over the years.

Three of them, authoritarian, persuasive, and democratic, were captured/listed by DeKoven. The other two, servant (which is like theocratic) and non-leader, are the other two I have studied.

**Contextualization**: The leader and her leadership style will directly impact the people and the organization she leads. During my long tenure as a leader, there have been moments when my style could be classified under all five leadership styles previously mentioned. For the most part, I am a servant/theocratic leader, but at times, especially during a crisis, I lean into being an autocratic leader. Furthermore, depending on the situation, I also occupy the other three leadership styles mentioned earlier because leadership is situational.

**Source 8**: Dekoven, S. (1994). *Visionary Leadership*. Vision Publishing. Pp. 204

**Comment: 8**

**Quote/Paraphrase: “**The ultimate objective of leadership is accomplishing the organization's mission. The mission may vary as the vision is expanded or modified. The effectiveness of an organization lies chiefly on the shoulders of the leader. First of all, the leader needs to know oneself. It has been said that an unexamined life is hardly worth living (Socrates). To know oneself, they must have the mental courage/capacity to evaluate personal strengths and weaknesses regarding moral, physical, and cognitive characteristics. The leader must seek an awareness of their image as viewed by the members of those being led” (Dekoven, 1994, p.48).

**Essential Element**: The statement is associated with leadership styles

**Additive/Variant Analysis**: The above statement adds to my research and understanding of leadership and leadership styles in that it substantiates the importance of adequate leadership. The author states, “The effectiveness of an organization lies chiefly on the shoulders of the leader. Good leadership is synonymous with moving an organization forward. Often, when an organization fails, one thing is prominent: inadequate leadership.

**Contextualization:** As a seasoned leader, I have had the opportunity to work as a consultant for Boys & Girls Clubs of America, assessing struggling organizations and developing a strategy to get them back on track.

Many factors usually cause the organization to need my help, one of which is often leadership. Organizations with good leadership can usually survive with the potential to thrive eventually. Those without solid leadership are generally headed to a point of destruction.

**Source 9:** Hyatt, M. (2020) *The Vision Driven Leader*. Baker Books, pp 246

**Comment 9**

**Quote/Paraphrase:** The author stated the following about former President Bush**.** Hyatt writes**, ‘**Some people believed Bush lacked the strength or courage to lead; they saw him as a manager, not a leader, and that perception ultimately undermined his 1992 reelection bid. Voters expected Bush to act like a leader; instead, he behaved like a manager. Both roles are essential but are foundationally different and require different dispositions and skill sets. Leaders create a vision, while managers execute the vision. Leaders inspire and motivate, while managers maintain and administer.

Leaders take risks, while managers control risks. Leaders stay focused on the horizon, while managers focus on short-term goals and objectives. (page 20-21).

**Essential Element**: The author's quote is associated with leadership styles.

**Additive/Variant Analysis**: The statement is additive to my research, understanding, and professional/work-life experiences. There is a distinction between management and leadership. Managers get things done through people, whereas leaders inspire people to get things done. Both are essential to running a good organization. Leaders usually have managerial skills, and managers tend to have leadership qualities.

Leaders form and articulate the vision; managers are on the ground to ensure it is understood and implemented.

**Contextualization:** During my forty-plus years of working in my organization. I have occupied several roles and have been classified as a ground-level employee, manager, and leader. If you will, all classifications are essential to a viable team, perhaps the most important being leadership. My approach to doing business changed once I learned to be a leader.

I was no longer overly concerned about the daily operations but became vision/mission-focused and result-driven. My sights were on long-term sustainability, including various change management plans and growth management strategies. Being a good ground-level was important; being a solid manager was essential to my growth and the contribution I was able to make to my organization. Servant leadership is my calling, which calls for a solid relationship with God and a desire to lead His people with care strategically.

**Source 10:** Vajaradul, Y., et al. (2021). Key steps and characteristics for successful

interdisciplinary research: an analytical review. *The Journal of Behavioral*

*Science*, *16*(2), 73-85. Doi: 10.14446/ijbs.2021.6

**Comment 10:**

**Quote/Paraphrase**: “Interdisciplinary research is any study or group of studies undertaken by scholars from two or more distinct scientific disciplines and is based upon a conceptual model that links or integrates theoretical frameworks from those disciplines, uses study design and methodology that is not limited to any one field, and requires the use of perspectives and skills of the involved disciplines throughout multiple phases of the research process” (Aboelela et al., 2007, p. 75).

**Essential Element:** The statement is affiliated with interdisciplinary perspectives on

human behavior.

**Additive/Variant Analysis:** Interdisciplinary perspectives on human behavior are critical to better understanding it. As the above author quotes, the study of various disciplines is linked together, and the methodology is limited to only one field. Human behavior is messy, and we need a well-rounded understanding approach.

**Contextualization:** During my tenure as a minister, counselor, consultant, father, husband, coach, martial arts instructor, and leader of an organization, one thing remains consistent: understanding why people behave in the fashion they do is a moving target. I have learned different strategies for coaching work for parenting, what I have learned as a minister in the workplace, and various consulting techniques when attempting to understand my wife better.

The point I am driving home is that theology, coaching, counseling, and so on are all intertwined, making the need for an interdisciplinary perspective on understating and/or accepting behavior paramount.

**Source 11:** Serfontein, B. (2024). Evolving belief and being human: The emergence of religion in

science and theology.*Verbum Et Ecclesia, 45*(1) p. 1-9

DOI: 10.4102/ve.v45i1.2931

**Comment 11:**

**Quote/Paraphrase: “**Few theologians have attempted to explore the critical and constructive contributions that not only the natural sciences can make to theological perspectives on being human but also the contributions theology can make to evolutionary accounts of being human”(Serfontein, 2024, p.1).

**Essential Element**: The statement is affiliated with interdisciplinary perspectives on human behavior.

**Additive/Variant Analysis**: This is additive to my discussion in that most theologians I have studied do not often mention evolution. Secondly, evolution and theology are seldom mentioned in the same context. I realize there is a distinction between evolution and the theory of evolution, but the tendency for people to bind the two together is highly probable.

**Contextualization:** Being a minister and having relationships with all kinds of people in the church, from those who speak in tongues to those who frown upon those who do. It has been my experience that when I talk about the evolution of man in God’s design, there is always a sense of uneasiness regarding the exchange.

Over the years, I learned to use the phrase progress instead of evolution to minimize the possibility that someone would misunderstand my statements or repeat them while taking things out of context. My personal belief is that, for the most part, science (especially the soft sciences) and theology work hand in hand, and if we can learn how to connect the two without pushback from those who think otherwise, I believe we can help people learn to cope better and live a higher quality of life.

**Source** **12:**  Mouazen, et al. (2024). Transformational and transactional leaders and their role

in implementing the kotter change management model ensuring sustainable

change: An empirical study.*Sustainability, 16*(1), 16. 10.3390/su16010016

**Comment 12:**

**Quote/Paraphrase: “**A rapid pace of change presents an unforeseen and perpetual competitive challenge for organizations. Despite numerous change management models, organizational change leaders often encounter obstacles during the implementation phase that limit change effectiveness” (abstract).

**Essential Element**: The statement is associated with motivating change.

**Additive/Variant Analysis:** The researcher’s quote adds to my understanding, research, and professional experience. When attempting to implement change, the biggest challenge is often dealing with the organization's culture.Convincing people that they will benefit (or at least not lose anything) when change is implemented is an uphill battle.

**Contextualization:** As the leader of my organization, I want to focus on the big picture; in doing so, there is always a need to make adjustments (change). My approach has been to draft an annual change management initiative. My initiative considers our history, status, and future endeavors. The most challenging part is presenting my results to the team for comments, evaluation, and eventual buy-in. Upon convincing them that the change is good for them individually and the organization, most of them accepted the plan and worked with me to implement it. As a result of our working together, we have stayed relevant, and in fact, we have grown strategically.

**Source 13:** Zelenko, et al (2023). Managing conflicts within a team: Conflict resolution

strategies and effective cooperation.*Revista De Gestão e Secretariado,*14(10),

19078-19090. Doi: 10.7769/gesec.v14i10.2980

**Comment 13:**

**Quote/Paraphrase**: “The ability to find the right balance within the project group, manage conflict effectively, and work productively on the project is a valuable skill for a leader. It allows conflict resolution and prevention. This is a positive outcome for individuals within the working group and the project”(Conclusion).

**Essential Element**: This comment is affiliated with communication and conflict resolution.

**Additive/Variant Analysis:** The author's quote adds to my research understanding and professional work experiences. As noted several times throughout the document, conflict, and opposing views are expected in a group setting. That being said, the group must still work through them to reach a desired goal.

Reaching that desired goal requires a seasoned leader to help the group constructively resolve conflicts/barriers that prevent organizations from moving forward.

**Contextualization:** While working with my executive team. We meet often to discuss potential challenges and ways to get ahead of them and manage them efficiently and effectively. The interesting takeaway from our meetings is that there are always things (potential organizational conflicts) that need our attention. Although we meet often and plan for conflicts and manage them quite well, for the most part – they still are woven into the fabric of running a business. Once, when speaking with a lawyer and venting about having better communication and alleviating conflict from within my organization. He replied, “There are no perfect organizations, and managing conflicts is one of the costs of doing business.”

**Source 14:** Jordan, P. J., & Troth, A. C. (2021). Managing emotions during team problem-solving:

Emotional intelligence and conflict resolution. *In Emotion and Performance,* 195-218.

CRC Press. Doi: 10.1201/97880429187636-4

**Comment 14**:

**Quote/Paraphrase**: Teams with higher average levels of emotional intelligence will perform better than teams with lower average levels of emotional intelligence on the problem-solving task. Research into the role of conflict within groups shows that dysfunctional or unresolved recurring conflict has a destructive and negative impact on team performance. In contrast, functional or constructively resolved conflict is conducive to the team and organizational performance (Jordan & Troth, 2021, p. 200).

**Essential Element**: This statement is associated with communication and conflict resolution

**Additive/Variant Analysis**: The quote is additive to my research in that it substances two primary things: conflict is inevitable, and managing it effectively is crucial to the situation's outcome. Conflict resolution and communication are embedded into the fabric of conducting business. My research supports that those who learn to manage it well tend to be more productive, and therefore, teams outperform those who are reluctant to manage conflict to move towards a workable solution.

**Contextualization**: About five years ago, I completed the process to be certified in conflict resolution. During that process, I learned four different outcomes when dealing with conflict resolution: win-win, win-lose, lose-win, and lose-lose. The goal was to get both entities to a place where they both got what they wanted, i.e., a win-win. This was frequently more challenging than expected but doable if both parties communicated well with reasonable expectations and an open mind.

**Source 15:** Biaggi, C., & Issa, J. (2022). Failing to Live the Sermon: The Influence of

Spirituality and Nationality on Unethical Behavior Among Leaders of Christian

Organizations. *European Journal of Applied Sciences*, 10(6). 392-433.

Doi: 10.14738/aivp.106.13528

**Comment 15:**

**Quote/Paraphrase:** “White warns that a lack of spirituality would lead leaders of Christian organizations to unethical behavior.

She said: Many who occupy responsible positions in the church of God are sacrificing their integrity to secure the favor of the ungodly. A strong current is sweeping downward, and they decide that it is easier to float with the tide than to row against it. Like the children of Israel, they sacrifice the blessings of God by their indolence and spiritual sloth. Many set up idols in their hearts: idols of selfishness, idols of pride, and love of display. Eternal things lose their value. Withdraw the influences which God has provided to preserve and strengthen our spirituality, and it decays and dies. We must be continually seeking to draw near to God and to learn his will. We must become more unlike the world and more like Christ in character. Therefore, for leaders of Christian organizations, a spiritual sloth may lead to lower integrity, selfishness, and pride” (406).

**Essential Element**: This comment is associated with leadership style.

**Additive/Variant Analysis:** Although this comment could be additive or variant depending on one's perspective, I consider this comment variant to my research. According to my research.

Leaders who work to become good leaders lead with integrity and values regardless of the temptations that come their way. Regarding spiritual slothfulness, I believe most ministers spend some time in the wilderness (developing and being challenged). However, although “time in the wilderness” is for stretching and testing, most Christian leaders come out fine with a better understanding of who they are and what they stand for, enabling them to remain rooted as solid ethical leaders.

**Contextualization:** As a minister working directly under the Pastor for several years and occupying several other positions in the church, I could see and hear too much. Most church people work diligently to care for God’s house and His people. Of course, there will be those who make mistakes, but for the most part, I am confident that most of the people in church leadership have been called and are doing their work to satisfy the Lord first and foremost. Furthermore, along with a calling comes the understanding that He (God Himself) will hold them accountable above everything else.

**Source 16**: Kilag et. al (2024). Administrators’ Conflict Management and Strategies.

*International Multidisciplinary Journal of Research for Innovation, Sustainability,*

*and Excellence (IMJRISE)*, 1(1), 60-67. Doi: 10.7769/imjrise.v1i1.6

**Comment 16:**

**Quote/Paraphrase**: Conflict is an inevitable part of modern existence, according to Kieliszek (2019), because of contemporary trends. Organizational conflict is inevitable due to the following significant trends: continual change, more employee diversity, an increase in virtual and self-managed teams, a decrease in face-to-face communication due to technology, and a globalized economy. According to them, a conflict arises when one party believes the other party's interests are being resisted or negatively impacted (Kilag, 2024. 61).

**Essential Element:** This quote is affiliated withcommunication and conflict resolution

**Additive/Variant Analysis:** This quote above supports my research and understanding that conflict is inevitable for various reasons. Some of these, such as diversified workplaces and the decrease of face-to-face communication due to technology, really pique my interest because they add to the conflict often experienced in my workplace. Moreover, the author hit the nail on the head when noting that conflict arises when people feel their voice has no power and their needs are going unaddressed.

**Contextualization:** While working in several diverse environments at church and in various business settings, one thing is for sure: conflict is inevitable. However, I have learned that conflict is necessary for growth and organizational improvement.

I stand by my experience, which suggests that conflict is connected to growth and growth opportunities.

Furthermore, growth is a sign of a relevant and healthy church/organization; therefore, a conflict, unavoidable when managed well, is somewhat healthy!

**Source:** **17**: Bolden et al. (2023). *Exploring leadership second edition*. Oxford University Press.

**Comment** **17:**

**Quote/Paraphrase:** “Epistemology is a branch of philosophy that explores the nature of knowledge. Undoubtedly, one of the key epistemological questions for the study of leadership is ethics. Thus, for example, while some people argue that “leaders are like the rest of us: trustworthy and deceitful, cowardly and brave, greedy and generous” (Kellerman, 2004, p. 45), others propose that in order to be considered as a ‘leader,’ a person must be acting in an ethical way (e.g., Burns, 1978; Bass, 1985). This tension has been referred to by Ciulla (1995) as the ‘Hitler problem’ in that: “The answer to the question ‘Was Hitler a good leader?’ is yes, if a leader is defined as someone who is effective or gets the job they set out to do done. The answer is no if the leader gets the job done, but the job itself is immoral and done in an immoral way” (p. 26).

**Essential Element**: The comment is associated with leadership styles.

**Additive or Variant:** This statement is variant to my understanding. The author refers to something identified as the ‘Hitler Problem’ in that: “The answer to the question ‘Was Hitler a good leader?’ is yes, if a leader is defined as someone who is effective or gets the job they set out to do done.

The answer is no if the leader gets the job done in an immoral way.” The statement mentioned above regarding Hitler being or not being a “good leader” can be answered simply by asking if the Leader’s accomplishments were “constructive” or destructive toward the building of a better society.

Hitler certainly had a recognizable leadership skill set, but having a viable skill set does not make you a good leader. Using your viable skill set for good makes for a good leader.

**Contextualization:** Hitler did not accomplish his goal number 1; furthermore, a good leader would reap good results. Furthermore, although he displayed some undeniable leadership characteristics, being a “good leader” cannot be associated with his destructive leadership style. This is why understanding the different leadership styles is essential. One could argue that Hitler was good at maximizing his autocratic leadership style, but it would be an uphill battle to convince most (if not all) that he was a good leader. For someone to be a good leader, they have to accomplish good things, and what was good about the dire things he accomplished?

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workplace spirituality mediates? *Cogent Business & Management*. 7(1), pp.1-23.

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