

OL 703: Transformational Leadership

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### **Source One: Transformational Leadership**

Kouzes, J. M., & Posner, B. Z. (2023). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (7th ed.). Wiley.

#### **Comment 1:**

Kouzes and Posner's book thoroughly explores how transformational leadership can improve how well a company works and how happy the employees are. The article is based on real research and gives a detailed look at how transformational leaders encourage and inspire their teams.

#### **Quote/Paraphrase:**

They state that transformational leaders not only inspire their teams but also ignite a change that permeates the entire organizational culture, leading to increased innovation and productivity. This highlights the influence of transformational leadership beyond traditional practices.

#### **Essential Element:**

Transformational Leadership Style - This article aligns directly with the essential course element concerning transformational leadership style, detailing its distinctive features and its effectiveness in organizational settings.

### **Additive/Variant Analysis:**

Their work is additive as it talks about how new data and modern examples support the existing ideas about transformational leadership. It's different from older studies because it includes the latest technology and cultural changes that affect leadership strategies today.

### **Contextualization:**

In the context of leadership studies, this book in leadership studies helps students and professionals understand how transformational leadership is changing in today's workplaces. It also gives practical advice to future leaders on developing the skills needed to create an environment that encourages change and innovation.

### **Source Two: Definitions of Leadership**

**Title:** Nohria, N., & Khurana, R. (Eds.). (Recent Edition). *The Handbook of Leadership Theory and Practice*. Harvard Business Review Press.

### **Comment 1:**

Nohria and Khurana look at what leadership means today, showing how it has changed from old-fashioned ideas to more modern and collaborative approaches. The handbook gives a look at how different ideas about leadership affect how organizations behave and make decisions.

**Quote/Paraphrase:**

This handbook thoroughly looks at different ideas about leading and how to use them in real life. It talks about how leading has changed over time, explores different ways to lead, and gives advice on how leaders can make a difference in organizations and help them succeed. The book combines research from universities with real stories, and gives leaders ideas on how to handle problems and make their teams or companies better.

**Essential Element:**

**Definitions of Leadership** - This article directly addresses modern definitions of leadership, providing clarity and depth to how leadership is visualized in various contexts.

**Additive/Variant Analysis:**

This handbook is additive as it provides an overview of the latest research and theories on leadership, offering a new viewpoint that highlights modern trends like distributed and transformational leadership.

**Contextualization:**

Nohria's work is really helpful for students and professionals to grasp how leadership is changing to meet the demands of society and organizations. It provides valuable insights that can be applied in real-world situations.

**Source Three: Biblical Foundations of Leadership**

**Title:** Steward, D. L., & Mann, B. K. (2020). *Leadership by the Good Book: Timeless Principles for Making an Eternal Impact*. Bethany House Publishers.

**Comment 1:**

Steward and Mann look at leadership principles found in the Bible and talk about how they relate to leadership today. This study connects old teachings with today's leadership issues from a biblical standpoint.

**Quote/Paraphrase:**

D. L. Steward and B. K. Mann shares principles of leadership based on teachings from the Bible. They combine spiritual guidance with practical tips to help leaders act with honesty, purpose, and a focus on creating a long-lasting, positive influence. Using stories from the Bible, the authors stress the significance of leading ethically, leading by serving others, and establishing a legacy that reflects values and principles.

**Essential Element:**

**Biblical Foundations of Leadership** - This book aligns with the course element of exploring the biblical roots of leadership, applying scriptural thoughts and insights to current leadership practices.

**Additive/Variant Analysis:**

Steward's analysis adds value by linking historical contexts with present-day leadership situations, bringing a new and unique viewpoint to traditional interpretations of the Bible. This

approach helps the reader gain a deeper appreciation for how historical events and leadership principles continue to be relevant and insightful in today's world.

### **Contextualization:**

This research contributes to incorporating spiritual aspects into leadership studies, which enhances the ethical guidelines that modern leaders follow in their roles. By integrating spirituality into leadership studies, this work aims to provide leaders with a more comprehensive framework for making ethical decisions and guiding their teams effectively in today's fast business environment.

### **Source Four: Moral Leadership Defined**

**Title:** *Moral Leadership for a Divided Age: Fourteen People Who Dared to Change Our World*  
by David P. Gushee and Colin Holtz (2018)

### **Comment 1:**

David and Colin explore the idea of moral leadership by focusing on ethics and responsibility. The book talks about the important qualities that make up moral leadership and how they impact global governance.

### **Quote/Paraphrase:**

This material introduces the important ideas and actions related to ethical leadership. It looks at different theories, difficulties, and real-life instances of making ethical decisions in leadership positions. The editors gather a variety of viewpoints on how leaders can maintain moral values, build trust, and handle tough ethical problems in companies and communities. The

book aims to give basic knowledge for future and current leaders who are concerned with honesty and thoughtful leadership.

**Essential Element:**

**Moral Leadership Defined -**

This book thoroughly explains what moral leadership is all about, highlighting its key traits and significance. It goes into detail about why moral leadership is important in various contexts.

**Additive/Variant Analysis:**

Their work extends the discussion of moral leadership by incorporating global and different cultural perspectives, which is variant from more traditional views.

**Contextualization:**

The insights provided are very helpful for leaders in diverse and interconnected global settings, highlighting the universal significance of ethical leadership. This insight is especially valuable as it emphasizes the importance of ethics in leadership across different cultures and communities worldwide.

**Source Five: Characteristics of a Moral Leader**

**Title:** Sucher, S. J. (2020). *The Moral Leader: Challenges, Tools, and Insights*. Routledge.

### **Comment 1:**

Sucher thoroughly examines the essential qualities that employ a morally upright leader within the organizational environments of today. Through the use of real-life case studies, the book effectively demonstrates how these attributes come to life in practical, day-to-day situations.

### **Quote/Paraphrase:**

Sucher's book explores the tough moral and ethical issues that leaders deal with in different types of organizations. It provides practical advice for handling these challenges, so leaders can make good decisions and act with honesty. Sucher uses examples to show how leaders can handle tough situations, juggle different values, and encourage ethical behavior in their organization. The book is meant to help leaders learn the best ways to lead with clear morals in today's complicated world.

### **Essential Element:**

#### **Characteristics of a Moral Leader**

This book dives into the key characteristics and actions that define moral leadership, providing valuable advice on fostering these attributes. Ethical leadership is crucial for creating a positive and impactful influence, and this piece aims to offer insights into cultivating these essential qualities.



### **Additive/Variant Analysis:**

Sucher's contribution is additive because it provides clear, concrete proof that these traits help strengthen organizational integrity and improve performance as time goes on. By showing how these qualities make a positive impact, Sucher's work adds valuable insights that build on existing understanding.

### **Contextualization:**

Sucher's findings are super useful for both current and future leaders who want to build a strong sense of ethics in their work and create an honest and ethical environment within their organizations. These useful insights give leaders real tools and strategies to shape a workplace that is guided by clear moral principles. By applying his ideas, leaders can improve not only their personal decision-making but also influence their team and organization's culture in a positive, ethical direction. This helps create a foundation for long-term success built on trust, integrity, and responsible leadership.

## References

- Gushee, D. P., & Holtz, C. (2018). *Moral Leadership for a Divided Age: Fourteen People Who Dared to Change Our World*. Baker Publishing Group.
- Kouzes, J. M., & Posner, B. Z. (2023). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. Wiley.
- Nohria, N., & Khurana, R. (Eds.). (2010). *Handbook of Leadership Theory and Practice: An HBS Centennial Colloquium on Advancing Leadership*. Harvard Business Press.
- Steward, D. L. (2020). *Leadership by the Good Book: Timeless Principles for Making an Eternal Impact*. FaithWords.
- Sucher, S. J. (2020). *The Moral Leader: Challenges, Insights, and Tools*. Routledge.