LDR 815-32 Transforming People Problems

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**Assignment #3 – Essay 1**. Select a people issue you are passionate about. Write a 5-page paper applying transformational leadership concepts, compose a research project for addressing this social issue while working in communities with people of diverse cultures and backgrounds. Include the following elements:

a. Analyze the nature of man from theological, sociological, and psychological perspectives as they relate to your chosen issue.

b. Analyze the behavioral motivation for the chosen people's problem and the leader’s role in influencing a solution.

c. Examine methods of communication to build trust in this situation.

d. Describe conflict resolution techniques that can be used.

**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 at least eleven scholarly research sources (two books and the remaining scholarly peer-reviewed journal articles).

Policing is a profession built on integrity, compassion, and commitment. To establish this in a department, leadership must possess these traits. Unfortunately, unethical leaders have tarnished the profession by turning a blind eye to corruption, use-of-force incidents, and police brutality. Departmental expectations must be understood to address this negative trend, particularly regarding leadership. By analyzing man's nature, we can better understand the mindset of leadership and accountability, which can strengthen an organization's effectiveness, especially in law enforcement.

With heightened interest and emphasis on ethical leadership, leaders are often viewed through the lens of morality, where their conduct and decisions are evaluated based on department logic and moral implications (Sophia Soyoung Jeong et al., 2024). Following this trend, ethical leadership has become a topic of significant interest to practitioners and scholars. Organizations have begun to integrate principles of ethical leadership into their employee training programs (Sophia Soyoung Jeong et al., 2024). It has recognized the role of discrete emotions in leader-follower relationships in different leadership styles, including abusive supervision, authentic leadership, and transformational leadership (Sophia Soyoung Jeong et al., 2024).

Abusive supervision in law enforcement can be described as a leader who utilizes the dynamics of power, control, and the impact on subordinates. This behavior often manifests itself when a leader has the mindset of doing what I say, and I will ask for permission later. This type of leader leads by fear and disrespects the title and position. Abusive supervision affects police officers’ proactive behavior. Specifically, it relegates officers to perceive themselves as powerless, which mediates the relationship between these leadership styles and officers’ proactive behavior (Abdillah et al., 2024). In recent years, leaders’ management behaviors have received increasing attention, with news of abusive supervision from leaders frequently appearing on social media (Zhang et al., 2021). Abusive supervision is considered the dark side of leadership. It is characterized by a supervisor who continues to exhibit hostile verbal and nonverbal behavior to subordinates (Zhang et al., 2021). Negative leadership can lead to bad work reactions from employees (Zhang et al., 2021).

Organizational dehumanization harms workers’ well-being. Workers’ perceptions of being treated and perceived as objects or resources within their companies have detrimental consequences for their well-being (Sainz et al., 2021). Officers work in the streets of cities all across America daily, and when leaders dehumanize those officers under their command, this causes low morale and a sense of worthlessness. Dehumanization is a pervasive phenomenon with blatant and subtle expressions, which could affect many groups and have important consequences in social interaction (Sainz et al., 2021). To chart a path of ethical leadership within a police department, we must first understand authentic leadership and its effects on subordinates. Factors that could improve workers’ well-being as they perform their daily routines. Specifically, we focus on the possible protective influence that a specific type of leadership can exert on workers: an authentic leadership style (Sainz et al., 2021). This leadership style has been identified as having positive outcomes in working environments. Thus, we expected that authentic leadership would reduce workers’ perception of dehumanization by the company, creating conditions where workers would be less likely to suffer stress when performing their work routines (Sainz et al., 2021). Law enforcement comprises a group of type “A” personalities. Authentic leaders empower and demonstrate resilience in the face of adversity. Resilience is important in law enforcement because adversity can be divorce, illness, and life and death. Authentic leaders must be able to navigate their subordinates through personal life situations and the many situations that will arise due to the profession.

To truly understand leadership, we must gain an understanding of man's nature. By definition, man's nature combines thinking, acting, and reacting learned in social situations. Applying that to leadership in law enforcement, we all come to the table with a preconceived mindset of our world. These preconceived values affect how we respond and relate to others. As a leader, these values have to be put aside and the goal is to guide, motivate, and be the example to subordinates.

Abusive supervision and authentic leadership show the nature of man. The first shows how controlling leaders negatively affects subordinates, while the second shows how leaders can build their group. To address how a leader can profoundly affect the mental, physical, and spiritual health of the subordinates under their command, we can examine the nature of man through a theological, sociological, and psychological lens of transformational leadership.

Many theological frameworks emphasize the inherent worth of every individual. This belief can be foundational for transformational leaders in law enforcement, who must treat their officers with respect and compassion. Leaders guided by these principles can build a work environment where ethical behavior is prioritized. The transformational leadership style contributes positively to the anchoring approaches in culture (Mouazen et al., 2024). Transformational leadership style was addressed. Idealized influence indicates that charismatic and visionary leaders are credible, honest, and trusted. They can inspire and influence others by their behaviors or attributes to follow the leader willingly and support their goals rather than their own (Mouazen et al., 2024). Leaders assist followers to experience the importance of their work through communication. Through individual consideration, the leader pays attention to advising, coaching, and nurturing followers, as well as developing their talents and competences while considering their personal and professional requirements (Mouazen et al., 2024).

A sociological perspective focuses on how individuals are shaped by their social environments. Those who decide to pursue a career in law enforcement must decide to make a total shift in life. Upon entering the police academy, you are indoctrinated into a lifestyle; it is not just a job. Transformational leaders recognize the importance of social dynamics within law enforcement and strive to create a culture encouraging collaboration, innovation, and respect among officers. Leaders must also understand how to handle the stressors of law enforcement. Coping skills have been shown to contribute significantly to law enforcement officers’ ability to manage a variety of personal and professional stressors (Blumberg et al., 2023). Law enforcement agencies could increase the availability of health and wellness resources to support officers. Focusing on intervention with struggling officers and prevention efforts, the resources should include peer support; a robust chaplaincy program; mental health counseling services; wellness, fitness, and nutrition classes; and specific types of family support. However, recent research raises questions about how many law enforcement agencies provide such resources (Blumberg et al., 2023).

Looking at a man from a psychological perspective focuses on understanding what motivates individuals. From a leadership perspective in law enforcement, understanding what motivates many different personalities is essential to having a cohesive unit that understands each other. Transformational leaders in law enforcement can motivate by creating a clear vision that provides room for professional growth, including a healthy and safe work environment. The performance, safety, and well-being of those who serve and protect our community and the development of psychological and resilience skills must be considered alongside physical and tactical training. With the passage of the Law Enforcement Mental Health and Wellness Act of 2017, the mental well-being and resilience of the men and women in law enforcement is gaining national attention (Land et al., 2023). Given the potential negative performance and health ramifications from unregulated emotional responses for those in the line of duty, identifying optimal psychophysiological states may present a meaningful approach to enhancing self-awareness and facilitating self-regulation strategies (Land et al., 2023).

The profession of policing is built on integrity, compassion, and commitment. To establish this in a department, leadership must exemplify these rules. With heightened interest and emphasis on ethical leadership, leaders are often viewed through the lens of morality, where their conduct and decisions are evaluated based on department logic and moral implications (Sophia Soyoung Jeong et al., 2024). Abusive supervision and authentic leadership show the nature of man. The first shows how controlling leaders negatively affect subordinates, while the second shows how leaders can build their group. To chart a path of ethical leadership within a police department, we must first understand authentic leadership and its effects on subordinates. To address how a leader can profoundly affect the mental, physical, and spiritual health of the subordinates under their command, we can examine the nature of man through a theological, sociological, and psychological lens of transformational leadership. Leadership runs from the top to the bottom of your organization, and accountability runs from the bottom to the top. Effective leaders in law enforcement must be willing to sow into their youngest and most junior officers and be accountable to all their subordinates. Leaders must embody the department’s vision of integrity, compassion, and humility. This type of leader will allow their subordinates to grow mentally, physically, and spiritually, and be better officers when serving the public.

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