DShonta,

Thank you for your submission**. You are missing the outline portion of the assignment. While I will not accept the outline for credit at this time, I would be happy to provide feedback if you submit an outline to the Private Forum. I, also, encourage you moving forward to use the resources that I provide in the classroom for all assignments including templates.**

I would like to provide a bit of guidance regarding your Module 4 synthesis paper. You are going to use the outline you created within the assignment to craft your Module 4 paper. You should not include any direct quotations or copy and paste directly from the articles within that paper. Remember, at the doctoral level, we focus on paraphrasing in our own words and citing appropriately rather than using direct quotations. Also, please do not think that direct quotations equals synthesis because it is exactly the opposite.

Many people are very intimidated by the word “synthesis” and think that is something that they have never heard of or certainly not ever practiced before but I would contend that you actually practice synthesis every day, you just don’t use the “fancy” word. Synthesis is not simply reporting what the author’s stated, rather when we practice synthesis, we are supporting our OWN writing by using the author’s as our research support. For example, if you have ever heard a sermon (or preached one ☺), the minister is practicing synthesis. The Bible is generally the primary source but they are taking the portion of scripture and making meaning that is applicable to the listener. I do not know about you but I have never been church where they simply read a passage of scripture and then sent me home to figure out how to apply it; rather, the minister breaks down the passage (using many other resources during his/her study time) and helps the listener make meaning and application in their own life.

I challenge you to attempt to write your Module 4 paper with this technique in mind. Do your best and do not expect perfection. This is truly on your 2nd paper of your doctoral journey. It will not be perfect and I do not expect it to be. This is a journey and each step along the way provides for learning opportunities that stretch and grow us. Above all, do not stress about the word SYNTHESIS. Take a breath and see it for what it is – a learning and growing opportunity.

I want to remind you that at this point you need to focus not only on the content of your writing but the writing mechanics, as well (syntax, sentence structure, grammar, writing in 3rd person, etc.). Please make sure to proofread your paper preferably reading your work out loud to catch grammar and awkward wording. Conduct spell and grammar checks prior to final submission AND MAKE THE NECESSARY CHANGES. Failure to do so can imply a lack of attention to detail.

**Also, please take a look at, and familiarize yourself with, the rubric that will be used to grade your weeks 4 Synthesis paper so you can keep those elements in mind as you compose your paper.**

**Here are a few resources on SYNTHESIS that you may find helpful:**

|  |
| --- |
| [**Drew University Synthesis Writing**](http://www.users.drew.edu/sjamieso/synthesis.html)  [**http://www.users.drew.edu/sjamieso/synthesis.html**](http://www.users.drew.edu/sjamieso/synthesis.html)  [**Help…I've Been Asked to Synthesize!**](https://www.bgsu.edu/content/dam/BGSU/learning-commons/documents/writing/synthesis/asked-to-synthesize.pdf)  <https://www.bgsu.edu/content/dam/BGSU/learning-commons/documents/writing/synthesis/asked-to-synthesize.pdf>  [**Youtube Video: Synthesis Essay!? AAAAAHH!!!**](https://youtu.be/jh62z3h3-mY)  <https://www.youtube.com/watch?v=jh62z3h3-mY&feature=youtu.be> |

Annotated Bibliography

DShonta Gleeton

LDR-802

November 2, 2020  
Dr. Mendi Davis

Antonakis, J., Fenley, M., & Liechti, S. (2011). Can charisma be taught? Tests of two interventions. Academy of Management Learning & Education, 10(3), 374-396. <https://lopes.idm.oclc.org/login?url=http://www.sciencedirect.com.lopes.idm.oclc.org/sci>

ence/article/pii/S1048984311001615

In this article, the aim of the researchers was to examine whether it was possible to teach people how to become more charismatic leaders and to investigate the effects of changes in charisma on leader outcomes. The participants of the first study involved thirty-four managers and forty-one MBA participants in the second study. The results of their research indicate that teaching people how to act charismatically influences their leader charisma ratings. The importance of charismatic leadership is that it allows leaders to inspire their followers and encourage them to improve their performance levels and develop qualities like trust, commitment, as well as satisfaction. The researchers’ findings indicate that it is possible to teach people how to be charismatic leaders. For example, practicing empathy and emotional intelligence can result in the development of charisma. Individuals with high levels of emotional intelligence understand their emotions and of those around them, which helps them to remain calm under pressure and satisfy others’ emotional needs. Empathy allows people to understand other’s needs, wants, and perspectives. Developing emotional intelligence and empathy assists leaders to control their emotions, particularly in stressful situations. The second strategy of becoming a charismatic leader is by increasing the level of assertiveness and self-confidence. People can build self-confidence when they set and attain their goals, develop knowledge and skills necessary for their job, or use their strengths at workplaces. Assertive people are always ready to communicate what they need without disrespecting other people’s needs and wants. They demonstrate their personal power, while using the same power to show respect andkindness to others. Similarly, helping others is a characteristic of charismatic leaders. Instead of concentrating on their success only, they spend their energy and time assisting others, hence, enabling them to create a positive environment. People can help others by giving their expertise to those who need it, remain humble despite their achievements, and praising others sincerely.

Cavazotte, F., Moreno, V., & Hickmann, M. (2012). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. The Leadership Quarterly,23(3),443-455. doi:10.1016/j.leaqua.2011.10.003

The aim of the authors in this article aimed at investigating how intelligence, emotional intelligence, and personality traits impact transformational style of leadership and the effectiveness of managers in their organizations. The researchers collected data from one hundred and thirty-four managers from a Brazilian organization, operating in the energy industry. Brazil has experienced rapid economic growth in the recent years due to creativity and preference for flexibility. The findings of the researchers indicate that one way of measuring the effectiveness of leadership is using organizational outcomes. This measure has a direct relationship with transformational behaviors among managers and indirect relationship with individual differences, such as intelligence and behaviors. They also found how neuroticism affects the effectiveness of leadership adversely. Transformational leadership leads to improved organizational performance since leaders provide their followers with constructive feedback that encourages them to think and solve problems creatively. Factors, such as emotional intelligence, are useful in transformational leadership. Leaders with stronger emotional intelligence tend to have positive influence on their followers and entire organizations than those with weak emotional intelligence. For example, they reduce stress among employees, improve their moraleand performance, and motivate them to attain organizational, ethical, and global goals.According to the authors, self-efficacy and processes of leader-follower identification are vital factors in determining the level of performance in organizations. They defined self-efficacy as the ability to believe in one’s capabilities in organizing and executing necessary actions to accomplish a given task. Self-efficacy leads to confidence in a person’s capacity in a area. It is a significant factor in promoting the achievement of various goals. Some of the elements that may affect people’s self-efficacy are previous achievements that may make them believe in themselves, observation of others and listening to their stories, and verbal persuasion, which may motivate them to believe in their abilities. Another element is emotional state, which refers to encounters that people experience.

Spector, P. (2014). Introduction: The problems and promise of contemporary leadership theories. *Journal of Organizational Behavior, 35*(5), 597. doi:10.1002/job.1930

According to Paul Spector, modern leadership theories focus on the relationship between leaders and their followers rather than on leadership behaviors only. Some of the contemporary theories are spiritual, authentic, ethical, servant, and character-based leadership. The common characteristic of these theories is that they all focus on values, morals, and treating followers well. How leaders treat their subordinate workers determines their attitudes towards the organization. Generating positive feelings among employees can result in positive performance. It will reduce the rate of employee turnover because they will have no reason to quit their jobs, causing organizations to save time and money that they would have used to replace former workers. Another advantage of treating employees well is that it enhances their loyalty and productivity. Knowing that their company cares about them helps workers to remain loyal. They

tend to be proud and happy with their jobs and ensure that they do their best. Additionally, their

interactions with their customers will also improve as happy workers tend to show a good impression to customers, thus, they will acknowledge the services and even recommend others to buy goods and services from their organizations. Companies with treat their employees well tend to attract more talented workers. As this article concludes, it is crucial for companies to consider how they treat their staff.

References

Antonakis, J., Fenley, M., & Liechti, S. (2011). Can charisma be taught? Tests of two interventions. Academy of Management Learning & Education, 10(3), 374-396. https://lopes.idm.oclc.org/login?url=http://www.sciencedirect.com.lopes.idm.oclc.org/science/aicle/pii/S1048984311001615

Avazotte, F., Moreno, V., & Hickmann, M. (2012). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. The Leadership Quarterly,23(3),443-455. doi:10.1016/j.leaqua.2011.10.003

Spector, P. (2014). Introduction: The problems and promise of contemporary leadership

theories. Journal of Organizational Behavior, 35(5), 597. doi:10.1002/job.1930 <https://lopes.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct==true&db=ps>

dbpsyh&AN=2014-25555-001&site=eds-live&scope=sit