Transformational Leadership

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Professor

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Assignment

### *Developmental Readings*

Review Assignment #3, the course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

* Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” for updated information on sample comments, rubrics, and key definitions related to developmental readings.

**Source One:** Ghani, zora. (2025, January 12). *principal’s transformational leadership and teacher’s motivation*. researchgate.net. https://www.researchgate.net/publication/329184883\_Principal’s\_Transformational\_Leadership\_and\_Teacher’s\_Motivation

**Comment 1:**

**Quote/Paraphrase:** Therefore, team leaders are required to share their vision and goals of any activity prior to scheduling any form of training. With such a type of leadership, the very self of teachers will be transformed since they will be working in a stress free environment whereby they are valued, and consequently they will endeavour to perform above expectations. It is hoped that the study will provide crucial information about the effect of transformational leadership in enhancing teachers’ performance, engagement and productivity.

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

**Additive/Variant Analysis:** This is a variant to my understanding of transformational leadership style. From my perspective planning does not equate to good leadership or a stress free environment.

**Contextualization:**  I was an educator for eight years. In my experience there was not a “stress free” environment ever. I do not think I ever felt valued. Perhaps that was one of the reasons I left education. Our team leaders were required to share goals/activities prior to any form of training. This was especially the case for the work I did under the DEI grant. I was compensated for my time, but there was still a great deal of stress. I think teaching is a very unique area when we consider leadership. To become an administrator, that person has to have teaching experience. However, when they are addressing academic needs it is still with a view that is outside of the classroom. I taught a foreign language which presented many challenges because what could work for most department did not work or even apply to the Spanish department. I do not think it is feasible for teachers to work beyond expectation.

**Comment 2:**

**Quote/Paraphrase:** In the field of leadership, the term “change” entails a change in leadership driven by positivity within an institution; therefore, for a leader to influence any change or decision, it is imperative to adopt an appropriate style

**Essential Element:** This quote is associated with the definitions of leadership.

**Additive/Variant Analysis:** This comment is an additive to my understanding of the definition of leadership. Since leadership has an evolving definition cultural context is beneficial.

**Contextualization:** I think this is an additive to my thoughts on leadership within a church. Leaders will have to become accustomed to change. Their leadership, no matter which style they adopt, will come with constant change. This is especially true for multicultural, multigenerational congregations. The creation and maintenance of a multicultural metropolis is rigorous. These constant changes and challenges have to be met with positivity and an open mindset in order to create an environment where leaders are using the biblical foundations of leadership and that their followers feel empowered. Oftentimes I have found that leadership, specifically within mega churches, resist change. The idea of “it’s not broke, don’t fix it” mindset plays out. There is usually a tone of dictatorship. It is quite the conundrum as one would hope that the church would have the most evidence of servant- leadership.

**Source Two:** Magezi, V. (2015). God-image of Servant King as powerful but vulnerable and serving: Towards transforming African church leadership at an intersection of African kingship and biblical kingship to servant leadership. Hervormde Teologiese Studies, 71(2), 1–9. doi:10.4102/hts.v71i2.2907

**Comment 3:**

**Quote/Paraphrase:** Arguably, while this church leadership approach draws from the traditional African practice of kingship and gerontocracy, it is at variance with the biblical model of servant leadership. Therefore, African church leaders are challenged to develop a constructive African church leadership approach that

appropriately integrates African traditional kingship and biblical servant leadership approaches.

**Essential Element:** This comment is connected to definitions of leadership.

**Additive/Variant Analysis:** This is an additive to the concept definitions of leadership.

**Contextualization:** This comment is what gave me the idea for my paper. I attend a multicultural church. However the powers that be have a westernized view of life and this includes leadership. I grew up in a West African church so leadership, tradition, and culture were rolled into one. There are elements in western culture that are separate, for example being a servant leader. West African leadership are inherently servant leader based. While there is opportunity to exploit the authority that comes with leadership ( as it is possible to exploit nearly anything) My stepfather was/is a pastor. In Ghanaian culture if you are a pastor you are automatically a community elder. So decisions that governed the church were also decisions that governed the community. In my experience specifically in reference to the church I currently attend, there is a transaction based at the root of the decisions made. For example all of the outreach activities have the goal of exposing the immediate community to the church in hopes of gaining more membership. The removal of the mission cafe as well as the hospitality suite for the volunteers was done to decrease costs for the church and encourage volunteers to be in service. Conversely, in west african culture food is tied to hospitality so it was normal to have food available at every service.

**Comment 4:**

**Quote/Paraphrase:** The ﬁrst perspective is the impact of culture and tradition in the sense that some leaders preferred informality and showed aversion to structure and reluctance to take a stand, set the agenda and lead for a righteous cause. The second perspective is the polarity that African leaders often experience whereby on the one hand there is the Western emphasis on practical, merit based, bottom-line effectiveness and, on the other hand, the Africans’ preference to be interdependent, communal,relationship-aware and respectful.

**Essential Element:** This quote is connected to the characteristics of a moral leader.

**Additive/Variant Analysis:** This is an additive to my understanding of a moral leader. This quote gives insight to the cultural considerations of African leaders.

**Contextualization:** When I think of Jesus who is the ultimate example of a leader, the term most associated with him is servant leader. Jesus' aim was to fulfill scripture and serve the people. He demonstrated this a number of times including when he washed his disciples feet. Washing the feet was a cultural practice too. Geographically where Jesus' ministry took place, there was a lot of sand so when visitors came, the youngest or lowest ranking servant would wash their feet as an act of hospitality. By Jesus performing a task meant for a low ranking individual He was demonstrating a spiritual practice using a cultural practice. With modern culture, fusing cultural practices with transformational, servant-leadership can prove to be a daunting task. It is easier to identify these practices in western culture, especially the states since it a capitalistic, individualistic society.

**Source Three:** Cole, N. (2009). Organic leadership: Leading naturally right where you are. Grand Rapids, MI: Baker Books.

**Comment 5:**

**Quote/Paraphrase:** Bob began by saying that in many cases, the bottleneck in the ministry of our churches is the pastors. He recounted ways that pastors actually prevent ordinary Christians from being used in God’s kingdom.

**Essential Element:** This quote is related to biblical foundations of leadership.

**Additive/Variant Analysis:** This is an additive to the conversation of the biblical foundations of leadership. It provides further insight into the ethics of leadership.

**Contextualization:** I would venture to say that church leaders start out with the goal of being transformational leaders. I think that as churches grow especially the mega size, there is so much that has to be delegated. Oftentimes pastors might not personally know the people they are putting in positions of leadership. Some churches, due to their needs, have paid staff. The reality is, for those churches there is a business side of the church. Bills have to paid, goals have to be met, thus leaving pastors to resort to resumes. On one hand as a student myself, I understand the value of a classical education. I have already seen the difference my studies have made in my life in a professional setting. As far as the church, I was already everything that I am now being recognized for. It is such an irony that Jesus spent a great deal of his ministry highlighting the unqualified. He taught lessons using real life examples of the ordinary. Preachers preach on the very thing they are neglecting to practice. It is their reliance on human abilities and accolades that prevent the ordinary everyday person from being used in God’s kingdom. I will certainly expand on this thought in my paper.

**Source Four:** McKenna, R. B., Matson, J., Hanley, D. M., Becker, O., & Hickory, M. K. J. (2015). Calling, the caller, and being called: A qualitative study of transcendent calling. Journal of Psychology and Christianity, 34(4), 294–303.

**Comment 6:**

**Quote/Paraphrase:** Do not see the caller as outside one's self, but see the caller as the self where there is a feeling of alignment between one's skills and roles, or alignment between enjoyments and needs.

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

**Additive/Variant Analysis:** This comment is an additive to the concept of transformational leadership. It gives further insight on the process for transformational leadership.

**Contextualization:** From my research there is a plethora of information on the outcomes of a transformational leader. I think what is lacking is the blueprint to accomplishing that goal. If the end goal of transformational leadership is to pour into the followers with inspiration, motivation, in hopes of producing excelling workers, what does that process entail? This comment is a good starting point. Years ago I took a leadership class and the first thing they had us do was take the myers-briggs test. The idea was that we would find roles that were tailored to our personality. At Bridgeway Community Church, they have a more evolved and in my opinion effective approach. I had to take the strengthsfinder test. I had never heard of it. In addition to taking the test I was assigned a certified coach to walk me through my results. During that session we also discussed how to harness my strengths and what roles would fit my natural abilities. I think this is a more holistic approach to identifying qualities in the ordinary person to do kingdom work as opposed to relying heavily on resumes.

**Source Five:** Muhammad Abbas a, et al. “Transformational versus Transactional Leadership Styles and Project Success: A Meta-Analytic Review.” *European Management Journal*, Pergamon, 1 Nov. 2021, www.sciencedirect.com/science/article/abs/pii/S0263237321001547.

**Comment 7:**

**Quote/Paraphrase:** In addition, it may be possible that transformational leaders are more effective for project success in collectivistic cultures as compared to individualistic cultures because of their selflessness, individualized consideration, and team-orientation.

**Essential Element:** This quote is associated with transformational leadership.

**Additive/Variant Analysis:** This is an additive to the conversation of transformational leadership. It gives depth to the applicable setting for this particular leadership style.

**Contextualization:** While transformational leadership is good in theory, it might not be an applicable leadership style for every setting. I do think that leadership styles can overlap. For example it is possible to be a managerial transformational leader. I work for a fiduciary. In that setting, it has to be transactional and managerial. I will say my boss is also a servant leader. There is never a task he will ask of his staff that he hasn’t done or isn’t willing to do himself. He also has the heart of a servant. For me, I am the only completely remote employee he has. He had my home outfitted with everything I needed to be successful from the comfort of my home. Even so, working in finance is a very transactional environment and system.

This comment ties into one of the previous quotes I referenced. The African American community has a collective consciousness, so transformational leadership styles would flourish within our community. Some other cultures, such as western or Asian, think Chinese and Japanese, are more individualistic and so the transformational leadership style runs the risk of falling flat or being viewed as a weakness.

**Source Six:** Chaisson, James Phillip. “A Correlational Study of Transformational Leadership Behavior and the Spiritual Growth of Congregants’ from Multicultural Churches of Christ in the United States.” *Proquest.Com*, tricommunitycollege, 2021.

**Comment 8:**

**Quote/Paraphrase:**  There is also the need to understand if a relationship exists between that specific leadership behavior and the spiritual growth of a multicultural congregation. Therefore, this study proposed to examine transformational leadership behavior and the spiritual growth of those from multicultural churches of Christ found in the United States.

**Essential Element:** The quote is associated with the biblical foundations of leadership.

**Additive/Variant Analysis:** I think this comment is a neutral quote. It expounds upon the need to explore leadership styles within a multicultural church setting but doesn’t take a stance.

**Contextualization:** Again this comment ties into some of the previous comments I have used for my readings. I like this quote because multicultural settings are still relatively new. My church is founded on being multicultural. I am not familiar with any other church that is like that in the area despite the DMV being pretty diverse. This is not to assume that diversity does not exists within other churches, it is to say two things. One there is a distinct difference between diversity and multicultural, and two that in a worship setting people tend to seek community. I am mixed, so attending a multicultural church was a natural choice for me. All this to say that multicultural congregations are still a new phenomenon with much to explore. Is one leadership style more suited than another? Because it is a diverse setting does it require a myriad of styles? Can there be multiple leadership styles- transactional, transformational, servant-leader, and still effectively promote spiritual growth?

**Source Seven:** Ghasabeh , Mostafa Sayyadi. “Transformational Leadership: Implementing a Cultural Approach in Organizations.” *Scholar.Vapo.Edu*, Journal of Value Based Leadership, 2021, scholar.valpo.edu/cgi/viewcontent.cgi?article=1340&context=jvbl.

**Comment 9:**

**Quote/Paraphrase:** Transformational leaders, therefore, enhance knowledge acquisition through intellectual stimulation that facilitates knowledge transfer and simultaneously explores more innovative solutions for organizational problems.

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

**Additive/Variant Analysis:** This is a variant to my beliefs on transformational leadership style. This quote implies that transformational leadership directly correlates with success.

**Contextualization:** Innovative solutions is a big undertaking especially in a church setting. It is very needed though. I think the pitfall or danger with transformational leadership is that there is such an outpouring from the leader and there isn’t a guaranteed outcome. It is presumptuous to believe that transformational leaders enhance knowledge acquisition. Maybe in a personal setting but I don’t see this being accurate in a broad sense. I have witnessed the same type of messages preached to no avail. Our pastor has spoken many times about being a financial blessing to others, and has even done demonstrations during service. Our church members still have this phobia of sharing resources. The fear of being taken advantage of supersedes any information. I am not sure I am doing the best at explaining it, but there has to be a synergy between the leader and follower in order for this theory to work. I do not see this working in a church setting on a mass scale.

**Source Eight :** Ghasabeh , M. S. (2021). *Transformational Leadership: Implementing a Cultural Approach in Organizations*. scholar.vapo.edu. https://scholar.valpo.edu/cgi/viewcontent.cgi?article=1340&context=jvbl

**Comment 10:**

**Quote/Paraphrase:** For example, in some non-Western cultures, the change orientation of transformational leaders might come across as not having respect for tradition.

**Essential Element:** This comment is in relation to transformational leadership style.

**Additive/Variant Analysis:** This comment is an additive to both the definitions of leadership and transformational leadership style. It adds depth to the cultural implications of leadership.

**Contextualization:** I think this is where the theory of transformational leadership becomes nuanced. I would dare say that transformational leadership is regarded as the best practice or top tier type of leadership. I honestly think that it is setting dependent. Transformational, especially in a church setting can be a person leaving a negative vice. It can produce a church that willingly gives, has a heart for community etc. There doesn’t have to be this man made shift at all times. Conviction and true change come from the Holy spirit. We are called to plant the seeds. I think it goes back to western culture where the emphasis is this bottom line. There is more value assessed on having more people following Christ, as opposed to more people having a deeper relationship with Christ. Jesus upheld traditions, definitely called the Pharisees on their mess, but he honored tradition. So then why does that need to be transformed??

**Source Nine:** Muhammad Abbas a, et al. “Transformational versus Transactional Leadership Styles and Project Success: A Meta-Analytic Review.” *European Management Journal*, Pergamon, 1 Nov. 2021, www.sciencedirect.com/science/article/abs/pii/S0263237321001547.

**Comment 11:**

**Quote/Paraphrase:** They suggest that transformational leadership is not only generalizable but also that it is more important in collectivistic societies than in individualistic ones, because the cultural values that followers hold in a collectivistic society are often more aligned with transformational leaders’ focus on collective mission, goals, and responsibilities

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

**Additive/Variant Analysis:** This is an additive to the transformational leadership style. This comment proves my theory in response to a previous quote.

**Contextualization:** I totally agree that transformational leadership styles will thrive in collective cultures. For example in the African American culture as a whole, there is a collective goal of education, access for children, building generational wealth, community service. There are African American sororities and fraternities whose pillars echo that. Because there is this collective consciousness then a transformational leadership style will flourish within this setting. Everyone has the same goal. Pouring into those groups, giving access to information, motivation, and inspiration will only produce more effective outcomes. For example there is a Black sisterhood whose motto is *service is what we do*, a transformational leader who can tie in biblical aspects as well as motivate their group will inherently produce women who will find innovative ways to carry out service. It can even lead to women finding divine purpose in their service.

**Comment 12:**

**Quote/Paraphrase:** Traditionality will moderate the relationship between intellectual stimulation and leadership effectiveness. For superiors who hold more traditional values, the relationship between intellectual stimulation and their assessments of leadership effectiveness will be weaker than for those superiors with less traditional values.

**Essential Element:** This comment is about the definitions of leadership.

**Additive/Variant Analysis: This is an additive to both definitions of leadership and transformational leadership style.**

**Contextualization:** I tend to immediately associate traditionality with cultural practices. This can be too niche of a thought. If we are talking about traditionality in a work setting such as teaching, then yes traditionality will moderate the relationship between intellectual stimulation and leadership effectiveness. If we are talking in the finance world, not so much. Money doesn’t leave room for transformative thinking. I would have to do more research on the implications of this quote to fully digest it. I do think in the contexts of what I want to explore for assignment three it will prove to be helpful though.

**Works Cited**

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