

The relationship between impactful leadership and spiritual growth

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Abstract

Abstract.....	1
Acknowledgments.....	1
List of Tables.....	1
Chapter I: Introduction	1
Purpose Statement	1
Theoretical Framework	1
Significance of the Study	1
Definition of Variables	1
Research Question	1
Hypotheses	1
Chapter II; Literature Review.....	1
Include 1st level subheadings.....	1
Chapter III: Methodology	1
Purpose Statement	1
Research Setting and Sample	1
Selection of Organization	1
Data Collection Strategies	1
Sample Characteristics	1
Instruments and Measures	1
Data Analysis Plan	1
Chapter IV: Results.....	1
Include 1st level subheadings.....	1
Chapter V: Discussion and Conclusion.....	1

The relationship between impactful leadership and spiritual growth

		3
Include 1st level subheadings.....	1	
References	1	
Appendices	1	

Chapter 1: Introduction

Purpose Statement

This research study is attempting to understand the relationship between impactful leadership and spiritual growth. This is an area of interest due to the researcher's journey. As a passionate person who leads people day to day leadership has an and supposed to have an effective impact on people's spiritual growth. This aspect of leadership Jordan Harper & Adrianna Kezar do talk about it in their article, "Leadership Development for Racially Minoritized Students: An Expansion of the Social Change Model of Leadership" (2021), to effect spiritual growth you must and have to understand the culture people do come from, in other words spiritual growth is the process of developing self-identity. The purpose of this study is to understand what the relationship is between impactful leadership and spiritual growth.

Significance of the study

Definition of Variables

Impact leadership is, "Spoken words can have a multitude of effects on an individual, and the phrases and statements teachers use in their classrooms on a daily basis have the potential to be either detrimental or inspirational" (Kelly A. Moran, 2015, Abstract).

Spiritual growth is, mediated the relationship between moral and demonic struggle with satisfaction with life (Beata Zarzycka & Pawel Zietek, 2018)

Research Questions

- What is the relationship between impactful leadership and spiritual growth?

Hypothesis

H1, There is a relationship between impactful leadership and spiritual growth.

H2, There is a difference between gender and spiritual growth.

H3, There is a difference between gender and impactful leadership

Chapter 2 Literature Review

Introduction

The purpose of this chapter is to provide a critical review of the literature as it relates to understanding the meaning of the research variables, and the relationship between them. This chapter is divided into 4 sections: Dependent Variable, Independent Variable, Relationship between both variables and Connecting Theory.

Impactful Leadership (IV)

Definition

Impactful leadership is a term coined by Jordan Harper & Adrianna Kezar as part of their social change theory. It is defined as, 'an important goal for higher education' (Harper & Kezar, 2021, p 156). While there are events and things occurring leadership still has a job to do and make change happen. This is evident in Harper & Kezar's construct of impactful leadership to someone's spiritual life and how it looks on a day to day. A person's leadership influences a person's spiritual walk. Impactful leadership is viewed as a complex process, that is distributed/shared, requires multiple perspectives (HERI, 1996; Kezar, et al, 2006). According to Harper & Kezar, "The Social Change Model of Leadership is a widely used model in higher education that challenges traditional notions of leadership' (Fine & Lee, 2017; HERI, 1996; Klumphyan & Langdon, 2001; Mayhew et al., 2016). Harper & Kezar's theory led to a number of other studies showing a positive correlation between impactful leadership and development. (Alimo, C., Kelly, R., & Clark, C., 2002).

Another scholar who has done extensive research around impactful leadership in more recent years is Erin Alward & Yvonne Phelps. Alward & Yvonne defines impactful leadership as, "Transformational Leadership" (Alward & Yvonne, 2019, p 75). Though they both agree that impactful leadership is transformal but that there are other themes/traits to impactful leadership and that makes leadership effective. The other traits that makes an effective leadership,

Training and development, Trust, Emotional Intelligence, Communication/Team building/Technology, Employee recognition and motivation, Leadership Style, and Virtual Leadership competencies unique to higher education.

In another study, impactful leadership is defined as a potentially disruptive inevitable event/process that every organization faces (Rowe, Clercy, Elias, & Farah 2020, p 1). The researcher points out that it is a good thing and important that other organizations learn from each other. This construct includes ideas about how impactful leadership is an important event/process in the life of organizations, but not only publicly-traded organizations.

The construct of impactful leadership is a stable construct with strong similarities no matter which researcher is writing. Most go back to the work of Harper & Kezar and use definitions directly from, or closely related to, his work. (2021) These three agree that impactful leadership is something that is important and it does have an effect on organizations. However, Alward & Phelps (2019) was diligent to explore the different traits that make up an impactful leader whether it was good or bad. When impactful is high or low it still has an effect on people's spiritual growth. Harper & Kezar (2021) brought in the concept of keeping up with the timing when dealing with the people that they are trying to impact. When considering a task, the level of impactful leadership you still have to meet people where they are at. The dissimilarities between scholars is less about the construct itself, and more about the projected positive, negative or null relationship between impactful leadership and spiritual growth.

Theoretical Framework Impactful leadership (IV)

The theoretical framework for impactful leadership is Jordan Harper & Adrianna Kezar's theory of impactful leadership. Harper & Kezar (2021) outlined a theoretical framework for development of leadership to achieve impactful leadership style of leading. In this framework, the concept of impactful leadership holds a central role. The premise of the theory is that any form of leadership style has an effect on one's spiritual growth. In turn, one's spiritual growth is

influenced by one choice leadership makes and the behavior of one leader. Harper & Kezar impactful leadership theory theory is an integrative theoretical framework useful to explain and even predict a person's spiritual growth and even through different types of leadership styles.

Higher education and leadership educators have long been tasked to develop the next generation of leaders both in the classroom and outside of the classroom. Many educators use the Social Change Model of Leadership to highlight a nonhierarchical and collaborative approach to leadership while upholding the idea that everyone can be a leader regardless of the position they hold. However, the Social Change Model overlooks concepts of power and oppression and perpetuates whiteness in the process. With educators being tasked now more than ever to prepare students to solve complex social issues, this paper adds on new values to the Social Change Model of Leadership, using Yosso's model of Community Cultural Wealth, to ensure that racially minoritized and other students from marginalized groups can tap into their capital and locate themselves within the model to make impactful and meaningful social change

Spiritual Growth (IV)

Definition

Robert J. Radcliffe is the earliest dominant theorist in the study of spiritual growth. He defined spiritual growth as, "inextricably intertwined in the process of human development" (Radcliffe, 1984, p 38). Radcliffe categorized spiritual growth along seven dimensions:

Theoretical Framework Spiritual Growth (DV)

Variable Relationships

H1, There is a relationship between impactful leadership and spiritual growth.

H2, There is a difference between gender and spiritual growth.

H3, There is a difference between gender and impactful leadership

Chapter 3: Methodology

Purpose Statement

The purpose of Chapter III is to describe the methodology that was used to explain the relationship between impactful and spiritual growth. This chapter is divided into six sections: Research Setting and Sample, Selection of Organization, Data Collection Strategies, Sample Characteristics, Instrument and Measures and Data Analysis Plan.

Research Setting

The research setting for this study is a small faith-based University, with about 2 thousand students. It is located in an urban setting in the North East of the United States.

Selection of Organization

Data Collection Strategies

References

Harper, Jordan; Kezar, Adrianna. (2021, July). Leadership Development for Racially Minoritized Students: An Expansion of the Social Change Model of Leadership.

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