Transforming People Problems

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Assignment 2

**Developmental Readings Review Assignment #2**

1. Create Developmental Readings from seminal sources and scholarly peer-reviewed journals articles. Review instructions for Assignment #3, the course essential elements, and course readings to identify selection 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.

**Student Focus:**

Perfecting effective leadership: Sustaining youth and adult workforce responsiveness for constructive and competitive advantage of the social and built-environment well-being.

**Transforming People Problems Essential Elements:**

1. Leadership styles
2. Interdisciplinary Perspective on Human Behavior
3. Motivating Change
4. Communication and Conflict Resolution

Source One:

Avery, L. A. (2010). A New House with a 1950s Foundation: The Complex Adaptive System Theory of the Organization related to Dr. W. Edwards Deming's Theory of Profound Knowledge. *Proceedings of the Northeast Business & Economics Association*.

 Comment 1:

**Quote/Paraphrase 1:** “…..W. Edwards Deming’s the man who helped revitalize and recover the economy of Japan after World War II during the American Industrial age. And known as the “father of the quality movement”. Said, “systems under which people work account for 90% of the failure.” Therefore, the key to success in any endeavor is to perfect the effective system led by regular management officials (RMO’s). If your business, has you ringing your hands wanting to pull your hair out by the handfuls. because you've gotten started it's making some money and success. ” (Avery, L. A. (2010

**Essential Element:** This comment is associated with the essential element Leadership Styles and Motivating Change.

**Additive/Variant Analysis:** This quote is additive to my understanding of workforce and leadership effectiveness. According to the dynamic self-leadership theory, continuous adjustment of capital structure to maximize company value is essential. If companies adjust their capital structure quickly towards the target of effectiveness the past activities and historical environmental safety short term effects conversely will erode. We must examine the relationships between employee, workforce, and performance.

**Contextualization:** The authors research concludes in this segment that an effective leader who has a constructive approach to leadership and functions from self-leadership or self-discipline, are far greater to succeed with influencing teams. The statistical significance and the impact on the structure along with the adjustment has a keen effect in every direction of the organization. Formerly, having worked within the Department of Defense Agency Army for close to two decades and overseeing two Teams in the Aviation group for nearly five years allowed my personal experience of these results. I would state I maintained an 85% confidence level, seen in consistent work product from staff when I maintained a significantly high motivational level inwardly.

The fact that Arthur has stated a concise overview of the theme for which I will write the action research paper with emphasis on youth mind-set for effective leadership. I appreciate the author's informed statement that cultural, organizations and educational systems are key for effective transformational leadership.

Source Two:

Bennis, W. G. (1959). *Leadership theory and administrative behavior: The problem of authority* (Vol. 4). Ardent Media.

Comment 1:

**Quote/Paraphrase 2:** Since the early 1930’s [and to today 2025 ] and crystallized in 1938 by Roethlisberger and Dickson’s *Management and the Worker* … “There has been a distinctive shift in thinking about organizations. The problem is identifying the founder and real disciples instead of the weak heirs and imitators who ultimately distort the original message. The “founding fathers” epithet has been awarded- unjustifiably.” Written by D. Miller and W. Form, *Industrial Sociology* (New York, 1959), p.83, in their bibliography dealing with Mayo’s work, list seven criticisms and one reference to Mayo and Lombard. (Bennis, W.G., et al., 1959, p. 266).

**Essential Element:** This comment is associated with the essential element Interdisciplinary Perspective on Human Behavior.

**Additive/Variant Analysis:** This quote is additive to my understanding of effective leadership and human relations models. According to quality control seminal authors

If management officials manage and assess what is needed or missing, this supports real assessment toward policy reforms.

**Contextualization:** The authors research is within a foundation of the leaders of organizations, the leadership must decide that human behaviors often come from one's social factors of the built-environment. When the leaders decide that something intrinsic is present and we must see the realistic perceptions of workforce and business managers who model excellence and not assumption. In the office that I was employed I constantly encountered RMO’s who lacked understanding continued and socio-psychology was present and the essential of effective leadership was void.

Source Three:

DeRue, D. S. (2011). Adaptive leadership theory: Leading and following as a complex adaptive process. *Research in organizational behavior*, *31*, 125-150.

Comment 1:

**Quote/Paraphrase 3:** In the Adaptive leadership theory: Leading and following as a complex adaptive process, arthur DeRue, states, to develop a theory explaining how recurring patterns of leading-following interactions produce emergent leader-follower identities, relationships and social structures that enable groups to develop and adapt in dynamic contexts. Arthur of this quote shares in this writing the attempt to shift the theoretical focus away from people as leaders or followers, and instead foreground the evolutionary value of a dynamic and fluid leading following profession. By emphasizing an interactive and contextually embedded process of leading and following in groups, this theory provides a theoretical basis for challenging the individualistic, hierarchical, one-directional and decontextualized notions of leadership that permeate the existing literature.” (Borkman et al., 2023, p. 9).

**Essential Element:** This comment is associated with the essential element Motivating Change.

**Additive Analysis:** This quote is additive to my understanding as leadership literature is classified into four areas which are interrelated and conceptual frameworks. The adaptive leadership theory, where leading and following are in an organization are a complex and adaptive process.

**Contextualization:** The authors developed a theory of recurring patterns of leading from the emergent leader-follower social structures in groups will adapt in dynamic contexts. I am recalling the time I was appointed to be the Director of Youth and experienced to see youth playing at an open mall, unaware of danger. While observing the youth I noticed another group of youth not with our group onlooking with concerning significance and unattended devices at the charging station, I stood at the window and one of the youth not with our group saw me and motioned to the others to see me and just being seen by just one of those youth who alerted the others in other group of youth group, they saw me and other adults looking at them. In imaging they also reflected that we could see recurring patterns of them in observation of the youth devices. Just like the youth were inneractive by observation, the constructive effective youth leader or work force lead must also see patterns and adapt to problems.

Source Four:

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly*, *16*(3), 315-338.

 Comment 1:

**Quote/Paraphrase 4:** The arthur found that over the last 100 years, most leadership theories have been originated without a focus on the essential core professions that result in the development of leadership that would be characterized by models, e.g., a path-goal leader. As a consequence, there has typically been no attention to development, thus the focus in the book for authentic leadership starting with an integrating the process of development in context. “The importance of authentic followership and its relationship with authentic leadership and its development.”

Cite Article:

Avolio, Bruce J. and Gardner, William L. wrote in the chapter Authentic leadership development: Getting to the root of positive forms of leadership, The Leadership Quarterly, Volume 16, Issue 3, June 2005, Pages 315-338

**Essential Element:** This comment is associated with the essential element Leadership styles. .

**Additive/Variant Analysis:** This quote is additive/variant to my understanding of increased self-awareness, self-regulation, and positive modeling, authentic leaders foster the development of authenticity in followers. The point shared by the author that typically there has been no attention to development is variant to my understanding.

**Contextualization:** The investigation of the authors findings is based on work by Avolio, Gardner, Luthans, May, and Walumbwa (2004) and he writes on leadership. Effective leadership constructive leadership we must get to the root and move from transactional to transformational learning to a shared vision. Effective leadership supports everyone to advance, develops leadership as an integrating process of a model for authentic leadership. In the workforce we are one humanity, and when balance is presented the effective leadership may become sustained. I believe business managers must see like the theorist states, “we must have attention to development.”

Source Five:

Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational dynamics*, *18*(3), 19-31.

 Comment 1:

**Quote/Paraphrase 5:** “….Most relationships between supervisors and their employees are quite different today. Few managers depend mainly on their legitimate power or on coercive power to persuade people to do as they’re told. Rather, managers engage in a transaction with their employees, explaining what is required.” (Bass) (p.19-31, 1990)

**Essential Element:** This comment is associated with the essential element Interdisciplinary Perspective on Human Behavior. These and other transactional type of leadership are limitations that halt and or drive complicated growth in business offices.

**Variant/Additive Analysis:** This quote is additive/variant to my understanding of how systems legitimize coercive power. This is being fueled by recruitment, retirement and globalization and the post-industrial error’s end. The workforce is made up of people, who can be embraced and some are dangerous and must be avoided because they could become adversarial.

**Contextualization:** The author's research on systems allow leaders to continue to improve and change policy and systems by ensuring better human relationships. The need for effective leadership is due in part to broken systems. These systems have ensured that the changes that will propel growth and no longer harm by poorly written work performance ratings, written from the system requirements and not for effective leader growth are stifled to grow. A simple introduction legitimizes power and the less work centers have of coercive or transactional power lacks to persuade people toward effective leadership is often diminished and the most effective leaders and talent is hidden in plain sight. I experienced the organizational dynamics of effective leadership and legitimate power to persuade people to not just do as they are told but to effectively lead and empower teams and staff to lead. In order to have effectiveness and ability to get things done through others for value and optimization through others in the work-place and beyond. The importance of investing early is important because if not it shows as disingenuous. The power of effective leadership is ones own transformation.

Source Six:

Derue, D. S., Nahrgang, J. D., Wellman, N. E., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta‐analytic test of their relative validity. *Personnel psychology*, *64*(1), 7-52.

 Comment 1:

**Quote/Paraphrase 6:** “….Combined, leader traits and behaviors explain a minimum of 31% of the variance in leadership effectiveness criteria. Leader behaviors tend to explain more variance in leadership effectiveness than leader traits, but results indicate that an integrative model where leader behaviors mediate the relationship between leader traits and effectiveness is warranted.”

**Essential Element:** This comment is associated with the essential element Interdisciplinary Perspective on Human Behavior.

**Variant Analysis:** This quote is variant/additive to my understanding of “behavioral traits of leadership.” The regular management official may be knowledgeable and the work request repetitive but the routine is not stable. Arthur Aime F., Johnson S, Ridge JW, Hill AD. (2010), shares the routine may be stable but the advantage is not competitive implications of key employee mobility. Strategic Management Journal, 31, 75-87 captures the trait and behavioral theories of leadership must be a rigorous study of effective leadership literature. The quote is also variant to my understanding , as the author mentions “leader behaviors mediate the relationship between leader traits and effectiveness.” The validity of leader traits is in personal behaviors of approach to work output.

**Contextualization:** More regular management officials, professionally, I experienced, must be mentored on best practices of how to model leadership effectiveness and consistently evaluate relative validity of personal leader traits, behaviors and criteria to influence a structure change and across all four leadership effectiveness criteria (leader effectiveness, group performance, follower job satisfaction, satisfaction with the leader). I am a business professional, experienced this day in and day out, a constant flow of retirement celebrations and reduction in knowledge of the workforce. This diffusion also occurs with the retention rate of top talent when a competitor routinely takes an employee, the routine of the work and the mobility of key employees.

Source Seven:

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, *17*(1), 99-120.

and

Aime, F., Johnson, S., Ridge, J. W., & Hill, A. D. (2010). The routine may be stable but the advantage is not: Competitive implications of key employee mobility. *Strategic Management Journal*, *31*(1), 75-87.

 Comment 1:

**Quote/Paraphrase 7:** “Understanding sources of sustained competitive advantage has become a major area of research in strategic management. Building on the assumptions that strategic resources are heterogeneously distributed across firms and these differences are stable over time, looking at the link between firm resources and sustained competitive advantage. The four to generate the sustained competitive advantage -value, rareness, imitability, and substitutability-are discussed…. and should be examined for other business disciplines.”

**Essential Element:** This comment is associated with the essential element Motivating Change.

**Variant Analysis:** This quote is variant to my understanding because in the workforce how information is shared or when continuous learning courses and with youth community learning is approved determine the distribution or lack thereof for individual/employees which often determines the stability of a team over time or initially, this is additive to my understanding. However, this quote is also variant to my understanding and falls immediately in line with the lack of an employee or an effective leader to gain advantage and get to the level of suitability for self-leadership and self-discipline. supporting effective leadership that is modeled and not just an assumption. Youth must gain self-leaders who are also self-resilient.

**Contextualization:** When undermined behaviors are seen by business or community leaders or managers, the firm resources and sustained competitive effective leadership is stifled. I believe we are one humankind. Thus, one human race. Not of a color. But yes, of varied ruddy tint of the shades of the soil, and as we see displayed in the grains and sediment of rock varies in hue, so do you. For effective leadership we must decide how we can all work together and move out of the passive aggressive culture. Everyone must be exposed to every level of constructive effective leadership. From my many experiences, I am aware of the importance of why constructive effective leadership is required, now and today in 2025. Passive aggressive individuals who hide and do not require balanced work output from themselves only everyone else is not equity. Especially with inability to express disappointment correctly or not being self-resilient.

Source Eight:

Chakraborty, U. (2024). *Transformation of leadership for sustenance and survival of business*. OrangeBooks Publication.

 Comment 1:

**Quote/Paraphrase 8:** “….“Globalization is another way a business can adapt. ” Chakraborty, U. (2024).

**Essential Element:** This comment is associated with the essential element Communication and Conflict Resolution.

**Additive Analysis:** This quote is additive to my understanding of as of 2025, North America is in a Global economy and the business as usual is no longer acceptable. Effective transformational leadership, Dr. Utpal, writes are characterized by a number of key traits. The problem is the large sums that are allocated for the hire of qualified persons, policy and the pervasive negative practice occurring in most organizations and not just the DoD. They are visionaries who are able to articulate a clear and compelling vision for the future of their organization and team, with capability to adapt.

**Contextualization:** The Global ways of conducting and matriculating in business require tack, courtesy and vulnerability, a mannerism not often displayed by the ruling employed during DoD level negotiated meetings. In the overview of the Transformation of leadership for sustenance and survival of business, the author was very articulate about the underlined impact of Globalization. Leaders must take time, taking time to understand team members’ strengths and weaknesses and tailor leadership for best outcomes for work product and workforce environmental safety. Upon my voluntary early retirement from civilian employment at maternity leave, I was great with my team and encouraged them with vision and organization for the Global mission.

Source Nine:

Saier, M. C. (2017). Going back to the roots of WA Shewhart (and further) and introduction of a new CPD cycle. *International Journal of Managing Projects in Business*, *10*(1), 143-166.

 Comment 1:

**Quote/Paraphrase 9:**

In the International Journal of Managing Projects in Business the article titled Going back to roots of W.A. Shewhart (and father) and introduction of a new CPD cycle … Arthur Saier writes “Check Plan Do” cycle is a Lean variant of the “Plan Do Check Act” model that is already used in consulting projects in practice, and with project management standards that govern effective mid-managerial leaders, in governance models of ambulance, fire services, human aid and military forces and in quality management models of Six-Sigma, and the other foundations for Quality management.” (Saier et al., 2017, p. 198, 218,).

**Essential Element:** This comment is associated with the essential element Leadership styles.

**Additive/Variant Analysis:** This quote is variant to my understanding, as the purpose of the paper is to eradicate the projects of Lean project management. Quality management models account for leadership successful outcomes. Effective managerial

**Contextualization:**

The author’s research speaks those “Check Plan Do” cycle is a Lean variant of the “Plan Do Check Act” model that is already used in consulting projects in practice, and with project management standards that govern effective mid-managerial leaders, in governance models of ambulance, fire services, human aid and military forces and in quality management models of Six-Sigma, and the other foundations for Quality management. The theory is ingrained that to ensure quality continuous improvement it was found that the new CPD cycle can be used on different “planning” levels in analogy to the hoshin kanri logic. Although Walter A Shehwart’s three-step and Edward W. Demings four-step (PDC(A) wheel, of investigated models are interconnected to form the new concept which represents an innovative cycle logic proposed to be applied in Lean project management. I see the competent leadership problem is the issue and is the circumstance of leaders who are not incentivized or held accountable for ensuring meritocracy of talent that hires, promotes and fires talent on bases of performance and competence, this is all equitable qualified talent, that is not retained or maintained nor mentored to ensure the improved efforts and the systems are in placed to support workforce needs. The people at the senior and regular management levels must be improved and not compromised in the workforce.

Source Ten:

Schneider, B. R., & Post, J. M. (Eds.). (2003). *Know thy enemy: Profiles of adversary leaders and their strategic cultures*. US Government Printing Office. (p.250)

 Comment 1:

**Quote/Paraphrase 10:** “….“Qaddafi insisted that his fellow cell members observe what he called “revolutionary disciplines,” avoiding alcohol and dissolute ways. Qaddafi’s puritanism has been attributed to his Bedouin origins as well as to a reaction against the creeping corruption spread by the foreign oil companies and contractors, maneuvering for positions and factors under the monarchy. Qaddafi was expelled from Sebha for political trouble making, in particular for leading demonstrations against Kind Idris for his lack of support for Nasser and the Palestinian cause against Israel. He mobilized underground to turn Libya from a conservative, colonial state into a modern, progressive one. This involved a major transformation of society - changes in roles, attitudes, and behaviors all codified in The Green Book, Qaddafi’s philosophy of the Revolution.”

**Essential Element:** This comment is associated with the essential element Motivating Change.

**Variant and Additive Analysis:** This quote is variant and additive to my understanding of the importance of us all embracing and seeking to grasp and fulfill what our one purpose in life is and to live that out at each stage. This quote is additive to my understanding in that for a “sound mind” one must advoid alcohol.

**Contextualization:** The Arthur of this volume of volatile dictators and leaders shares some detailed aspects of those listed. The quote above that is additive to my understanding is how Qaddafi, was clear to state that all around him at the time and those he trained must adhere to avoiding alcohol and dissolute ways. How exceptional one may believe a person who chooses these levels of abstemiousness will certainly attain effective leadership. However, history records the attributes and accomplishments of General Qaddafi. The goals of Qaddafi and the positions he prescribed over the years to maturity and as the writer tells, “how Qadafi moved with creeping corruption through business dealings while making political trouble.” Qaddafi often like effective leaders in most corporations project transformation with changes in roles, attitudes, and behaviors for a transactional level of environmental safety that only shapes into a revolution. I experienced the employees who become effective leadership I believe will be more convicted to work under transactions and not transformation. The worker is arriving for work product and the pay day, not friendly interactions due the way in which the employer speaks the dictates of the need. Most requests are transactional from regular management officials anyway and performance based with an undertone of compliance or termination. The effective leader often is not fully aware of what the compliances are nor the acceptability of the standard operating procedures due to no work overview being provided for basic day to day operations and most are limited but will stifle the team or specific staff when those compliances are not achieved timely. This non pivot does not result from permanent immutable change and greater uncertainty. The effective leader must strive toward day by day and moment by moment workplace and healthy relations solutions. The lamenting is victimhood but I believe we must see new realities, this requires vulnerability. If not, the effective leader is set up to fail in leadership and not be effective. I recall that time when I was pushed into the role of speaking for all the mid-managerial levels that most in professional roles do not see themselves as having any role in making effective leadership happen in the higher or mid-manager ranks. This is the talent that needs effective leadership.

Source Eleven:

Scholtes, P. (2018). The Leaders Handbook.

 Comment 2:

**Quote/Paraphrase 11:** “….“Problems seldom exist independently of each other. Problems reinforce other problems in a self-perpetuating cycle. Figure 9-1 shows a commonplace system of problems ” (Scholtes, P. (2018), 299).

**Essential Element:** This comment is associated with the essential element Interdisciplinary Perspective on Human Behavior.

**Variant / Additive Analysis:** This quote is variant and additive to my understanding of the importance of effective leadership to mitigate poor performance, poor morale, dissemination of the impostor syndrome and high turnover and retention or cynicism. All is a self-cycle.

**Contextualization:** The seminal Arthur, quote is well stated and I am in agreement with the aim of quote and when the light is seeping the darkness is dispelled. The problem is to belong and the policy that is led by the predominant culture and the self-perpetuating cycle despite the information must be focused on effective leadership for supplier diversity. The numbers are known for division of the effective leaders and the attrition rates verses the retention or progression rates (those who are promoted). The accountability must hit the wallet or pocketbooks so that effective leaders who stated they wanted things better in the organization, I believe will be a part of the workforce commonplace broken systems and perpetual problems no longer.

 In the workforce we are one humanity, and when balance is presented, the effective leadership may become sustained. I believe business managers must see like the theorist states, “man could be motivated to work more productively on the basis of fulfilling certain socio-psychological needs. This “new look” or organization was no less rational than the earlier machine model, except that man’s motivation was a trickier and more elusive concept than the machine. The assumption in question was what brought about this change is less easy to answer; probably a group of factors including labor shortage, unionization, World War II, economic prosperity, and findings from the social sciences.”

Source Twelve:

Bennis, W. G. (1959). *Leadership theory and administrative behavior: The problem of authority* (Vol. 4). Ardent Media

 Comment 1:

**Quote/Paraphrase 12:** “… The problem of authority has been selected as the critical dimension through which various theories and practices of organizational behavior are expressed..” (Ramirez, A. p. 231)

**Essential Element:** This comment is associated with the essential element Communication and Conflict Resolution and Interdisciplinary Perspective on Human Behavior.

**Additive Analysis:** This quote is variant to my understanding of the human relation model. Seminal writer since the early 1930s for instance in 1938 Roethlisberger and Dicson’s Management and the Worker today we have had an entire shift from this thinking of critical dimension. With interdisciplinary perspective on human behavior damage is done to organizations and teams, behavior as the quote states.

**Contextualization:** The author is talking about extreme partnerships that must be the dominant focus of the organization for the effective leader model and I am pressing for organizations to grasp this fact. With organizational theory the cognizance view of the unanticipated consequences of the organizations: worker feelings, beliefs, perceptions, ideas, and sentiments- exactly all these elements must be considered and this was in part through the seminal work of several social scientists who have studied about the structure and the hierarchy. When effective leadership is lacking, how to resolve a matter through authority revels the lack of critical dimension and impact movement of an organization unless policy changes are made.

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