

Leading by Example

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Astrachan, J. H., Binz Astrachan, C., Campopiano, G., & Baù, M. (2020). Values, spirituality, and religion: Family business and the roots of sustainable, ethical behavior. *Journal of Business Ethics*, 163(4), 637-645.

This article has been one of the primary sources for this author as he includes scholarly support for biblical integration into the course work in the D.S.L. program. Astrachan et al., (2020) argue that family firms are value-driven organizations that provide ample room for religious beliefs to affect family, business, and individual decisions. In addition, including morally binding values, such as spiritual principles, can alter organizational decision-making and ethical behavior (Astrachan et al., 2020).

This article provides a vibrant and relevant context to assess the relationship between ethical beliefs, decision-making processes, and behaviors in business organizations at the interface between family and professional logic (Astrachan et al., 2020). The article is a Special Issue that examined ten papers to investigate the relationship between religion or spirituality and family firm ethical behavior in various geographical, cultural, and religious contexts using many qualitative and quantitative methodologies. The authors focused on the effects of religious values on both the business and family and the values, norms, characteristics, and goals present in the family business system (Astrachan et al., 2020).

Chandler, N., Mosolygó-Kiss, Á., & Heidrich, B. (2019). Ensuring sustainable growth: the transference of responsible leadership characteristics during family business succession.

Chandler et al., (2019) examine the characteristics, norms, values, and principles relating to responsible leadership evoked between the founder and the successor during the

succession in the family business. The study understands a dyadic (predecessor-successor) approach through 24 semi-structured interviews at ten family firms. This is relevant because this type of study is the same type of this author will need to develop in his doctoral project.

Using agency theory, one or more people act on their behalf; this article suggests that the characteristic of a responsible leader highlights the values such as care, honesty, fairness, and respect as a cornerstone of the leadership process (Chandler et al., 2019). Further, the article examines a responsible need for a common purpose, meaning, and long-term needs for a sustainable future (Chandler et al., 2019). Interestingly, this study uncovered many reliable leadership characteristics that have not been found in the literature, and the interviews may constitute a starting point for further analysis of the leadership characteristics that emerge during succession. Finally, this author is encouraged that additional research is needed into family firms to uncover how responsible leadership grows and develops as the firm expands and evolves (Chandler et al., 2019).

Freire, C., & Bettencourt, C. (2020). Impact of ethical leadership on job satisfaction: the mediating effect of work-family conflict. *Leadership & Organization Development Journal*.

Freire and Bettencourt (2020) examined the mediating effect of the work-family conflict in the relationship between ethical leadership and job satisfaction. Of all the articles chosen for this bibliography, this article is most closely related to this author's personal experience as a leader of a small, family-run firm. The study's design was a questionnaire answered by 234 professional nurses working in public health (Freire and Bettencourt 2020). The findings suggest a positive relationship between ethical leadership and

satisfaction and a negative relationship between ethical leadership and the respondent's work-family conflict (Freire and Bettencourt 2020). Additionally, it was revealed that work-family conflict was mediated, at least partially, by the relationship between ethical leadership and job satisfaction (Freire and Bettencourt 2020).

As a small business owner, this author understands the importance of how ethics precede good relations between the manager and the collaborator and how ethical training for leaders can help mediate the role of work-family conflict. While this study makes significant theoretical contributions, it is based on a single source and is a self-reported questionnaire with common method biases. While this aligns with this author's requirement of a single case study for his upcoming doctorate project, this article can be used as a guide to provide guidance moving forward. For further research, the topic of the role that ethical leadership plays in the family spillover onto work is incredibly appealing.

Fries, A., Kammerlander, N., & Leitterstorf, M. (2021). Leadership styles and leadership behaviors in family firms: A systematic literature review. *Journal of Family Business Strategy*, 12(1), 100374.

Fries et al. (2021) suggest that family firms are characterized by specific leadership settings that have recently attracted scholarly attention. Therefore, the study provided a systematic review of the literature on leadership in family firms and resulted in 99 relevant articles published in 25 different peer-reviewed journals (Fries et al., 2021). The authors developed a framework that examined leadership behaviors based on the review. The authors found that several attributes are indicators of the successful leadership of the firm, including leadership style, C.E.O. attributes, business complexity, organizational culture, and family complexity (Fries et al., 2021). Accordingly, the family firm's success

is determined by certain leadership styles and behaviors that can create a competitive advantage for the financial performance of a family firm. For example, assertive stewardship behavior, the development of a shared vision, and a transformational leadership style all can show advantageous outcomes. Interestingly, the authors found that autocratic leadership can benefit firm performance in family organizations with concentrated ownership due to faster decision-making and higher efficiency (Fries et al., 2021).

Neubaum, D. O. (2018). Family business research: Roads traveled and the search for unworn paths. *Family Business Review*, 31(3), 259-270.

The paper analyzes Payne's (2018) research on the complexities and distinctions associated with leadership in family firms. The research offered numerous valuable possibilities for future research that interest this author. Family business research is a rather un-represented field in the literature. It represents a large set of inter-related subfields bound together by recognizing that families, as owners and operators, can have a unique influence on a wide variety of business activities and outcomes (Neubaum, 2018). Of particular interest is the effort to advance the theoretical development regarding the efficacy of family business decisions and actions and how leadership's decisions contribute to achieving the family firm's goals and objectives.

Further, Neubaum (2018) proposes that the independence, overlap, and relatedness among the characteristics of the family business affect leadership. Moreover, family business research often considers the characteristics and how they are related, either independent or dependent on the relationship within the organization. By contrasting

these variables, the researchers determined that overlap and affiliation of the family members can be identified.

This paper is relevant to this author and relates to further research suggested. It is noted that further research could be helpful to examine a comprehensive view of the relationship between team inputs and team outputs and better understand the paths through which team characteristics influence outcomes (Neubaum, 2018). Neubaum (2018) suggests that family-run firms are a complex web of social involvement and interactions embedded in the family's social structure that advantages of a family firm can be identified. Of interest is examining a comprehensive model of succession, incorporating team dynamics and several mediating variables to predict succession (Neubaum, 2018).

This article provides the framework for the starting point for identifying avenues for further research. This author is particularly interested in the leadership styles, behaviors, and outcomes related to the family firm. More broadly, further research needs to incorporate a broader range of theories beyond agency and stewardship to better understand theories on leadership in family firms (Neubaum, 2018). Furthermore, this article revealed several relationships between leadership style and how they exist, but further research is needed, particularly in North America, on a firm's performance based on leadership traits.

Saiz-Álvarez, J. M., & Palma-Ruiz, J. M. (Eds.). (2019). Handbook of Research on Entrepreneurial Leadership and Competitive Strategy in Family Business.

In the handbook, Saiz-Alvarez et al. (2019) study the reputational transfer between the leader and the company he leads while analyzing whether the forementioned process is

conditioned by the presence of a family in the ownership or management of the company. The handbook uses data collected between 2001 and 2017 from econometric models that show the reputation of the leader of the family firms in Spain and how the corporate reputation is transferred when the company does not have a succession plan in place. Additionally, Saiz-Alvarez et al. (2019) found that the company nourishes the ethical and corporate reputation of the leader without it being conditioned by the family nature of the company.

This author's data analysis identifies that family-run firms consider their companies as an extension of themselves and a legacy for future generations, making a positive reputation necessary. This reputation reflects the ethics, values, and character of the leadership. In addition, it allows for developing relationships that can benefit long-term relationships with internal and external stakeholders based on trust.

Sharma, A., Agrawal, R., & Khandelwal, U. (2019). Developing ethical leadership for business organizations: A conceptual model of its antecedents and consequences. *Leadership & Organization Development Journal*.

The paper aims to understand the growing construct of ethical leadership and its related concepts that focus on the moral aspect of leadership (Sharma et al., 2019). The research focuses on ethical leadership developed through the personality attributes of leaders. This review paper is based on the synthesis of leadership literature from existing research journals on ethical leadership (Sharma et al., 2019).

Sharma et al. (2019) postulate that the efficiency of a business, its performance, and the success of the organization are closely related to the effectiveness, quality, and ethical attitude and approach of the leader. The paper focuses on different perspectives and

personality characteristics and reveals similarities and significant differences between ethical leadership and other leadership constructs.

This author's analysis of the paper indicates that developing an ethical leadership framework allows for organizational commitment and provides for organizational success. Furthermore, the article shows that ethical leaders, who work on trust, honesty, integrity, selflessness, and fairness, help develop followers' job satisfaction, happiness, commitment, creativity, and organizational identification (Sharma et al., 2019). Further, the paper discusses the relevant social scientific literature related to ethical leadership. Furthermore, it investigates the importance of values and ideas as the characteristics relate to decision-making and communication within an organization. Lastly, there are several indicators for future research of interest to this author. Namely, to better understand effective leadership development in the workplace, specifically in a family-run firm.

Smith, S. T. (2022). A Phenomenological Study of Scripture-Based Ethical Principles Embedded Within Corporate Leadership Practices.

This article was chosen for this bibliography because of its relevance to the subject of responsible corporate leadership but also because a peer authored it at Liberty University in fulfillment of a doctorate. It is important because the article relies heavily on the scriptural and biblical components of leadership, which are necessary for the upcoming doctoral project for this author. Smith (2020) maintains that expanding biblical spirituality is a relatively recent development within the business community. Examining biblical spirituality grounded in high moral fortitude has led businesses to seek principles to advance humanity's good through those higher ethical principles (Smith, 2020, p. 33).

This article is also in line with what is necessary for this author to conduct his doctoral project soon. Smith (2020) utilized purposeful sampling of 15 participants to examine servant leadership theory. Six main themes were identified: (1) corporate foundations, (2) beliefs, (3) ethical foundations, (4) scriptural foundations, (5) life experience, and (6) "doing the right thing" (Smith, 2020, p. 3). The findings suggest a lack of professional ethics training at the leadership level, which is also indicated in another article herein, Freire and Bettencourt (2020), and how this training can assist leaders in making responsible and informed decisions (Smith, 2020). The author suggests further research could be warranted by focusing on lower-level leaders in a firm, other industries, and international applications (Smith, 2020).

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