LDR 813-42: Organizational Dynamics (Fall 2024, Subterm B)

Essay: Assignment #3

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1. Write a 5-page essay responding to a significant problem you have identified in an

organization you are knowledgeable about. Demonstrate an understanding of group

Dynamics can help you solve this problem.

2. Paper Outline

a. Begin with an introduction paragraph with 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 at least eleven scholarly research sources (two books and the

remaining scholarly peer-reviewed journal articles).

**Introduction**

**Organizational Resistance to a Positive Change**

Based on my experience and observations, it is clear that nonprofit organizations frequently confront significant leadership challenges, particularly when authoritative figures are in top leadership roles. In many cases, these organizations find it difficult to achieve results that reflect the substantial time, energy, and resources invested in their initiatives. This difficulty is often exacerbated by resistance to change that emerges from the prevailing leadership styles. When leaders adopt an authoritarian approach, any outcomes they produce may appear successful at first glance, but they often stem from manipulation rather than genuine engagement or commitment from their teams. Consequently, employees may feel disengaged from their work and lack pride in their accomplishments, sensing that they have not truly “owned” the results.

The leadership style employed within an organization is essential in shaping its overall culture and its receptiveness to transformation. Authoritative leadership typically promotes a clear directive strategy and follows a top-down methodology, which can streamline decision-making processes. However, this approach risks alienating stakeholders who may feel excluded from the change initiatives being implemented.

On the other hand, I have learned from research and experience that transformational leadership can be the leadership style to leads to positive change and employee-owned results, as it emphasizes vision, inspiration, and the challenge of the status quo and can be particularly effective in managing change. Transformational leaders inspire trust and loyalty, which can significantly reduce fear and resistance among employees. However, without clear communication and support structures, even transformational leadership can falter. A balance between visionary leadership and practical, supportive management practices is essential for minimizing resistance to change. Conversely, transformational leadership and participatory leadership styles cultivate an inclusive environment by actively involving employees in the decision-making process. This collaborative approach has been shown to reduce resistance to change, fostering a sense of ownership and pride among team members as they work collectively toward shared objectives. Non-profit organizations may be overcome through implementing transformational leadership addressing leadership priorities, leadership style, and leadership influence

Individuals often reflect the qualities they possess. This phenomenon explains why biological children typically exhibit many of the positive traits of their parents. The saying "the apple doesn’t fall far from the tree," coined by Ralph Waldo Emerson, an American essayist, lecturer, philosopher, and abolitionist, captures this idea perfectly. For instance, if a child shares their parent's eye color, one might remark that “the apple didn’t fall far from the tree.” However, this concept extends far beyond mere physical characteristics; it encompasses the holistic development of individuals, including biological traits, personality, and many other attributes.

Similarly, according to observation and my experience in leadership, as a leader, leaders tend to produce outcomes that mirror their characteristics, as followers often learn more effectively through observation rather than instruction in many life situations. Employees, followers, and students typically look to role models for guidance before they grasp concepts through verbal explanations. Reflecting on my upbringing, I recognize the profound impact my elders had on my behavior; I sought to emulate those who successfully navigated life's challenges. As a result, I believe that the dynamics within an organization often stem from the qualities exhibited by its leadership. Of course, this does not hold true for everyone; I understand that some individuals learn to do the right thing even in the face of faltering leadership. My Studies in theological education have taught me that managers do things right, while leaders do the right thing. Therefore, I am committed to becoming that leader rather than merely a manager.

**Critical Thoughts**

Flores-Cabezas, M., et al. (2020) mentioned that this systematic literature review explores interpretative positions and sources of organizational resistance to change. Drawing on diverse studies, their review highlights the complexity of change processes and identifies key factors influencing individuals' responses to change initiatives. The Findings of Flores reveal various interpretative positions, from change proponents to resisters, shaping stakeholders' attitudes towards change. Additionally, individual-level barriers such as fear of the unknown and organizational-level factors like inadequate communication contribute to resistance.

I am learning that employee problems/underperforming in organizations are the definition of a leader with followers/employees who resemble their leader, meaning that you can only produce what you are or give what you have. There's no other way around. Leaders induce followers to act for certain goals that represent values and motivation. Flores affirms that despite its necessity for organizational survival and growth, implementing change initiatives often encounters significant resistance from within the organization. The author added that understanding the interpretative positions held by individuals within organizations and identifying potential sources of resistance to change is crucial for effectively managing and facilitating successful organizational change processes.

According to Udin 2024, leadership styles are critical in influencing sustainable performance and shaping organizational dynamics. The researcher continued to state that A nuanced understanding of different leadership styles may have distinct impacts on the long-term success of performance to ensure organizational sustainability. The findings of Flores et al., (2020) suggest that the fundamental thing about change in an organization is that it remains constant. For this, the design of the organization must be supported by a decentralized and flexible hierarchical structure: encourage teamwork, exchange, and delegation of power, and put in motion systems that recognize and celebrate personal achievements

Aarons, G. et al. (2020) Organizations can perform better in their entire fraternity if they consider transformational leadership akin to charismatic or visionary leadership. According to his research, Aarons added that transformational leaders inspire and motivate followers in ways that go beyond exchanges and rewards. Transformational leadership operates especially well in close supervisory relationships, compared with more distant relationships, and closer supervision is often more typical in mental health settings.

Abbas, M., et al. (2021) on transformational leadership findings are that this type of leadership goes beyond self-interest and demonstrates intellectual stimulation; also, Shahzad, M., et al. (2022) agree transformational leaders idealized influence (charisma), inspirational motivation, and individualized consideration (Avolio, Bass, & Jung, 1999; Bass, Avolio, Jung, & Berson, 2003). Transformational leaders sacrifice their interests for the betterment of the team, create and share their vision, and stimulate the intellectual capacity of their followers. I have learned through the courses that transformational leadership is one of the best, as it considers leading by example and leading from the front. It also looks to inspire every individual to consider the importance of cross-cultural relationships.

**Conclusion**

In summary, the research by Mai Nguyen et al. (2019) emphasizes the vital role of transformational leadership in fostering effective outcomes within international business. Leaders who genuinely embody their values not only boost team performance but also help cultivate a culture geared toward growth and innovation. Additionally, insights from Parinyasutinun, U. (2020) study reveal the importance of developing community capital and highlight how strategic operations and strong governance are crucial for nonprofit organizations.

Furthermore, findings by Muhammad Abbas et al., Udin, U. et al. (2023) indicate that transformational leadership significantly enhances project success compared to transactional leadership, with project-specific characteristics like size and type influencing this relationship. The transformational leadership style brings change in organizations as well as the people working within them. As we observe the limitations of government organizations in meeting the community's diverse needs, the crucial contribution of non-governmental organizations becomes apparent in driving development.

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