James Hollywood III

Omega Graduate School

LRR 815-32 Transforming People Problems

Professor Dr. Brenda Davis

February 9, 2025

***Assignment #2 – Developmental Readings***

* 1. Create Developmental Readings from seminal sources and scholarly peer-reviewed journal articles. Review instructions for Assignment #3, the course essential elements, and course readings to identify selections of books and journals to create entries.
  2. Refer to the "**Student Guide to Developmental Readings**" in the **General Helps** folder for updated information on *sample comments*, *the grading rubric*, and *key definitions* related to developmental readings.

1. **Role of Transformational Leadership in Pro-Poor Development Initiatives**
2. Quote/ Paraphrase: In the article "Role of Transformational Leadership in Pro-Poor Development Initiatives," Mahmoud (2020) examined how transformational leadership can reduce poverty in Zanzibar, an island east of Tanzania, Africa. A transformational leader motivates and inspires others toward a shared vision and builds trust, support, and a strong sense of purpose and unity.
3. Essential Element: This article demonstrated transformational leadership, which inspires and equips others, building their capacity to lead their change.
4. Additive/ Variant Analysis: Transformational leadership is needed in community development and engagement because it helps build supportive relationships that enable change within the community. However, this leadership approach does not necessarily address policy and systemic change, which plays a significant role in developing or supporting capacity building in the community. Transformational leadership focuses primarily on relationships and skill building, which are critical but must have broader systemic efforts to build ecosystems that last well beyond the movement and changes of people within the community context. As a leader, it is important to gain the support of others, carry the torch, and lead change with a shared vision.
5. Contextualization: Throughout my experiences working and volunteering within many communities throughout the United States and Brazil, this study resonates deeply with my leadership style and commitment to fighting poverty. This article reinforced the importance of developing leaders within communities rather than relying solely on monetary relief.

I lived in Arkansas for twelve years, working on community issues spanning education, homelessness, climate change, and juvenile justice reform. While serving on various boards, commissions, and task forces, I noticed that community leaders were disengaged from the change-making process in some communities. Many had a vision for progress but lacked the knowledge, skills, and confidence to act, often attributing their struggles to politics rather than seeking solutions to the problems.

This article reaffirms my belief that leadership development must be a core part of community outreach and engagement. Moving forward, I will continue developing myself as a leader while integrating structured leadership training into the communities I serve. By equipping individuals with tools, knowledge, and support to lead their change initiatives, I hope to support communities in becoming self-reliant and building toward system change that can lead to policy reform and sustainability.

1. Assessing My Personal Myers-Briggs Personality Type and Leadership: INFJ in Community Change

a. Quote/ Paraphrase: The Myers-Briggs personality assessment assesses leaders based on personality. According to the assessment, my leadership style is Introverted, Intuitive, Feeling, and Judgmental. As an “Advocate” or Visionary Leader, I am driven by purpose, seek deep connections, and focus on long-term change in communities or organizations.

b. Essential Element: While this reading aligns with all four essential elements in the course syllabus, it strongly aligns with the interdisciplinary perspective on Human Behavior given the variables that go into the scientific personality assessment. However, understanding how personality influences leadership style is important when working on community change, as it helps leaders like me navigate different environments, interact with people, and tailor their approach to fit the environment.

c. Additive/ Variant Analysis: INFJ leadership tendencies are defined by deep empathy, strategic thinking, and a strong commitment to social change. I thrive in advocacy, as it aligns with my values and actions. However, this also presents many challenges for me as an INFJ. I prefer harmony and peace over conflict, which can emotionally drain high-conflict environments. I would consider developmental reading as an additive because it allows me to look at my strengths and challenges and be aware of them when they present themselves when I engage in social change environments.

d. Contextualization: My natural tendencies are directly influenced by making things better than I found them. I have naturally sought out and did not know until now that I seek out systemic gaps and advocate for better solutions due to my personality. My passion is to ensure that communities have the resources and leadership needed for long-term progress and benefits for humanity. Recognizing that I do not like high-conflict environments, I need to build resilience and manage my change efforts strategically with boundaries. This reading shows that my personality allows me to lead effectively, using my strengths and challenges to create adaptability.

1. Exploring the Relationships Between Team Leaders Conflict Management Style and Team Passion

a. Quote/ Paraphrase: This study focuses on a leader's impact on negative and positive team performances. A leader's approach to navigating conflict is essential for building a high-performing team or disrupting its climate when emotions run high in a workplace. This research examines how a leader's ability to support team behaviors and attitudes influences collaboration, productivity, and engagement.

b. Essential Element: This article aligns with the essential element of Communication and Conflict Resolution, which discusses how leaders' conflict management style affects team performance and passion in a workplace or team setting.

c. Additive/ Variant Analysis: This developmental reading studies how a leader's approach to conflict resolution can create a cooperative team climate. The research reinforces how leaders, including myself, must prioritize emotional intelligence and the well-being of their teams. When people experience positive emotions such as joy, interest, and fulfillment, they flourish, and their performance also does. On the other hand, when people experience negative emotions, it reduces pleasure. It shows anxiety, sadness, anger, and despair, diminishing morale and productivity and causing the organization or team a lot of losses and setbacks.

d. Contextualization: As I think about my experiences, I have seen firsthand how my emotions and conflict management techniques have influenced my work in community and organizational settings. This article reaffirms my commitment to adopting a cooperative conflict management style that cultivates and grows positive environments. I can enhance teams' overall passions and performances by engaging in open, honest communication and collaborative efforts. Just as Jesus Christ influenced His disciples, this approach helps to resolve conflict through empathy, listening, and shared vision and mission; leaders can resolve conflicts by focusing on the importance of relationships and fostering unity to strengthen teams to accomplish goals.

1. Maslow’s Hierarchy of Needs
2. Quote/ Paraphrase: Maslow’s Hierarchy of Needs is a psychology theory that examines human behaviors through a structured progression of needs. Abraham Maslow identified five categories: physiological, safety, love and belonging, esteem, and self-actualization need. According to Maslow, these needs are essential for human survival and development, and if individuals meet basic needs, they can progress toward higher levels of fulfillment.
3. Essential Element: This developmental reading aligns closely with the interdisciplinary perspective on human behavior by providing a framework for understanding people's behavior by influences across many different circumstances and people.
4. Additive/ Variant Analysis: I first learned about Maslow’s Hierarchy of Needs in my college career, and it reminded me of the fascinating perspective for understanding the complexity of individual and societal challenges based on psychological, physiological, and sociological factors. This study continues to add to my studies by explaining how many factors across all cultures and individuals influence human motivation. Maslow's theory fails to recognize that everyone's progress is not the same given the environmental and systemic barriers many have faced that have interrupted their ability to meet the most basic needs.
5. Contextualization: I have spent most of my career in social justice, making an impact within communities. Over the last three years, I have gained a deeper understanding of systemic challenges that have prevented some from moving forward. I worked closely with systems of juvenile justice and child welfare systems, where I observed that young people and families entered these systems due to a lack of providing for their basic needs or unmet basic needs for life, just as Maslow addressed. For example, when I was working on improving the juvenile justice system, one of the most significant barriers was ensuring that young people had access to quality food, shelter, and safety. Providing the basic needs at the current moment was significant. However, it was essential to prepare them for personal success soon. Individuals must have their fundamental needs met before community engagement can be successful or policy changes. However, they both work hand in hand and cannot operate without the other. Maslow’s Hierarch of Needs framework continues to shape how I prioritize strategies and my approach toward mentorship, community development, and policy advocacy. It reminds me to meet people where they are and guide them toward higher levels of self-reliance. Howard Community College has a slogan of meeting people where they dream of being, but how can someone dream when they are just surviving a life of thriving, struggle, or survival?
6. Develop the Leader Within You by John Maxwell

a. Quote/ Paraphrase: In the book Developing the Leader Within You, John Maxwell discusses the importance of personal growth as the foundation to be a practical leader. Maxwell mentioned that the first person that a person can lead is themselves. Maxwell continues to cover aspects of the foundation of leadership, including influence, setting clear priorities, building trust by being honest and accountable, creating positive changes, problem solving, maintaining a strong attitude that influences their team, ability to cast a vision, developing others, practices self-discipline, and multiple himself as a leader in others.

b. Essential Element: John Maxwell's book Developing the Leader Within You aligns with the essential element, Leadership Styles

c. Additive/ Variant Analysis: Maxwell expressed that self-leadership is the foundation and explained that a leader who prioritizes their development is better equipped to lead others. A leader who is aware of themselves and aims for personal development is like a baby drinking milk and eating full meals. This reminds me of a biblical analogy: a baby transitions from milk to solid foods, where a leader must grow in maturity and wisdom. The Bible is full of lessons on the importance of self-development and continuance learning, which is important for leading others and navigating the path for others to follow.

d. Contextualization: As I think about my experiences, I remember conversations with my spiritual Pastor when I first accepted my calling to Preach the Gospel. He shared two fundamental lessons that stuck with me: "Study to show thyself approve” and “You cannot out-preach your life.” In other words, he reminded me that a leader must always be a lifelong student and live out the principles they teach. These lessons have stayed with me, with the importance of self-discipline, continuous learning, and leading by example.

1. Proverbs 16:2 and 1 Chronicles 28:9
2. Quote/ Paraphrase: “All a person’s ways seem pure to them, but the Lord weighs motives.”- Proverbs 16:2

“The Lord searches every heart and understands every desire and every thought.”- 1 Chronicles 28:9

b. Essential Element: The interdisciplinary perspective on human behavior is the essential element for these Bible verses as they relate to behavioral problems and sin.

c. Additive/ Variant Analysis: Some people act from a heart full of selfish ambition or misguided intentions. These verses provide depth that the heart examines a person's behavior. The Bible teaches that character and decisions change from a transformation of mind and heart. Leaders must continue to examine their motives and reflect on them when making decisions by asking themselves if this decision is something that God would approve of and if it aligns with a good purpose.

d. Contextualization: When I was younger, I used to wear a bracelet that said, “WWJD,” which stood for “What Would Jesus Do.” As a young person, I was new to the faith, but I was also convicting myself if my behavior aligned with how Jesus made decisions and carried himself. In my personal life and looking at other leaders, I have seen how self-justified actions led to harm, even when their original intent was pure. Leadership decision-making should always require self-evaluation of motive, which is rooted in humility, integrity, and actions accountable to God's standards and not men. God examines the heart, and I often examine my motives and reflect on those daily. No matter the action, I am forgiven, but my actions and behaviors positively or negatively impact others.

1. Relationships and Communication: Systemic Review

a. Quote/ Paraphrase: Resilience and communication are critical in assisting communities in enduring and recovering from emergency events. The effectiveness of both lies in the relationships within communities and the strategies and interventions that make them useful. In *Strengthening the Relationships Between Community Resilience and Health Emergency Communication,* Vandrevala et al. conducted a systemic review of over 300 articles. Their studies identified two themes: the relationship between emergency communication and community resilience and strategies and interventions that support effective communication. The first theme discusses building trust and collaboration, identifying resources, ensuring fair distributions, tailoring communications strategies to meet the community's needs, focusing on equity and inclusion, and engaging the community in listening sessions or feedback loops. The other theme prioritizes practical interventions, including community structure for communication, respecting personal and private health messaging bounties, targeted outreach to improve response, training to build capacity, and demonstrating commitment to equity and inclusion. This developmental reading shows the importance of transparent communication in building community trust.

b. Essential Element: The essential elements of this article are Communication and Conflict Resolution.

c. Additive/ Variant Analysis: The article provides a deeper understanding of reaching communities and strategically building trust. This article partially reached communities through communication, which influenced them in moments of crisis. In terms of crisis, I was thinking of a public health crisis. However, the importance of trust-building, engagement, and inclusivity was used heavily to support trust-building in communities. The article points out that poor communication and lack of transparency can create distrust and weaken community trust. A great emphasis on equitability and strategic outreach made me understand that I must tailor and adapt communication strategies to respond to community needs. The feedback and voices of communities are essential here.

d. Contextualization: In my work of systemic reforming child welfare and juvenile justice systems, I saw firsthand how communication shapes trust. In my work with co-design systems with community stakeholders, I encountered how to create platforms for authentic relationships that can be built behind the scenes as a strategic consultant and how they played out in live interactions. I learned the importance of equitability and not just delivering information but listening and responding to those concerns and ensuring that people feel heard, seen, and valued. This study strengthened my commitment to be intentional in communication strategies and my leadership approach to fostering collaboration, equity, inclusion, and resilience.

1. Transformational Leadership Qualities of Effective Grassroots Refugee-Led Organizations

a. Quote/ Paraphrase: Leaders who have experienced challenges or lived expertise often use their journey to inspire and mobilize others. This study shows how grassroots leaders empower their communities by fostering shared goals, building trust, and setting an example through their actions. In this sense, leaders can create a sense of belonging and collaboration within their organization and community. This research shows that a leader's behavior can create positive changes.

b. Essential Element: This article has several essential elements, but I focus on motivating change. This study shows how transformational leadership encourages and motivates people to change and take ownership of their circumstances.

c. Additive/ Variant Analysis: This study shows that leadership is about influence, not authority, as leaders empower others to change. The leaders in this article did not impose solutions per se but by exposing others through experiences. These tools motivated others and expanded their trust in their community.

d. Contextualization: As I read this article, I thought about the impact of the nonprofit I founded last year on influencing young people through mentorship. I have been blessed to mentor my students in the juvenile detention center and at a community college. Throughout my short time as a professor, I have seen their lives change week after week, and this article helped me develop a sense of my impact on them. I value leveraging my lived experiences to guide and inspire them for growth and change.

**References**

The Holy Bible. (New International Version). (2011). Proverbs 16:2; 1 Chronicles 28:9.

Johnson, R., & Stevens, P. (2021). *Exploring the relationships between team leaders' conflict management styles and team passion: Implications for organizational effectiveness.* *Journal of Organizational Behavior, 42*(3), 425-440.

Mahmoud, A. M. (2020). *Role of transformational leadership in pro-poor development initiatives: The case of Zanzibar, Tanzania.* *International Journal of Leadership Studies, 15*(2), 23-45.

Maslow, A. H. (1943). *A theory of human motivation.* *Psychological Review, 50*(4), 370-396.

Maxwell, J. C. (2018). *Developing the leader within you 2.0.* HarperCollins Leadership.

Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *MBTI manual: A guide to the development and use of the Myers-Briggs Type Indicator* (3rd ed.). Consulting Psychologists Press.

Vandrevala, T., Chrysanthaki, T., Chater, A., & Neelamegam, M. (2024). *Strengthening the relationship between community resilience and health emergency communication: A systematic review.* *BMC Public Health, 24*, 112.