Clinical and Applied Sociology

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Assignment 2

**Developmental Readings**

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.

**Clinical and Applied Sociology Essential Elements**

1. Applied Sociology and Sociological Practice
2. Clinical Sociology
3. Sociological Interventions
4. Applications for Sociological Research

**Problem statement**

The Problem is mid-managerial employees of Department of Defense (DoD) divisions are experiencing aimless conduct in the workforce environment, due to a loss in qualified regular management officials (RMO) the mid-managerial levels effective leadership talent and mindset.

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.

Source Two:

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

Comment 1:

**Quote/Paraphrase 2:** “The most willing supporters of leadership theory have typically been industrial organizations whose reversals of philosophy and management have reflected the zigzag path of the behavioral scientist. As McGregor points out, “The eagerness with which new ideas in this field are received, and the extent to which many of them fads, are indications of the dissatisfaction with the status quo in organizational theory.”

**Essential Element:** This comment is associated with the essential element Applications for Sociological Research.

**Additive Analysis:** This quote written in the book is additive to my understanding the applications of Applications for Sociological Research. Due in part to while sourcing for this action research paper many of the seminal Arthurs share the detailed information on organizational theory is not studied with great value. The Arthurs shared occupation and organizations must become adaptable to ensure environmental safety, if fads are to be no more. The analysis of what is desired and what stems from dissatisfaction is to be studied.

**Contextualization:** Within a foundation of the Arthurs research concludes in this segment that an eagerness with new ideas in this fields need not be a fad and should stop being the status quo of organizations. The status quo unfortunately remains comfortable and having worked in the Department of Defense Army Agency and experienced as a mid-managerial team lead that the directors working above me at the time who are all African-American female women, were very comfortable with status quo and made no effort to implement initiatives to ensure improved environmental safety.

Source Three:

Cropanzano, R., Anthony, E.L., Daniels, S.R. and Hall, A.V. (2017), “Social exchange theory: a critical review with theoretical remedies”, The Academy of Management Annals, Vol. 11 No. 1, pp. 479-516

Comment 1:

**Quote/Paraphrase 3:** “However, is that it lacks sufficient theoretical precision, and thus has limited utility. Scholars who apply social exchange theory are able to explain many social phenomena in *post hoc* manner but are severely limited in their ability to make useful *a priori* predictions regarding workplace behavior.” (Cropanzano, R.) 2017, p. 479-516).

**Essential Element:** This comment is associated with the essential element Applied sociology and Sociological Practice.

**Additive Analysis:** This quote written in the book is additive to my understanding of applied sociology and sociological practice. According to seminal writer the social exchange theory is explainable to social phenomena but not in regard to workplace behavior.

**Contextualization:** Within a foundation of social exchange theory, after study and curious and not always critical analysis, I would believe useful predictions regarding workplace behavior would be capable to gain adequate study for strategic change improvements. However, in my experience the employees, did not always believe that the “no harm response” was actually that user friendly and instead of speaking clearly concerning the matters of work performance that need improvement, the employee cloaked response with a tempered tone and non-direct response to guided team evaluation questions.

 If employees surveyed were affirmed on other occasions other than team projects success, the response to

Source Four:

Clifton, J., & Harter, J. (2021). *Wellbeing at work*. Simon and Schuster.

 Comment 1:

**Quote/Paraphrase 4:** “Gallup knows that a mental health pandemic can kill hundreds of thousands of citizens just as a coronavirus pandemic can. In a 2023 worldwide survey, Gallup found that roughly seven in 10 people are struggling or suffering in their lives.”

**Essential Element:** This comment is associated with the essential element Applications for Sociological Research.

**Additive Analysis:** This quote is additive to my understanding for the application for sociological research and the importance of why regular management officials well-being effective leadership skills are best to gain more than Defense Acquisition University courses but best practices from a similar situated RMO. This peer-to-peer accountability allows for examination and polish of the RMO’s performance.

**Contextualization:** I recall a time during my former employment as team lead and in mandatory DAU continuous learning classes and shoulder to shoulder with GS-levels above 14, in courses and not contributing nor having a clue about the material subject matter. When Agencies adjust there director levels to focus more on self-discipline, self-learning, self-critique and best performance this will some-what ensure that those employed within that RMO’s office are adequately taught, knowledgeable and learned to accomplish work adequately. The known investment from the RMO to take time to guide the employee, and become of the employee’s challenges for the day or impacts of life, may also give support to decrease tension or stigmas that are showing in that employees work-product due to ancillary home struggling or suffering in their lives.

Source Five:

Clifton, J., & Harter, J. (2021). *Wellbeing at work*. Simon and Schuster.

 Comment 1:

**Quote/Paraphrase 5:** “Besides destroying lives, suffering can destroy the human spirit that drives innovation, economic energy and eventually, good jobs. This is likely tied to declining economic dynamism. Global GDP per capita is slowing – it has been for decades. And so far, it has been impossible to reverse.”

**Essential Element:** This comment is associated with the essential element Clinical sociology.

**Additive Analysis:** This quote is additive to my understanding as individuals that lead teams in work environments must drive innovation to ensure economic energy. Well-being is an emotion that an director of other staff or teams must learn how to manage or buffer.

**Contextualization:** The authors research states that human suffering can destroy the human spirit and drives innovation. Through observation in a clinical trial this may be seen. This cannot be any more solid of a statement. The human suffering is typically tied to the individuals personal lifestyle impact the work environment or work assignment success. I will share that I experienced where the work environment layered up much of the quagmire that the office, I work in maintained, which was irreversible at the time. When the spirit is harmed, the emotional feelings are crushed and moral remains void, this is what I have come to learn.

Source Six:

Demerouti, E. and Bakker, A.B. (2003), “Job demands-resources theory in times of crises: new propositions,” Organizational Psychology Review, Vol. 13 No. 3, pp. 209-23

 Comment 1:

**Quote/Paraphrase 6:** “Declining economic dynamism is the other global warming.”

**Essential Element:** This comment is associated with the essential element Sociological interventions.

**Additive Analysis:** This quote is additive to my understanding as the research pulls from multiple layers of theory and points that support the reason regular management officials who teach and obligate budgets must be knowledge learners. The decline of economic dynamism happens to one such theory and factor.

**Contextualization:** The Arthur states clearly that the declining economic is the other global warming is very accurate. I believe that the regular management officials and directors at many organizations are the support for this meltdown impact, due to the sideline viewing and no intervention to ensure a feeders system of sustainability to give support to US community, state or Uniformed agency.

Source Seven:

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

Comment 1:

**Quote/Paraphrase 7:** In the Book it is Avolio (2005), describe “ how leaders life stories provide insight into the meanings they attach to life events to guide followers, and in turn to develop themselves over time through reflection. As such, a leader’s life story reflects the degree of self-knowledge, self-concept clarity , and person-role merger he or she experiences, and provides followers with cues for assessing leader authenticity.”

**Essential Element:** This comment is associated with the essential element Sociological interventions.

**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 follower. The hermeneutic philosophy is supportive to explain how the leaders authentic self emerges as this philosophy was presented by Ricoeur (1992) though which he said individuals interpret the disparate actions, events and motivations they experience to construct a unifying life story for themselves.

**Contextualization:** The investigation of the authors findings is building on the other published papers by Avolio, Gardner, (2003) the author shares, “We begin by considering some of the environmental and organizational forces that may have triggered interest in describing and studying authentic leadership and its development. The components of authentic leaders, authentic leadership, and authentic leadership development. Theory in comparison to transformational, charismatic, servant and spiritual leadership and purpose.” This is a very cognitive approach to value centered vulnerability and honesty of positive other -directed values. I believe less of the lack of safety I experienced while employed at Department of Defense Army would have had no leg to stand on if more of the directors and team leads would have lead by authenticity and allowed the self-emerge and greater real positive modeling.

Source Eight:

Gurr, D., & Drysdale, L. (2020). Leadership for challenging times. *International Studies in Educational Administration*, *48*(1), 24-30.

 Comment 1:

**Quote/Paraphrase 8:** This article show that ”… the next practice school and associated supporting technologies to allow a more constructivist and individualized approach to teaching and learning. David Loader was the principal during this time of intense reform. He wrote about his leadership in a remarkable book, *The Inner Principal*. First released in 1997, the book stands our for its candor and deep reflection upon what it means to be a principal. We have been drawn to consider how leadership can help prepare educational organizations to respond well to unanticipated future events in the short and long-term. . ”

**Essential Element:** This comment is associated with the essential element Sociological interventions.

**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 follower. The author did great in explaining the value and need of more constructivist and individualized approaches in school instruction.

**Contextualization:** The investigation of the authors findings is building on the other published papers by I believe affects the competitiveaspects that more than likely regular management officials have. When organization directors and occupational executives really pause and get to the deep reflection upon which principle effective leaders are to lead from, as the quote shared above, then leadership can help prepare educational organizations to respond well to unanticipated future events for short or long term. I experienced DoD joys in retirement and before the time early promotions of those who are not prepared for new executive roles. These harms work product efficiency, clarity and appropriate and accurate negotiation to the best and fair economical price.

Source Nine:

Gurr, D., & Drysdale, L. (2020). Leadership for challenging times. *International Studies in Educational Administration*, *48*(1), 24-30.

 Comment 1:

**Quote/Paraphrase 9:** This article show that ”… Loader hand developed many important ideas that helped him to not only run a successful school, but also consider what might come next for the school. His use of technology to enhance student learning was driven from an educational view, a belief that a more student-controlled, constructivist approach to learning was desirable. Loder identified two types of regret that school leaders often experience: regret for what has happened, and regret for opportunities lost.” (Loader 1997: 85) (Gurr, 2020)

**Essential Element:** This comment is associated with the essential element Applied sociology and sociological practice.

**Additive/Variant Analysis:** This quote is additive/variant to my understanding of increased need for school and student enhancement with greater thought on students view point, manner and learning allowed, so the regret of experience and regret for has happened and opportunities lost would not become new schools position.

**Contextualization:** The investigation of the authors findings I appreciated learning of the study for analysis on regret of experiences pursued, and opportunities lost. This gives evidence to the facts that a director chooses to control and not listen, observe, or meet the immediate or glaring needs of the youth or adults for the learners enhancement for effective leadership. Occupation and Organizational groups who allow for this level of engagement me are I would think more successful than others. As well as each of these could be turned into harms and not healthy outcomes.

Source Ten:

Mincu, M. (2022). Why is school leadership key to transforming education? Structural and cultural assumptions for quality education in diverse contexts. *Prospects*, *52* (3), 231-242.

 Comment 1:

**Quote/Paraphrase 10:** “… Transformation, a less orthodox a robust concept, incorporates the desire for more abrupt and radical change. It is imagined as a possibility to “leapfrog”.”

**Essential Element:** This comment is associated with the essential element Sociological interventions.

**Additive/Variant Analysis:** This quote is additive/variant to my understanding of the need for transformation. Transformation in the community, organization and occupations of our environments. If all three would focus on environmental safety and the quick determination so all hear that determination. The no toleration of harmful impact would be known and the social thus, performance moral would sore.

**Contextualization:** The investigation of the authors findings concerning what is orthodox and what is status quo and why the more abrupt and radical change is imaged as ‘leapfrog’ was phenomenal. When Sociological interventions are taken in to study and strategically reviewed with specificity, then the possibility of a leapfrog is doable, I believe. This is why I remain focused to emerge as the voice of the value of constructive effective leader response.

Source Eleven:

Peethambaran, M., & Naim, M. F. (2024, September). Moving toward employees' flourishing-at-work, an Indian perspective. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited.

 Comment 1:

**Quote/Paraphrase 12:** “…the research underscores the critical importance of cultivating humble leadership within organizations.“

**Essential Element:** This comment is associated with the essential element Clinical sociology.

**Variant / Additive Analysis:** This quote is additive to my understanding of the importance of effective leadership is from vulnerability and meekness. The author shares when directors limit the team to gain to know them, the likeable factor and team performance wane.

**Contextualization:** The Arthur, shares directly that humility in leadership style is what will increase teaming, employee performance and likability. Regular management officials who grasp this I believe will have no problem with performance ratings and toxic work-output teams.

Source Thirteen:

Andreini, D., Bettinelli, C., Foss, N. J., & Mismetti, M. (2022). Business model innovation: a review of the process-based literature. *Journal of Management and Governance*, *26*(4), 1089-1121.

 Comment 1:

**Quote/Paraphrase 13:** “… Scholars are increasingly making use of the notion of business model innovation (BMI) to frame and analyze complex firm-level issues that have a strategic and systemic dimension (Foss & Saebi, 2008). BMI is viewed as playing a pivotal role in firm success and performance (e.g., Cucculelli & Bettinelli, 2015).“ Most contributions have focused on what a BMI is in terms of its content, which is typically conceptualized as a new configuration of a company’s value proposition, value-capture activated, and /or value chain organization (Teece, 2010). ” (Andreini, D, 2022).

**Essential Element:** This comment is associated with the essential element Applied sociology and sociological practice.

**Variant / Additive Analysis:** This quote is additive to my understanding of the importance of effective leadership to mitigate poor performance, poor morale, dissemblance the impostor syndrome and high turnover and leadership syndrome.

**Contextualization:** The seminal Arthur I am in agreement with are the aim of that when the business plays a pivotal role in the firms success then the firms performance based on value capture and chain in the organization shifts. I experienced this when one of the three uniformed office I was team lead in gained a new Deputy Director. This individual was balanced, and focused on bottom line, work, budget and timeframes to ensure the war-fighter timely award, especially the ones in the theater with the greatest immediate needs. BUT during his first week he invested time to 30 minutes to interview the civilian and enlisted. This tremendous personal touch, I believed became his harvest in other times when his directives were sharp and pointed due to Agency and Division needs, he was at that time capable to capture value and activate the teams to produce work output without being coerced. This for my career was real-time BMI.

Source Fourteen:

Hoch, J. E., & Kozlowski, S. W. (2014). Leading virtual teams: Hierarchical leadership, structural supports, and shared team leadership. *Journal of applied psychology*, *99*(3), 390.

Comment 1:

**Quote/Paraphrase 14:** in the abstract the author states “….the impact of traditional hierarchical leadership, structural supports, and shared team leadership on team performance. We expected supports and shared team leadership to be more, and hierarchical leadership to be less, strongly related to team performance when teams were more virtual in nature. As predicted, results from moderation analyses indicated that the extent to which teams were more virtual attenuated relations between hierarchical leadership and team performance but strengthened relations for structural supports and team performance. “ (Scholtes, P. (2018), 296).

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

**Variant / Additive Analysis:** This quote is variant to my understanding of the importance of effective leadership to mitigate. I am in agreement with the need for team leadership on team performance. Additionally, this quote is also variant to my understanding in terms when the teams are virtual the attenuated relations between hierarchical leadership and team performance strengthen relations for structural support.

**Contextualization:** The seminal Arthur is true to state there are impacts from traditional hierarchical leadership supports. BUT this quote is also variant to my lived experienced as a DoD Warranted Contracting Official and team lead business advisor. With the virtual aspect strengthened to team performance. I did not experience that. The team I supported and our Agency was the first to stand up tele-work and thus all the things required to accomplish work from home. The team check in as if waling into the office was a total issue and knowing the employee was actually working during the 8 or 10 hours was often debatable. Implementing stop gaps, recognition digital identifier soft-ware and other measure became requirements.

Source Fifteen:

Rampersad, H. K. (2005). Total performance scorecard: the way to personal integrity and organizational effectiveness. *Measuring Business Excellence*, *9*(3), 21-35.

 Comment 1:

**Quote/Paraphrase 15:** “….“Traditional business management concepts are insufficiently committed to learning and rarely take the specific personal ambitions of employees into account. The Total Performance Scorecard (TPS). It stresses the importance of the need for developing an organizational structure and philosophy that combine the goals and aspiration of the individual with those of the company. Which results in a corporate culture that is both individually and organizationally driven. ” (Scholtes, P. (2018), 296).

**Essential Element:** This comment is associated with the essential element Applied and Sociological research.

**Variant / Additive Analysis:** This quote is additive to my understanding of the importance of effective leadership to mitigate poor performance, poor morale, dissemblance the impostor syndrome and high turnover and retention or cynicism. When human relations and environmental safety is not a priority for regular management officials then the moral is limited. Like the quote shares the traditional business management concepts are often insufficient and rarely are the RMOs focused on personal ambitions of employees.

**Contextualization:** The Arthur writes about the TPS and stresses the importance of the need to develop organizational structure. I also add that organizations and occupations need structure that combine the goas and aspiration of the individuals also who are employed in any capacity at the company. I punctuate as in the quote, this will result in a vibrant corporate culture individually and will ensure the organization is positively driven. During my work career, this was experienced when I was employed for about 8 years as a High School Anatomy and Physiology and Physical Science teacher. The department head was neon pointed sharply focused on excellence. She lived it, she modeled it and she brought excellence out of all on the staff. I would like todays organizations to experience these levels of effective leadership value add.

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