

An Examination of Principle-Centered Leadership

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Annotated Bibliography

Bandsuch, M., Pate, L., Thies, J. (2008). "Rebuilding stakeholder trust in business: an examination of principle-centered leadership and organizational transparency in corporate governance". *Business and Society Review*, 113(1), 99-127. Retrieved from <http://onlinelibrary.wiley.com.ezproxy.liberty.edu:2048/doi/10.1111/j.1467-8594.2008.00315.x/abstract>.

The authors Mark Bandsuch, Larry Pate, and Jeff Thies are with the College of Business Administration, Loyola Marymount University, Los Angeles, California. The collective work that has been published in this article examines the findings of principle-centered leadership in a more modern context – sixteen years since its original introduction by Stephen R. Covey. This text provides important evidence on how this style of leadership can be used in the organizational setting. A principle-centered leader may have a greater capacity to rebuild stakeholder trust, exhibit organizational transparency and increase followership as a result of both the former and latter.

Covey, S.R. (1991). "Leading by compass". *Executive excellence*, 8(6), 3-6. Retrieved from <http://p2048www.liberty.edu.ezproxy.liberty.edu:2048/login?url=http://search.proquest.com.ezproxy.liberty.edu:2048/docview/204624752?accountid=12085>.

Guiding principles or values serve as compasses because they show us the way forward. Without our compasses, we might become lost, confused or frustrated. Principle-centered leaders are people who work on the basis of natural principles and build those principles into the center of their lives, relationships, agreements, and their management processes. According to this article, principle-centered leadership and living cultivates four internal sources of strength - security, guidance, wisdom, and power. Once harmony is demonstrated between these four factors, they create an individual who has risen to full power by being totally integrated and balanced. This text is important because it couples Stephen R. Covey's findings published in

Principle-Centered Leadership just months after this journal article. This will provide strong framework for the examination and study of this style of leadership.

Covey, S.R. (1992). *Principle-centered leadership*. New York, NY: Simon & Schuster.

According to Stephen Covey, ineffective people are those that try to manage their time around priorities rather than their relationships. In *Principle-Centered Leadership*, Covey further examines the habits of highly effective people previously studied by introducing yet another common thread. Leaders that look to organize and impact change based on internal, core values are more effective at sustaining a strong followership and being able to transfer leadership skills in other areas. This text is the most critical to include of any works because it is that which first introduces the concept of principle-centered leadership. Therefore, the study of this leadership style in comparison with transactional and transformational would not be possible without including it.

Crofts, N. (2003). *Authentic: How to make a living by being yourself*. West Sussex, England: Capstone Publishing Limited.

Neil Crofts willingly dives into a new topic in his 2003 book, *Authentic: How to Make a Living by Being Yourself*. The text begins with a riveting anecdote that suggests for those reading the book and feeling disconnected between who we are and what we do, we are not alone. This is an intriguing concept that may resonate with some readers on a personal level as well as those seeking to understand business in the new economy. Realistically, just as there exists a “new consumer” the law of attraction holds that there may also be the emergence of those seeking to do business in the “new economy” and connect more authentically. Crofts provide supportive argument that the journey to authenticity is worthwhile.

Docherty, J.S. (2005). *The little book of strategic negotiation*. Intercourse, PA: Good Books.

In *The Little Book of Strategic Negotiation*, author Jayne Seminare Docherty provides insight, example and strategy on how to negotiate in the midst of turbulent times. As a negotiator for several national organizations and partners, Docherty brings first-hand experience to her writing by citing the fact that not all negotiation will or can take place in a tranquil setting. This work is important to include in the research on principle-centered leadership because of the paradigm shift that must occur in order to embrace a leadership style that is not the norm. By challenging the norm, there is a possibility that there will be resistance. This text will also help to draw together similarities in the foundational strategies of a leader utilizing the principle-centered model proposed by Stephen Covey.

Forman, J. (2013). *Storytelling in business: The authentic and fluent organization*. Stanford University Press.

In *Storytelling in Business: The Authentic and Fluent Organization*, Janis Forman authors a timely and quite appropriate story on how her childhood activity with Nana Betty has extended into her life as an adult. Janis Forman is the Director of the Management Communication Program at UCLA Anderson School of Management. Throughout her strategic studies program and the Global Access Program, she has led teams of MBA students on projects impacting companies such as Coca-Cola, Nestle, Hewlett-Packard and Microsoft. Forman uses the first-hand experience and dialogue about storytelling in business exhibit the importance of this art form. This book clearly cuts to the point of it all by highlighting the fact that humans crave narrative, therefore the use of a story is what outlasts any other form of internal or external communication.

Goswami, B. (2009). *The human fabric: Unleashing the power of core energy in everyone*. Austin, TX: Aviri Publishing.

Bijoy Goswami and David K. Wolpert come together to produce a powerful synthesis of works from Eastern philosophy, the social sciences and management theory, collectively called *The Human Fabric*. This book explores three core universal energies present in all of us – in some capacity – that are expressed at the individual, organizational and societal levels. *The Human Fabric* reveals how to know yourself and relate to others better; understand people’s underlying motivations; build stronger relationships; assemble more successful teams; develop innovative products and services based on the core types of your customers; and shape more effective social and economic policies. This text will help to create a broader picture of the principle-centered leadership style with a focus on self-awareness.

Kaplan, A. M., & Haenlein, M. (2010). “Users of the world, unite! The challenges and opportunities of social media”. *Business horizons*, 53(1), 59-68. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0007681309001232>.

Websites that allow user-generated content are increasingly becoming leading sources of information online. In this article, Kaplan and Hoelein seek to tie the high importance of an online presence that exists currently to the original form and function of the internet. When the internet was introduced in the 1970’s, it was a giant Bulletin Board System (BBS) that allowed users to exchange software, data, messages and news. Their connection of the original intent of the internet with its current use help readers to draw important conclusions on how “being online” can enhance the image of the business. Additionally, the authors define social media which guides readers on what social media is not and how it is most used. Finally, the article concludes by comparing types of social media with levels of self-disclosure and media richness. Challenges and opportunities that exist when using social media integrate well into the

conversation on branding authenticity and emerging into a dynamic environment. This text will help approach the conversation on principle-centered leadership from a modern perspective.

Lewis, D., & Bridger, D. (2001). *The soul of the new consumer: Authenticity-what we buy and why in the new economy*. Clerkenwell, London: Nicholas Brealey Publishing.

This book is focused on the dynamic environment and economy created by the New Consumer. The impact and emergence of globalization in the 21st Century has resulted in a more localized marketplace. Technology in the forms of information, transportation and medical are all linked to the spread of globalization. As a result of the increased access of information; modes of global travel; and longer life expectancy, the New Consumer is now more prevalent. New Consumers are independent minded, individualistic and well-informed. Therefore, it is more evident than in recent years that information is the economic basis for growth and influence. The book goes on to argue that this information should be relative to the target audience in order to solidify the message.

Nickles, L., & Nickles, E. (2012). *Brandstorm: surviving and thriving in the new consumer-led marketplace*. New York, NY: Macmillan.

The Nickles' text on how to thrive in the consumer-led marketplace is an important component to lend to the discussion on branding authenticity. Effective branding in essence requires the ability to be flexible, adaptable and transparent. Transparency, perhaps is the most important component of branding because consumers are now well-educated, well-informed and resourceful enough to navigate information on the web. Brands that send mixed messages or initiate a conflict to the interest of the individual may suffer. Many of today's most recognized brand's such as Wendy's, Papa John's, Apple, Dell, The Rush Fitness and Ingles Supermarkets are putting a face to their advertising campaigns. By showing the face behind the business –

often in the form of CEOs or Founders – companies are able to tell the authentic story and establish rapport with internal and external followers.

Pieterse, A. N., Van Knippenberg, D., Schippers, M., & Stam, D. (2010). “Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment”. *Journal of organizational behavior*, 31(4), 609-623. Retrieved from <http://search.ebscohost.com.ezproxy.liberty.edu:2048/login.aspx?direct=true&db=bth&AN=48836925&site=ehost-live&scope=site>.

This article makes clear distinctions between a transformational leadership style and that of the transactional leader. The global marketplace is growing and with the closing gaps among nations, brands and companies, the need for innovation and creativity has increased. While the argument has existed that transformational leadership is most effective in guiding and developing innovative behavior, more published information is needed. This particular article draws findings from a study of 230 employees in the Netherlands working at a government agency. The study shows that transformational leadership is positively correlated with innovative behavior, but only when psychological empowerment is increased.

Price, T. (2003). “The ethics of authentic transformational leadership”. *The leadership quarterly*, 14(1), 67-81. Retrieved from <http://www.sciencedirect.com.ezproxy.liberty.edu:2048/science/article/piiS104898430200187X>.

This article on transformational leadership works to distinguish the difference between authentic transformational leadership and inauthentic transformational leadership. Price claims that leadership in of itself should be uplifting while raising leaders and follower to “higher levels of motivation and morality”. Transactional and transformational leadership[however, vary in their approach. The transactional leader recognizes the other individual as a person. In this case, there is an uncritical view of self. The transactional leader appeals to us as we are, whatever our desires might be. The transforming leader requires us to identify with something higher than

simply desire and preferences. This text will help to highlight the distinctions between transformational leadership and principle-centered leadership.

Rampersad, H. K. (2009). *Authentic personal branding: A new blueprint for building and aligning a powerful leadership brand*. Charlotte, NC: Information Age Publishing.

This book discusses the importance of investing time intentionally into developing an authentic brand that will tie together messages and strategies for long-term success. Core to the various components and results of authentic personal branding, are the differentiation between marketing, sales and branding. The ultimate goal of marketing is to create awareness, affinity and understand by planning the initial see of interest with the consumer. The intent of sales is to build on the marketing strategy by applying methods of questioning, listening and persuasion skills. Sales close the deal. Conversely, branding associates and identity with a message in order to give purpose to sales and marketing. By adopting strategies unique to each, authenticity can be established and incorporated.

Sabatini, F., Modena, F. & Tortia, E. (2014). "Do cooperative enterprises create social trust?". *Small business economics*, 42(3), 621-641. Retrieved from <http://link.springer.com.ezproxy.liberty.edu:2048/article/10.1007%2Fs11187-013-9494-8>.

Consumers tend to "buy" from companies and brands that they trust. In the face of the emerging new consumer and negative publicity surrounding CEO and financial executives of major companies, trust as a development and management strategy is likely to continue its rise in importance and relevance. For this study, Sabatini, Modena and Tortia collected survey responses from a representative sample of the population of the Italian Province of Trento in March 2011. The authors acknowledge that prior to the study, social capital had been identified as a factor of economic and social development. For businesses, the question remained whether social capital fostered a sense of trust in the human capital and consumer populations. Based on

their findings of various business structures, it was concluded that cooperative enterprises – for-profit businesses that are membership driven and share responsibility – is the only type in which the environment facilitates the trust of the human capital. While all businesses could not elect to be membership-driven, principles and practices could be explored and adopted. This text will be important as evidence to the anticipated strategies of a principle-centered leader.

Zhu, W., Avolio, B. J., Riggio, R. E., & Sosik, J. J. (2011). “The effect of authentic transformational leadership on follower and group ethics”. *The leadership quarterly*, 22(5), 801-817. Retrieved from <http://dx.doi.org/10.1016/j.leaqua.2011.07.004>.

This article explores how follower identity and emotion influence transformational leadership. Without a followership, the role of leadership is difficult to execute. Authors Zhu, Avolio, Riggio and Sosik offer research and supportive evidence on implications. In recent years, leaders have received bad press for unethical decisions and violations in the eyes of the public. In “The Effect of Authentic Transformational Leadership on Follower and Group Ethics,” authors show how the ethical orientation and style of leadership influences individual follower and group ethics and actions. Specifically, the social cognitive theory is used to explain how the ethical orientation and style influence and social processes. Moral role modeling and vicarious learning are also explored as a means to develop an individual’s capability to address complex ethical challenges. This text will be important to comparing and contrasting authentic transformational leadership with principle-centered leadership.