

LDR 813-42, Organizational Dynamics, Assignment #3

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Assignment #3 – Essay

Write a 5-page essay responding to a significant problem you have identified in an organization you are knowledgeable about. Demonstrate how an understanding of group dynamics can help you solve this problem.

2. Paper Outline

- a. Begin with an introductory paragraph that has a succinct thesis statement.
- b. Address the topic of the paper with critical thought.
- c. End with a conclusion that reaffirms your thesis.
- d. Use a minimum of eleven scholarly research sources (two books and the remaining scholarly peer-reviewed journal articles).

Course Essential Elements

1. People Problems in Organizations
2. Essential Elements of Management Theory and Practices
3. **Group and Teamwork Dynamics**
4. Organizations Relations to Society

Leading With Positive Leadership

This essay explores highly effective group and teamwork strategies for positive leadership. Utilizing scholarly research is important to lead change in today's society by bringing people together and leading in excellence and civility. OGS teaches about faith-learning integration, and people regardless of their faith or backgrounds want to be connected and feel a part of the community around them. This essay will discuss positive leadership in three areas; building people up, leading in inclusion, and leading to uncertainty. Research shows that people want to know that their leaders care about supporting others, showing empathy, ethics and fostering their personal and professional growth, goals, hopes, and dreams, and ultimately, creating a positive organizational structure (Boyatzis, et. al., 2019; Pfejfer-Buczek, et. al., 2024).

There are examples all around us of people helping other people to grow, learn, or change (2019; Kutsyuruba, 2021). Effectively understanding people's aspirations is paramount to unlocking positive emotions and intrinsic motivation (2019; Pfejfer-Buczek, et. al., 2024). Servant leadership exhibits positivism by prioritizing the well-being and development of other team members, organizations, and communities. The ministry of Jesus provides a perfect example for leaders (Mark 12:30). Jesus also provides an example of servant leadership, which is a management concept that prioritizes the well-being and development of team members, organizations, and communities to create a positive culture (Pfejfer-Buczek, et. al., 2024).

Leading By Building People Up

Leaders often work very hard to get management positions and may forget that it was not by their hands but by God's that put them in their roles (Lamentations 3:22-23). Every opportunity that has come our way was preordained by God who tells us in Ephesians that it was

all framed by a master designer (Ephesians 1). Positive leaders develop good and ethical leaders (Pfejfer-Buczek, et. al., 2024; Maxwell, 2020). The Word teaches us to esteem others more highly than ourselves (Phillippians 2:3) and to season our speech building up and encouraging one another (Colossians 4:6; Ephesians 5:19), which is a great model for leading others.

In caring for the whole person while leading, it is important to analyze how adaptation and change affect people, more specifically, its effect on relationships they have established with others, resources, and the organization or ministry at large (Secchi, 2020, p. 2; Kutsyuruba, 2021). Secchi calls this “plasticity” (2020). Positive leaders need to be able to help those they lead navigate through inevitable changes (2020). Understanding this type of cognition is necessary to walk with those you lead through top-down influences resulting in change or bottom-up changes driven by individuals and their interactions (2020). Leaders need to be able to help people concentrate and finish the task at hand and learn when to discard difficult tasks so that other more crucial tasks can be performed (2020, p. 3) It is important for leaders to create an environment where people can thrive (2020; 2021).

This includes all people. Research shows that people who feel discriminated against, consider themselves treated less favorably than others due to their personal characteristics or social group membership(s) (Adams, 2020). By contrast, when people feel included, they perceive that “they are valued and accepted “insiders” in their workgroup” (2020). In comparison to discrimination, inclusion seemed to be a stronger mediator between positive leadership and well-being (2020). Whether in a ministry or secular environment, Christians should model and cultivate positive leadership to foster well-being and collaboration for diverse teams (2020). This

reflects Jesus' teaching as He prayed for us as the body of Christ and our influence on the world (John 17).

Leading In Creating An Inclusive Culture

Leaders should be mindful of biases. As we model the body of Christ, which is made up of "a great multitude, which no man could number, of all **nations**, and kindreds, and people, and **tongues**" (Revelations 7:14-17), should Christ-followers, leaders in particular, not be modeling inclusion. Research shows there is a high need for a culture of inclusion. Cultures of inclusion allow people with diverse characteristics and backgrounds to work effectively together and perform to their highest potential (Baykal, 2019, p. 253). In addition, there is a need for people who can bring together a culture where "opinions, beliefs, values, categorizations, labels, and rituals are translated into policies that affect the procedures of hiring, managing employees, and the overall environment (2019). The leader sets the trend for acceptable behavior.

There are also biases against women. There is gender stereotyping in the workforce through occupational segregation, which also includes the church. A 2020 study found that "even after accounting for their proportion of the group women hired as tokens women are seen as less influential by their peers and are less likely to be chosen to represent the group than women on majority-women teams" (Stoddard, et. al., 2020). The study connoted that women hired as tokens also participated less in group discussions and that they received less credit when they did participate (2020). Furthermore, both men and women have been shown to exhibit bias toward women in high management positions due to gender stereotypes (2020) and how people are socialized to view women.

As Christian leaders, our leadership should reflect the love of Jesus in making sure we are non-bias in who we give credit to and who we promote, mentor, or coach (2020). Stoddard's study also revealed that even on the majority of women's teams, attitudes and beliefs are driven primarily by men's behavior, not homophily or self-assessment. The study also reveals that while the gap in influence between tokens and other women shrinks over time, the improvement did not carry over to task-specific assignments (2020). This study asserts that since most believe that gender differentiation is rare, a large number of women do not want to be seen in an unfavorable light and fail to report biases, which can put women at a disadvantage as they seek leadership positions without addressing the subtle biases that exist in practices and policies (2020). Both churches and companies undermine the psychological toll that biases against women in high leadership take on women and girls who become leaders (2020).

In many respects, the church is divided on matters about women and needs to provide modern guidance on the equality of the sexes and how that plays out in modern-day society (Clark-Soles, 2020). The church has not correctly taught its parishioners how to cast off ancient societal practices in the Bible and adapt to modern-day realities, practices, and relationships (2020). This leaves many modern men and women, including Christian leaders, believing the Bible is obsolete in the area of women in leadership.

Leading In Preparation for Uncertainty

Preparing those we lead for what lies ahead takes courage. The truth is the world is so rapidly changing that we may not understand ourselves. As a leader, "the U.S. Army War College coined the acronym "VUCA" in an attempt to characterize the environment in which their students would need to operate in the future. VUCA—standing for volatility, uncertainty,

complexity, and ambiguity—has since become a bit of a generalized term used across both geopolitical and business contexts to describe turbulence” (Baran, 2020). As a school leader, this term resonates as the world today in which we are educating students will be different from the world of their adult years. Today, we are introducing how to use AI. What will AI evolve to by the time they graduate? In the past decade or so, scholars and authors of businesses to academia have produced numerous publications and videos discussing VUCA, challenges for leaders, and its implications for leaders and organizations (Baran, 2020; Malinga, et. al, 2019).

As a school leader, the goal is to have schools that equip students and staff for the future. The term VUCA for volatility, uncertainty, complexity, and ambiguity has expanded into other industries but has not yet become a popular term in education. It does lead to questions about what would need to change in education so that all students are efficient in equipping students for VUCA. There is a need for more strategic and innovative thinking nationally regarding education. The US Military may need to be considered as leading the way to change. Leaders at all levels need to learn to equip those they lead to manage VUCA to get a sense of what is going on internally and externally, early and often. Identifying the VUCA present in one’s environment gives leaders a shared sense of what threats and opportunities they face. This not only gives rise to appropriate actions leaders should take, but also helps leaders to prepare others in the process (Baran, 2020). This innovative concept of VUCA provides leaders with a framework for conversations and preparations to thrive in uncertainty.

Conclusion

Leaders often feel challenged and overwhelmed by the constantly changing world of work which is characterized by volatility, uncertainty, complexity, and ambiguity (Malinga,

2019; Baran, 2020). Leaders are facing challenges with constantly advancing technology (Attaran, et. al., 2020), globalization, and an uncertain economic climate (Malinga, 2019). Today's challenges provide opportunities for Christian leaders in all fields to allow the Holy Spirit to demonstrate His love for mankind and affirm positive leadership, strive for well-being, and encourage flourishing for all. (Kutsyuruba, 2021; Adams, 2020, Boyatzis, et. al., 2019). Having purpose, passion, presence, and play creates a framework for thriving individuals that can work toward personal and professional flourishing (2021; 2019). "Flourishing can be described as an appreciative mindset, a way of seeing and responding to the work of teaching and leading in schools that empowers educators to notice what works well so they may foster more of that for themselves and others." (Kutsyuruba, 2021). I believe there has never been a greater need for godly leadership. Today's world provides opportunities for godly leadership to lift people, model inclusion, and lead through uncertainty (John 4:35).

Works Cited

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