

simulations (TBSs) of ethical cases in the educational field. While TBSs created a supportive environment for learning from mistakes and heightening leader awareness of their caring responsibilities, the study did not establish a strong correlation between simulations and authentic leadership development. Despite this limitation, the detailed analysis of authentic leadership theory and methodology presented in the study offers valuable insights. These insights, while specific to educational leaders, have broader implications for the development of authentic leadership in various contexts.

Hsieh and Wang (2015) provide compelling evidence of the influence of authentic leadership on employee trust and engagement from a supervisor-employee perspective. Their study tested four hypotheses concerning employee and supervisor perceptions of authentic leadership and found that supervisor-perceived authentic leadership fully mediates employee work engagement through employee trust. The use of statistical data to present quantifiable results lends greater credibility to their conclusions, offering a clear picture of the application of authentic leadership and its probable outcomes. This reinforces the importance of trust in the authentic leadership dynamic.

In contrast to other studies that primarily focused on outcomes, Mehmood et al. (2016) examine the role of authentic leadership in employees' developmental goals and performance. Their study, conducted with supervisors and employees in the Pakistani Telecommunications sector, concludes that authentic leadership predicts followers' in-role and extra-role performance through learning goal orientation. As with other studies, the presentation of quantifiable results lends credibility to the authors' conclusions, although a deeper analysis of the research leading to their hypotheses would have been beneficial. This study emphasizes the developmental aspect of authentic leadership and its impact on employee performance.

Authentic Leadership in Practice

The exploration of authentic leadership is not confined to academia. Blekkingh (2015) and Wulffers (2017) offer practical guides to achieving authenticity. Blekkingh's book, "Authentic Leadership: Discover and Live Your Essential Mission," explores a seven-layer model for discovering one's purpose and achieving authenticity. He suggests that through layered self-reflection, individuals can find their authentic self and purpose and subsequently put authentic leadership into effect. Although the book is mainly anecdotal and lacks academic robustness, its straightforward language and engaging exercises make it accessible and applicable to a broad audience. This practical approach to authentic leadership complements the theoretical frameworks discussed earlier.

Wulffers (2017), in "Authentic Leadership Effectiveness for Individuals and Teams: A Coaching Approach," examines the state of leadership today and the consequences of poor leadership. She presents authentic leadership theory as a critical method for achieving better quality leadership. Wulffers' book is an extended case study and detailed manual on achieving authenticity, heavily referencing previous literature on authentic leadership theory. Her practical approach and endorsements by industry leaders enhance the book's usefulness in authentic leadership theory research. This combination of practical advice and theoretical grounding makes it a valuable resource.

Kerfoot (2006) provides a practical application of authentic leadership theory in the nursing profession. She argues that leader authenticity cannot be self-defined but lies in followers' perceptions. Through mentoring and confidence, one can create the perception of authenticity as a leader. This practical perspective is relevant and helpful to authentic leadership research, offering context and application in a specific profession. Kerfoot's insights bridge the gap between theory and practice, demonstrating the applicability

of authentic leadership in professional settings.

The Role of Social Media in Enhancing Authentic Leadership

Social media plays a significant role in enhancing authentic leadership and fostering societal change. Odii (2020) discusses social media's potential to both facilitate and impede change, highlighting its use in change management initiatives. Authentic leaders can leverage social media to strengthen these efforts while navigating the ethical challenges it presents, underscoring its importance in contemporary leadership.

Building on this, Harkins et al. (2023) explore the impact of emotionally charged content on social media in engaging followers and promoting social causes. Their findings suggest that positive, emotionally charged images are more effective in garnering social media activity, emphasizing the power of social media in leadership and change. This aligns with the principles of authentic leadership, where emotional intelligence and engagement are crucial, demonstrating how authenticity can translate to success and popularity online.

Khaund et al. (2022) highlight the influence of social bots and their coordination during online campaigns, emphasizing the need for ethical leadership in navigating digital landscapes. Bots can significantly impact social media conversations and public opinion, presenting both opportunities and challenges for authentic leaders. The ethical considerations in using social media are critical for maintaining authenticity, which in turn affects a leader's reach and audience.

Naeem (2020) examines the role of social networking applications in facilitating organizational change by enhancing knowledge sharing and participation. Social media enhances the richness and reach of communication among stakeholders, providing a powerful tool for leaders to drive change. This practical application of social media complements the theoretical frameworks of authentic leadership, showing how authenticity can enhance a leader's influence and effectiveness.

Finally, Omolloh (2020) presents a case study on using social media as a management tool in small businesses, highlighting its benefits in customer engagement and business awareness. This practical example underscores the versatility of social media in enhancing leadership practices across different contexts. The integration of social media in leadership strategies can amplify the impact of authentic leadership, further illustrating how authenticity translates to success and popularity online.

Conclusion

Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. Authentic leaders must leverage social media's potential while mitigating its risks to achieve positive organizational outcomes. Future research should explore the long-term effects of these dynamics on societal values and norms.

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studies and theories more cohesively, weaving them together to build a narrative around the impact and application of authentic leadership. This is evident in how you connect theories from Gardner et al. (2005) and Berkovich (2014) to practical applications discussed by Qian et al. (2016) and others.

The synthesis is particularly notable in how you relate the theoretical aspects of authentic leadership to its real-world implications, like the effect of authentic leadership on team dynamics and individual follower outcomes. This reflects a deeper analytical approach as suggested by your professor.

2. **Exploration of Authentic Leadership in Context:** Your review delves into the nuances of authentic leadership in various settings, from academia to corporate environments, and even touches upon its role in societal change through social media. This contextual exploration helps in synthesizing a broader spectrum of literature and applying it to specific scenarios, such as the use of social media by leaders like Donald Trump.

3. **Analytical Depth:** The discussion on the impact of social media on leadership authenticity, where you analyze how leaders can maintain authenticity while navigating the complexities of digital communication, shows an advanced level of analysis. This section effectively ties together the theoretical discussions with practical implications, aligning with your professor's advice to spend more time analyzing content before concluding.

4. **Focus on Practical Implications:** The sections that discuss the practical guides by Blekkinh (2015) and Wulffers (2017) provide a good transition from theoretical frameworks to actionable strategies. This not only synthesizes findings but also bridges the gap between theory and practice, a critical aspect of comprehensive literature reviews.

Areas for Improvement:

****Further Consolidation**:** While your synthesis has improved, there could still be an opportunity to further consolidate some repetitive elements, particularly around the repeated mentions of social media's impact. This could help tighten the narrative and reinforce the synthesis without sacrificing detail.

****Critical Perspectives**:** Consider incorporating more critical perspectives or counterarguments to the dominant views presented. This could involve discussing potential criticisms of the authenticity concept or the limitations of social media in genuine leadership portrayal.

Overall, you've responded well to your professor's feedback by enhancing the synthesis of various findings and providing a more detailed analysis of the themes before concluding. This demonstrates a thoughtful consideration of the literature and its implications for authentic leadership."}], "status":

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expand on the ideas expressed in these two paragraphs in APA format. Do not write \\n more than 8 paragraphs in the expansion and insure that all paragraphs continue with the narrative essay format of paragraphs of at least 3 sentences containing an introduction, main idea and conclusion of the topic of the paragraph or as an introduction or teaser for the next paragraph. Please only use the sources listed below as reference plus 1 additional source only if need.\\n\\nAllcott, H., & Gentzkow, M. (2017). Social media and fake news in the 2016 election. *Journal of Economic Perspectives*, 31(2), 211-236. <https://doi.org/10.1257/jep.31.2.211>\\nAuxier, B., & Anderson, M. (2021). Social media use in 2021. Pew Research Center, 1(1), 1-134. <https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021/>\\nBerkovich, I. (2014). Between person and person: Dialogical pedagogy in authentic leadership development. *Academy of Management Learning & Education*, 13(2), 245-264. <https://doi.org/10.5465/amle.2012.0367>\\nBlekkingsh, B. W. (2015). Authentic leadership: Discover and live your essential mission. *Infinite Ideas*. <http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=987184&site=ehost-live>\\nBusiness Insider Intelligence. (n.d.). Influencer marketing: Social media

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leverage their perceived authenticity and extensive reach to shape consumer preferences, demonstrating social media's capacity to influence not just political, but also economic landscapes.

However, the potential of social media to disseminate misinformation presents significant risks, particularly to democratic processes. The controversies during the 2016 election highlighted how fabricated content could influence voter behavior, an issue further explored by Allcott and Gentzkow (2017). This spread of misinformation can polarize communities and erode trust in democratic institutions, suggesting a pressing need for mechanisms to better regulate and manage online content.

Moreover, the impact of social media on mental health cannot be overlooked. Fardouly et al. (2015) found a correlation between Instagram use and increased body dissatisfaction among young women, mediated by internalization of societal beauty standards and rampant appearance comparisons. This finding illustrates another dimension of social media's influence: its ability to affect personal self-esteem and body image, which are integral to overall mental health.

Social media's role extends beyond individual impacts to collective behaviors and attitudes. Auxier and Anderson (2021) from Pew Research Center highlight that the widespread use of social media in 2021 has made it a primary platform for information exchange and community formation. This extensive reach makes social media a powerful tool for mobilizing social movements or campaigns, further demonstrating its capacity to act as a mold shaping societal norms and behaviors.

To contextualize these discussions within leadership frameworks, Berkovich (2014) discusses the importance of dialogical pedagogy in leadership development. This approach can be particularly effective on social media, where leaders can engage in meaningful dialogues with followers, thereby fostering a more authentic leadership style. This interaction not only enhances leader-follower relationships but also exemplifies the application of authentic leadership principles in the digital age.

In conclusion, the dual nature of social media as both a reflective and formative force in society necessitates a nuanced understanding of its capabilities and limitations. While it offers unprecedented opportunities for engagement and influence, it also requires careful consideration of its potential to mislead and manipulate. As we move forward, it is crucial for stakeholders across sectors to consider both the power and the responsibilities that come with using social media."}], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": null, "message_type": null, "model_slug": "gpt-4", "default_model_slug": "gpt-4", "pad": "AAAAAA", "parent_id": "b54a8b4e-f3fa-455d-b44b-693abb69a6f8", "finish_details": {"type": "stop", "stop_tokens": [100260]}, "is_complete": true, "request_id": "8b902beef880baff-MXP", "timestamp": "absolute", "recipient": "all", "channel": null}, "parent": "b54a8b4e-f3fa-455d-b44b-693abb69a6f8", "children": ["aaa2bac1-8c4a-48ea-bc37-6fd8ebf367"]}, {"id": "aaa2bac1-8c4a-48ea-bc37-6fd8ebf367", "message": {"id": "aaa2bac1-8c4a-48ea-bc37-6fd8ebf367", "author": {"role": "user", "name": null, "metadata": {}}, "create_time": 1724637347.211577, "update_time": null, "content": {"content_type": "text", "parts": ["hmmm that good but I want the paragraphs to fit organically within this passage: \n\nCHAPTER 2: Identification of Phenomenon\n\nThe author does not consider social media, such as TikTok and Twitter, as reliable sources of information. He feels that government leaders and politicians undermine the seriousness and importance of their positions when they use lighthearted TikTok videos to promote their message or agenda. Additionally, he believes that such displays"]}]}

reflect the sensationalism and showmanship of American politics. In contrast to the author's fiancée's opinion, a Pew Research study in 2023 found that over 50% of adults surveyed reported getting their news from social media at least sometimes (2023).

On July 21st, 2024, President Joe Biden announced his decision not to seek re-election in the fall. This historic announcement, marking the first time in over fifty years that a sitting president refused their party's nomination, was made using the platform now known as X (Mason et al., 2024). The use of social media highlights its efficiency in disseminating information and providing individuals with the opportunity to engage in the public sphere, gain followers, and exert influence on an unprecedented scale.

Social media has emerged as a formidable force influencing public opinions and attitudes in the contemporary digital era. This phenomenon, where social media shapes and reflects public opinions, is particularly significant when examined through authentic leadership theory. Authentic leadership, which emphasizes transparency, ethics, and a communal focus, aligns closely with the activities of social media influencers who wield substantial sway over their followers.

The role of social media in influencing public opinion is both profound and pervasive. Approximately 72% of the U.S. public uses social media, with platforms such as Facebook and YouTube leading the way (Auxier & Anderson, 2021). This extensive reach ensures that nearly everyone is exposed to the opinions and ideas circulated on these platforms, whether accurate or misleading. The impact of social media is evident in various sectors, from political engagement to social movements, economic trends, and mental health.

In order to investigate this phenomenon, data was collected through a comprehensive literature review and qualitative analysis of social media interactions. The sources encompassed peer-reviewed articles, books on leadership theories, and empirical studies on social media's influence. Statistical data on social media usage and its societal impacts was provided by reputable institutions such as the Pew Research Center.

The influence of social media on public opinion became noticeable in the early 21st century with the advent of platforms like Facebook, Twitter, and YouTube. Events such as the Arab Spring (2011) and Occupy Wall Street (2011) highlighted the power of social media to mobilize people and spread ideas rapidly. The #MeToo movement, which gained momentum through a tweet by Alyssa Milano in 2017, exemplified how social media could catalyze significant social change by encouraging victims of sexual harassment to speak out (Thomson, 2018).

In addition to social movements, social media's influence extends deeply into the political sphere. Modern political candidates in America have recognized the necessity of maintaining a robust online presence. Platforms like Twitter and Facebook are not only used for engagement but also for major announcements, policy declarations, and real-time interaction with constituents. For instance, former President Donald Trump famously used Twitter to communicate directly with the public and announce significant policy decisions, bypassing traditional media channels (Heilweil & Ghaffary, 2021).

This direct communication method aligns with the principles of authentic leadership, where transparency and direct engagement are paramount.

Authentic leadership, as defined by Northouse (2019), is a process where an individual influences others to achieve a common goal through genuine and ethical behavior. This concept is mirrored in the actions of social media influencers who build trust and engagement with their followers through transparency and authenticity. Influencers and public figures like Tarana Burke and Alyssa Milano have utilized their platforms to lead movements such as #MeToo, advocating for societal values of justice and accountability (Mendes et al., 2018). These influencers often exemplify the core components of authentic leadership

by maintaining a transparent and genuine presence online, fostering trust and loyalty among their followers. This trust is critical, enabling influencers to mobilize their audience for various causes, from social justice movements to political campaigns.

Social media acts as both a mirror and a mold for public opinion, reflecting current sentiments and attitudes while simultaneously shaping those sentiments through disseminating information and mobilizing collective action. For instance, during the 2016 U.S. presidential election, social media significantly influenced voter perceptions through both authentic content and misinformation (Allcott & Gentzkow, 2017). The economic implications of social media influence are also significant. Influencer marketing has become a multi-billion-dollar industry, with brands leveraging influencers' reach and perceived authenticity to connect with consumers. According to a report by Business Insider Intelligence, the influencer marketing industry is projected to grow to approximately \$15 billion by 2022 (Business Insider Intelligence, 2021).

While social media holds the potential for positive influence, it also poses risks. The spread of misinformation can polarize communities and disrupt democratic processes. The controversies surrounding the 2016 U.S. presidential election exemplify this risk, where false information disseminated by social media influencers and bots significantly impacted voter perceptions and behaviors (Allcott & Gentzkow, 2017). Moreover, the influence of social media extends to mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image, particularly among young women. For instance, Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction, mediated by the internalization of the thin ideal and appearance comparison tendencies.

Conclusion

The role of social media in shaping and reflecting public opinions and attitudes is intricately linked with the principles of authentic leadership. Influencers who engage authentically with their followers can drive significant social change by promoting ethical behavior and communal values. As digital platforms continue to evolve, understanding the mechanisms of this influence becomes crucial for harnessing social media's power for positive societal impact.

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Media's Dual Role

Social media serves as a significant platform in modern communication, where the line between news dissemination and influence blurs. According to Allcott and Gentzkow (2017), during the 2016 U.S. presidential election, the role of social media extended beyond mere reporting; it actively shaped voter perceptions through a blend of authentic engagements and deliberate misinformation. This dynamic sets the stage for a deeper discussion on how such platforms both reflect and mold public sentiment, acting simultaneously as mirrors and architects of public opinion.

Economic and Social Implications of Influencer Marketing

The influence of social media transcends political landscapes, deeply penetrating the economic sphere through influencer marketing. As noted by Business Insider Intelligence (2021), the influencer marketing industry, valued at billions, capitalizes on the perceived authenticity and extensive reach of influencers to sway consumer behaviors. This lucrative market underscores social media's power not only in shaping economic trends but also in defining modern marketing strategies where influencers play pivotal roles.

The Risks of Misinformation

While the economic benefits are clear, the risks associated with social media are profound, particularly regarding misinformation. The dissemination of false information during pivotal events like the 2016 election (Allcott & Gentzkow, 2017) highlights a critical vulnerability in social media's structure—its ability to rapidly spread misleading content, potentially polarizing communities and skewing democratic processes. This aspect calls for a robust discussion on the need for more stringent regulatory frameworks to curb the spread of misinformation effectively.

Impact on Mental Health

Moreover, the psychological impact of social media, especially among young women, is a growing concern. Fardouly et al. (2015) illustrate how platforms like Instagram can exacerbate body image issues, mediated by constant exposure to idealized images that promote unrealistic standards of beauty. This phenomenon points to a deeper societal issue facilitated by social media—the internalization of unattainable aesthetics, leading to widespread dissatisfaction and mental health challenges.

Authentic Leadership in the Age of Social Media

Transitioning from the risks and economic implications, it's essential to consider how social media platforms relate to authentic leadership. Platforms like Twitter and Facebook not only serve as stages for political and social discourse but also as arenas where authentic leadership can flourish or falter. The transparency and directness facilitated by these platforms allow leaders to engage more genuinely with the public, potentially fostering a deeper sense of trust and loyalty among followers.

Conclusion: The Complex Role of Social Media

In conclusion, social media's role in modern society is multifaceted, acting both as a powerful tool for engagement and a potential conduit for misinformation. Its impact on politics, economy, and mental health illustrates the breadth of its influence. For influencers and leaders, navigating this complex landscape requires a balanced approach, embracing the platforms' power to foster genuine connections and drive change while mitigating the inherent risks associated with digital discourse. As we move forward, a deeper understanding of these dynamics will be crucial for leveraging social media's potential positively and ethically."}], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": null, "finish_details": {"type": "stop", "stop_tokens": [100260]}, "is_complete": true, "message_type": null, "model_slug": "gpt-4", "default_model_slug": "gpt-4", "pad": "AAAAAAAAAAAAAAAAAAAA", "parent_id": "6a857628-423d-4ddc-9ef5-9fe01e62f9b1",

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Expanded Analysis of Social Media's Dual Role

Social media acts as both a mirror and a mold for public opinion, reflecting current sentiments and attitudes while simultaneously shaping those sentiments through the dissemination of information and mobilizing collective action. During the 2016 U.S. presidential election, for instance, social media significantly influenced voter perceptions through both authentic content and misinformation. The economic implications are also profound; influencer marketing has become a multi-billion-dollar industry, with brands leveraging influencers' reach and perceived authenticity to connect with consumers. This dual role underscores the critical impact of social media across various facets of life.

Exploration of Risks and Implications

While social media holds potential for positive influence, it also poses significant risks. The spread of misinformation can polarize communities and disrupt democratic processes, as exemplified by the controversies surrounding the 2016 U.S. presidential election. Additionally, the influence of social media extends to mental health, with studies indicating that exposure to influencer content can impact self-esteem and body image, particularly among young women. These risks highlight the complex challenges social media presents, necessitating careful consideration and management to mitigate negative impacts.

The role of social media in influencing public opinion is both profound and pervasive. Approximately 72% of the U.S. public uses social media, with platforms such as Facebook and YouTube leading the way. This extensive reach ensures that nearly everyone is exposed to the opinions and ideas circulated on these platforms, whether accurate or misleading. The impact of social media is evident in various sectors, from political engagement to social movements, economic trends, and mental health.

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influencer-based marketing strategies reflects a broader change in how companies connect with their audiences, prioritizing perceived authenticity over traditional advertising methods.

In order to investigate this phenomenon, data was collected through a comprehensive literature review and qualitative analysis of social media interactions. The sources encompassed peer-reviewed articles, books on leadership theories, and empirical studies on social media's influence. Statistical data on social media usage and its societal impacts was provided by reputable institutions such as the Pew Research Center.

The influence of social media on public opinion became noticeable in the early 21st century with the advent of platforms like Facebook, Twitter, and YouTube. Events such as the Arab Spring (2011) and Occupy Wall Street (2011) highlighted the power of social media to mobilize people and spread ideas rapidly. The #MeToo movement, which gained momentum through a tweet by Alyssa Milano in 2017, exemplified how social media could catalyze significant social change by encouraging victims of sexual harassment to speak out.

In addition to social movements, social media's influence extends deeply into the political sphere. Modern political candidates in America have recognized the necessity of maintaining a robust online presence. Platforms like Twitter and Facebook are not only used for engagement but also for major announcements, policy declarations, and real-time interaction with constituents. For instance, former President Donald Trump famously used Twitter to communicate directly with the public and announce significant policy decisions, bypassing traditional media channels. This direct communication method aligns with the principles of authentic leadership, where transparency and direct engagement are paramount.

Authentic leadership, as defined by Northouse (2019), is a process where an individual influences others to achieve a common goal through genuine and ethical behavior. This concept is mirrored in the actions of social media influencers who build trust and engagement with their followers through transparency and authenticity. Influencers and public figures like Tarana Burke and Alyssa Milano have utilized their platforms to lead movements such as #MeToo, advocating for societal values of justice and accountability. These influencers often exemplify the core components of authentic leadership by maintaining a transparent and genuine presence online, fostering trust and loyalty among their followers. This trust is critical, enabling influencers to mobilize their audience for various causes, from social justice movements to political campaigns.

Conclusion

The role of social media in shaping and reflecting public opinions and attitudes is intricately linked with the principles of authentic leadership. Influencers who engage authentically with their followers can drive significant social change by promoting ethical behavior and communal values. As digital platforms continue to evolve, understanding the mechanisms of this influence becomes crucial for harnessing social media's power for positive societal impact.

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 www.linkedin.com/in/alexis-lindsay\n\nSummary\nVersatile business leader with
 expertise in partnership management, business development, and project management.
 Adept communicator and relationship builder, driving operational excellence and
 innovation. Passionate about education and dedicated to fostering transformative
]}
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leadership.

Professional Experience

Acadly Inc., San Francisco, CA

Customer Success Manager | 2022 – 2023

- Increased user satisfaction by 20% within six months through impactful relationship building.
- Generated a 15% surge in qualified sales leads with personalized outreach strategies.
- Enhanced data accuracy by 30% by consolidating CRM interaction data.
- Boosted conversion rates by 10% by strategically mapping accounts and identifying key decision-makers.

Commercial Fire, Jacksonville, FL

Premier Affiliate Service Coordinator | 2022 – 2022

- Achieved an 86% on-time completion rate for fire systems inspections.
- Managed a rolling portfolio of fire systems work orders totaling over \$500,000.

Revature, Tampa, FL

Software Development Associate | 2019 – 2020

- Developed and debugged full-stack applications, increasing system performance by 15%.
- Collaborated on a web-based application, enhancing team engagement by 20%.
- Created a web-based expense reimbursement system, reducing processing time by 25%.

Jacksonville Transportation Authority, Jacksonville, FL

Service Delivery Manager | 2019 – 2019

- Achieved a 99.5% on-time performance rate for transit services.
- Led community engagement initiatives, increasing positive public relations sentiment by 10%.
- Reduced labor disputes by 20% through team-building and employee accountability initiatives.

PED Academy, Prague, Czech Republic

English Language Tutor and TEFL Instructor | 2017 – 2018

- Boosted student participation by 20% with engaging lessons.
- Improved student comprehension and communication skills by 15% with innovative activities.
- Produced a holiday-themed performance, garnering positive community feedback.

CSX, Jacksonville, FL

Manager of Operations and Data Control | 2014 – 2017

- Reduced incident rates by 15% and improved productivity by 10% through process improvements.
- Achieved a 99.5% on-time repair completion rate for locomotive services.
- Improved operational efficiency by 20% through detailed progress reports.

Service Center Manager | 2013 – 2014

- Achieved a 97.9% service center quality assurance rating.
- Maintained a 100% safety record, surpassing industry benchmarks.
- Increased employee safety awareness by 15% through best practice implementations.

Canadian Pacific, Minneapolis, MN

Collector | 2012 – 2013

- Recovered over \$2 million in past-due revenue, reducing collection costs by 10%.
- Resolved billing concerns and recovered \$500,000 in unapplied funds.
- Reduced outstanding balances on revolving accounts by 35%.

Customer Service Operations Representative | 2005 – 2011

- Exceeded customer satisfaction expectations consistently.
- Maintained 100% hazardous material documentation compliance.

Education

M.A. Organizational Leadership, Claremont Lincoln University

2013 Claremont, CA, Expected September 2024

M.P.M. Project Management, Rome Business School

2013 Rome, Italy, 2023

Customer Success Fellowship, SV Academy

2013 San Francisco, CA, 2022

TEFL Certification, The Language House

2013 Prague, Czech Republic, 2017

B.S. Business Administration, Metropolitan State University

2013 St. Paul, MN, 2012

Skills

- Partnership Management
- Business Development
- Project Management
- CRM Systems
- Data Analysis
- Strategic Planning
- Communication & Interpersonal Skills
- Problem-Solving
- Organizational Skills
- Team Leadership

Additional Information

- Fully remote work experience with a strong virtual engagement and collaboration background.
- Experience in innovative and creative partnership strategies.
- Passionate about the mission and values of Claremont Lincoln University.

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online then, but your webpage wouldn't let me. All I could do was move the next
delivery as far into the future as I could. I would like to cancel this service. I do
not want this dog food, and I don't have room in my freezer for it, which would
result in waste and an extreme financial loss for me. I would like a refund for the
second unauthorized order that is arriving today and the cancellation of this dog food
subscription in its entirety. I want no future orders at all.\n\nThank
you.\n\nAlexis\n\nCan you translate this into italian so i can respond to this email
from customer service and is it a suitable response to the email below? : \n\nErick
(Dogfy Diet)\n\n13 Ago 2024, 09:02 CEST\n\nGood morning Alexis\n\nThank you for your
message.\n\nOur systems do not show the closure of the account but the moving of the
order from 03/20/2024 to 08/13/2024.\n\nUnfortunately the order cannot be cancelled
as it is in the process of being shipped.\n\nWe remind you that orders can be
cancelled, modified 48 hours before the delivery date and by 5:00 pm, as you were
notified in the SMS of 08/10/2024 and the email of 08/11/2024 (screenshot attached).\n\nWe have suspended your future orders and your account. You can reactivate them at
any time by accessing your personal page or writing us an email.\n\nWe can cancel and
refund the second part of the order of \u20ac 76.86 or if you wish you can receive it,
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trovato il cibo troppo unto e non valeva il prezzo pagato. Come menzionato nella mia
email precedente, ho tentato di cancellare il servizio online, ma la pagina web non me
lo permetteva. Tutto ci\u00f2 che ho potuto fare \u00e8 stato posticipare la prossima
consegna il pi\u00f9 lontano possibile nel futuro. Vorrei cancellare questo servizio.
Non desidero questo cibo per cani e non ho spazio nel mio congelatore per conservarlo,

il che comporterebbe sprechi e una grave perdita economica per me. Vorrei un rimborso per il secondo ordine non autorizzato che arriver\u00e0 oggi e la cancellazione completa dell'abbonamento a questo cibo per cani. Non voglio ricevere pi\u00f9 ordini in futuro.\n\nGrazie.\n\nAlexis\n\n---\n\nThis translation and your response are suitable, given the context of Erick's previous email. It directly addresses the concerns you have with the service and the unauthorized order, and it formally requests the cancellation and refund you are seeking. Make sure to also follow up as necessary based on their policies and your rights as a consumer."}], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": null, "message_type": null, "model_slug": "gpt-4", "default_model_slug": "gpt-4", "pad": "AAAAAAAAAAAAAAAA", "parent_id": "aaa25b28-cdee-45cd-b2cc-7ba70401d8ca", "request_id": "8b28535afc3359f5-MXP", "timestamp": "absolute", "finish_details": {"type": "stop", "stop_tokens": [100260]}, "is_complete": true}, "recipient": "all", "channel": null, "parent": "aaa25b28-cdee-45cd-b2cc-7ba70401d8ca", "children": []}, {"moderation_results": [], "current_node": "682a245a-35e6-4457-9a5b-e087f8e73d40", "plugin_ids": null, "conversation_id": "6ffe0195-0160-4558-b40e-f3d7bf5c8e30", "conversation_template_id": null, "gizmo_id": null, "is_archived": false, "safe_urls": [], "default_model_slug": "gpt-4", "conversation_origin": null, "voice": null, "async_status": null, "id": "6ffe0195-0160-4558-b40e-f3d7bf5c8e30"}, {"title": "Rimborso e cancellazione servizio", "create_time": 1723478335.95237, "update_time": 1723478737.476838, "mapping": {"f020fe6a-15fd-4014-bb69-c7a59f06248b": {"id": "f020fe6a-15fd-4014-bb69-c7a59f06248b", "message": {"id": "f020fe6a-15fd-4014-bb69-c7a59f06248b", "author": {"role": "system", "name": null, "metadata": {}}, "create_time": null, "update_time": null, "content": {"content_type": "text", "parts": [""]}, "status": "finished_successfully", "end_turn": true, "weight": 0.0, "metadata": {"is_visually_hidden_from_conversation": true}, "recipient": "all", "channel": null, "parent": "f342753a-2285-4d3a-b4ac-3203e0027a48", "children": ["16bc62e4-51ba-4d35-96cd-0122adb052b8"]}, {"f342753a-2285-4d3a-b4ac-3203e0027a48": {"id": "f342753a-2285-4d3a-b4ac-3203e0027a48", "message": null, "parent": null, "children": ["f020fe6a-15fd-4014-bb69-c7a59f06248b"]}, {"16bc62e4-51ba-4d35-96cd-0122adb052b8": {"id": "16bc62e4-51ba-4d35-96cd-0122adb052b8", "message": {"id": "16bc62e4-51ba-4d35-96cd-0122adb052b8", "author": {"role": "user", "name": null, "metadata": {}}, "create_time": 1723478335.953905, "update_time": null, "content": {"content_type": "text", "parts": ["Can you translate this email to italian please:\n\nHello,\n\nMy account with the email Alexislindsay@yahoo.com was charged for a month of dog food without my consent. I had canceled the service months ago, or at least tried to several times. I would like a refund and to cancel this order. Please advise on how we can proceed with the refund and how we can cancel my subscription to this service. Thank you.\n\nAlexis\n\n"]}, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"request_id": "8b21ab6e9a4fbabb-MXP", "message_source": null, "timestamp": "absolute", "message_type": null}, "recipient": "all", "channel": null, "parent": "f020fe6a-15fd-4014-bb69-c7a59f06248b", "children": ["0e299b67-0f17-4a1b-8b0c-b4a735d2f8a1"]}, {"0e299b67-0f17-4a1b-8b0c-b4a735d2f8a1": {"id": "0e299b67-0f17-4a1b-8b0c-b4a735d2f8a1", "message": {"id": "0e299b67-0f17-4a1b-8b0c-b4a735d2f8a1", "author": {"role": "assistant", "name": null, "metadata": {}}, "create_time": 1723478341.487828, "update_time": null, "content": {"content_type": "text", "parts": ["Sure, here's the translation of your email into Italian:\n\n---\n\nCiao, \n\nIl mio account con l'email Alexislindsay@yahoo.com \u00e8 stato"]

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\nAlexis\n\n---\n\nLet me know if you need any further adjustments!"]}, "status": "finished_successfully", "end_turn": true

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career and activism. Parks, while of mixed descent, is primarily noted for her role in the African American Civil Rights Movement. The conversation about race and identity in the context of Black American history is complex. It involves how individuals are seen by society, how they identify themselves, and the impact of historical definitions of race on their lives and legacies. While there are notable figures who were mixed race, there are many more who were not, and their contributions are equally significant. The diversity within the Black community, including those of mixed heritage, reflects a broad spectrum of experiences and stories that are all vital to understanding American history."}], "status":

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["Certainly! Here&#x27;s a more comprehensive list of prominent mixed-race figures
from various fields, focusing on historical figures and including fewer
entertainers:\n\n1. Barack Obama - Former U.S. President, mixed Kenyan and white
American descent.\n2. Frederick Douglass - Abolitionist and writer; born to a
black slave mother and a white father.\n3. Booker T. Washington - Educator and
advisor to presidents; of mixed African-American and European descent.\n4. W.E.B. Du
Bois - Sociologist, historian, and civil rights activist; had mixed African, French,
Dutch, and possibly Native American ancestry.\n5. P.B.S. Pinchback - First person
of African-American descent to become governor of a U.S. state (Louisiana), of mixed
race background.\n6. Langston Hughes - Poet and social activist; both of
Hughes&#x27; paternal great-grandmothers were enslaved African Americans and both of
his paternal great-grandfathers were white slave owners.\n7. Rosa Parks - Civil
rights activist known for her pivotal role in the Montgomery Bus Boycott, had African-
American, Scots-Irish, and Native American ancestry.\n8. Norbert Rillieux -
Inventor and engineer; born to a white plantation owner and a free woman of color.\n9.
Jean Baptiste Point du Sable - Founder of Chicago; believed to be of French and
African descent.\n10. Thurgood Marshall - First African American U.S. Supreme
Court Justice, had mixed African-American and European ancestry.\n11. Charles Drew
- Physician and surgeon who developed large-scale blood banks during World War II, of
mixed African-American and European ancestry.\n12. Alexander Dumas - Author of
"The Three Musketeers," was of mixed French and Haitian descent.\n13. Ada
Lovelace - Mathematician and writer, often considered the first computer programmer;
she was of mixed English and possibly part African descent through her father, Lord
Byron, who had a relationship with a woman of Afro-Caribbean heritage.\n\nThese
individuals have had significant impacts in their respective fields and represent the
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historical figures like Aristotle, you might enjoy games that incorporate
philosophical discussions, historical settings, or character interactions based on
famous thinkers. While there isn't a specific game where you directly talk to
Aristotle, here are a few games that might capture the essence of what you're
looking for:\n\n### 1. **Assassin's Creed Odyssey**\n - **Game
Classification:** AAA\n - **Platform(s):** PC, PS4, Xbox One, Nintendo Switch\n -
**Game Synopsis & Themes:** Set in Ancient Greece, Assassin's Creed Odyssey
immerses players in the rich historical and cultural landscape of the time. While
Aristotle himself is not a character you directly converse with, the game explores
philosophical themes, historical events, and influential figures like Socrates, who

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engages in philosophical dialogues with the player.\n - **Strengths:** Deep narrative, historically rich setting, engaging open-world exploration.\n - **Weaknesses:** Some may find the gameplay loop repetitive over time.\n - **Graphics & Art Style:** Realistic and visually stunning depiction of Ancient Greece.\n - **Gameplay Mechanics:** Action-adventure with RPG elements, featuring combat, exploration, and dialogue choices.\n - **Soundtrack & Audio:** Authentic and immersive, capturing the essence of the time period.\n - **Single-player/Multiplayer Modes:** Single-player\n - **User Reviews Summary:** Generally positive, praised for its storytelling and historical accuracy.\n - **Developer:** Ubisoft Quebec\n - **Publisher:** Ubisoft\n - **ESRB Rating:** M for Mature\n - **Release Date:** October 5, 2018\n\n### 2. **Sid Meier's Civilization VI**\n - **Game Classification:** AAA, Strategy\n - **Platform(s):** PC, Mac, PS4, Xbox One, Nintendo Switch, Mobile\n - **Game Synopsis & Themes:** Civilization VI allows you to build an empire from the ground up, leading your civilization from the ancient era to the modern age. You can interact with great philosophers, leaders, and thinkers from history, including Aristotle, as part of your civilization's development. The game focuses on strategy, diplomacy, and cultural growth.\n - **Strengths:** Deep strategic gameplay, educational value, rich in historical content.\n - **Weaknesses:** Can be complex and time-consuming for new players.\n - **Graphics & Art Style:** Stylized, colorful, and detailed with a focus on world-building.\n - **Gameplay Mechanics:** Turn-based strategy with emphasis on empire building, diplomacy, and military conquest.\n - **Soundtrack & Audio:** Epic orchestral score, featuring music from various cultures.\n - **Single-player/Multiplayer Modes:** Both single-player and multiplayer available.\n - **User Reviews Summary:** Highly praised for its depth, replayability, and historical richness.\n - **Developer:** Firaxis Games\n - **Publisher:** 2K Games\n - **ESRB Rating:** E10+ for Everyone 10 and up\n - **Release Date:** October 21, 2016\n\n### 3. **The Great Philosophers**\n - **Game Classification:** Indie, Educational\n - **Platform(s):** PC (available on Steam)\n - **Game Synopsis & Themes:** This educational game allows players to engage in dialogue with various philosophers, including Aristotle. The game is designed to teach philosophy in an interactive manner, where players can ask questions, debate ideas, and explore philosophical concepts.\n - **Strengths:** Educational, focused on philosophical discussions, unique concept.\n - **Weaknesses:** Limited gameplay options outside of dialogues, niche appeal.\n - **Graphics & Art Style:** Minimalistic, focusing on text-based interaction with simple visuals.\n - **Gameplay Mechanics:** Dialogue-driven, educational focus on philosophical discourse.\n - **Soundtrack & Audio:** Simple, minimalistic audio design to support the educational content.\n - **Single-player/Multiplayer Modes:** Single-player\n - **User Reviews Summary:** Positive reviews for its educational value and unique concept.\n - **Developer:** Independent developer (check Steam for specifics)\n - **Publisher:** Independent publisher (check Steam for specifics)\n - **ESRB Rating:** Not Rated (Educational)\n - **Release Date:** Check Steam for release details\n\nEach of these games offers a unique way to engage with historical or philosophical content, and they should provide you with an interesting experience if you're looking to "talk" with someone like Aristotle.]], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": "g-wJMDtTVbJ", "finish_details": {"type": "stop", "stop_tokens": [200002]}}, "is_complete": true, "message_type": null, "model_slug": "gpt-4o",

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recommend games based on your preferences and interests. I can also help you with
game-related information, strategies, and even walk you through gaming news, updates,
and trends. If you have specific requests, like finding a particular type of game,
understanding game mechanics, or even tips for certain levels, I'm here to assist
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["Absolutely! I'll step into the role of Aristotle, and you can ask me any
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the ancient philosopher himself. Feel free to ask about philosophy, ethics, logic, or
anything else on your mind.\n\nWhat would you like to ask Aristotle?"]}, "status":
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bring forth is complex and deeply sensitive, especially in modern society, where
ethical norms, laws, and social attitudes have evolved significantly. As I adopt the
persona of Aristotle, I must acknowledge that my philosophical framework is rooted in
the context of ancient Greece, which had different social norms and practices. However,
I will do my best to approach this topic with the seriousness it demands, considering
both ancient and contemporary perspectives.\n\nIn my philosophy, the concept of the
'good life' is central. This involves the flourishing of individuals within
a society where virtues such as justice, temperance, and wisdom are cultivated.
Relationships, particularly those that involve power dynamics and the potential for
exploitation, must be examined through the lens of these virtues.\n\nPedophilia, as
understood in modern terms, is considered a severe violation of ethical principles. It
involves an adult having a sexual attraction to children, who are not yet capable of
fully understanding or consenting to such relationships. From a philosophical
standpoint, any act that exploits, harms, or takes advantage of another
person\u2014especially one who is vulnerable and unable to protect themselves\u2014is
contrary to the virtues I espouse.\n\nThe age of consent, therefore, should be set at
a point where individuals are mature enough to make informed decisions about their own
bodies and relationships. This maturity is not merely physical but also intellectual
and emotional, allowing a person to understand the implications of their choices and
to consent freely without coercion or manipulation.\n\nGiven the differences in
maturity and understanding across individuals and cultures, setting a precise age can
be challenging. However, modern societies often set the age of consent between 16 and
18 years old, reflecting a general agreement that by this age, most individuals have
reached a level of maturity that allows them to make responsible decisions.\n\nIn
summary, the best age of consent is one that protects the young from exploitation
while respecting their developing autonomy. It should be informed by an understanding
of human development, ethics, and the need to foster a society where all individuals
can thrive in a manner that is just and virtuous.\n\nWhat are your thoughts on this
matter? How do you think societies should balance the need for protection with respect
for personal autonomy?"}}, "status": "finished_successfully", "end_turn": true
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&quot;age of consent&quot; as we understand it today did not exist in a formalized
legal sense. The societal norms and practices surrounding relationships, including
those of a sexual nature, were quite different from modern expectations, and they were
deeply influenced by the social, cultural, and political context of the time.\n\nIn my
time, social practices were heavily governed by local customs, familial structures,
and the broader patriarchal society. Marriages, for instance, were often arranged by
families, and the ages at which individuals married varied, though it was common for
young women to marry much earlier than men. The focus was less on individual consent
and more on the social and familial arrangements that ensured alliances, property
exchange, and the continuation of family lines.\n\nMen typically married in their late
twenties or early thirties, often to much younger women, sometimes in their early
teens. These marriages were more about forming alliances and securing the
family's future than about romantic love or personal choice. The idea of consent
as a mutual agreement between two equal partners was not emphasized in the way it is
today.\n\nIn terms of relationships outside of marriage, there were also different
norms. For example, in some parts of ancient Greece, there were socially accepted
practices of relationships between older men and younger boys, known as pederasty.
These relationships were complex and varied widely in practice, but they were often
educational or mentorship relationships that also involved a sexual component. However,
these practices were governed more by social customs than by laws, and the concept of
&quot;consent&quot; as we now understand it was not the central consideration.\n\nThe
determination of appropriate ages for such relationships was not based on a legal
framework but rather on societal norms, the roles individuals were expected to play in
society, and the needs of families and communities. Consent, as a modern concept, was
not a focus, and the protection of individual autonomy in personal relationships was
not prioritized in the same way it is today.\n\nThe evolution of the concept of
consent and the establishment of age of consent laws in modern societies reflect a
significant shift in how we view individual rights, autonomy, and the protection of
vulnerable people. These modern frameworks are designed to prevent exploitation and
ensure that individuals are mature enough to make informed and autonomous decisions
about their relationships.\n\nDo you have further questions on how these norms have
evolved or on any other aspect of ancient Greek society?"]}, "status":
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consent, as understood in modern terms, did not exist. Relationships, particularly
those involving significant age differences, were often governed more by social norms,
customs, and the roles that individuals were expected to play in society, rather than
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by formal legal frameworks like we have today. In my time, social practices varied significantly across different city-states. For instance:

- Marriage and Age:** Marriages were often arranged, with young women typically marrying in their early to mid-teens, sometimes as young as 12 or 13, while men were usually much older, often in their 20s or 30s. The idea was that a young woman would be married off when she was deemed physically mature enough to bear children. The emphasis was on family alliances, social status, and the continuation of lineage rather than the consent of the individuals involved.
- Pederasty:** A notable practice in some parts of Greece, particularly in Athens, was pederasty, which involved a relationship between an adult man (the erastes) and a younger male, typically in his teens (the eromenos). This relationship was often educational, where the older man acted as a mentor to the younger, teaching him about various aspects of life, including politics, philosophy, and sometimes even love. While these relationships were sometimes sexual, they were highly regulated by social norms, with expectations of mutual respect and the avoidance of exploitation. However, it's important to note that this practice would be viewed as deeply problematic and unethical by today's standards.
- Social Norms Over Legal Rules:** Rather than legal age limits, relationships were governed by social norms and expectations. The community played a role in regulating these relationships, ensuring that they conformed to accepted practices and that the younger partner was treated with care and respect.

The lack of a formalized age of consent reflects a different cultural and societal framework, where the emphasis was on roles, duties, and social cohesion rather than individual rights as we understand them today. Modern concepts of individual autonomy and protection of minors were not present in the same way, which led to practices that are difficult to reconcile with contemporary ethical standards.

In conclusion, the determination of appropriate ages for relationships was not based on legal criteria but rather on cultural norms and the roles expected of individuals within the society. These practices varied widely and would be subject to significant ethical critique today. How does this historical context inform your views on the development of modern legal standards?"

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"]}

Rights Movements:**\n - **Protection of Children's Rights:** In the 19th century, international human rights movements, including the United Nations Convention on the Rights of the Child, emphasized the protection of children from all forms of exploitation and abuse. These movements have been instrumental in promoting laws and norms that protect minors from sexual exploitation.\n - **Gender Equality and Feminism:** The feminist movement, particularly from the mid-20th century onwards, has also played a crucial role in challenging practices that exploit or oppress women and girls. Feminists have advocated for the rights of women and girls to make their own choices about marriage and sexual relationships, free from coercion or exploitation.\n\n### 6. **Globalization and Cultural Exchange:**\n - **Spread of Ideas:** As global communication and cultural exchange have increased, so too has the spread of ideas about human rights, child protection, and the importance of consent in sexual relationships. Societies around the world have increasingly adopted these ideas, leading to a more widespread condemnation of pedophilia and underage marriage.\n\nIn summary, the modern rejection of pedophilia and underage marriage is the result of a long process of legal, cultural, religious, scientific, and human rights developments. This process reflects a growing understanding of the need to protect vulnerable individuals and to promote a society where personal autonomy and informed consent are respected. The evolution of these attitudes demonstrates society\u2019s commitment to ensuring the well-being and dignity of all individuals, particularly those who are most vulnerable.]}, "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": "g-wJMDtTVbJ", "finish_details": {"type": "stop", "stop_tokens": [200002]}, "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4", "pad": "AAAAAAAAAAAAAAAAAAAAAAAAAAAA", "parent_id": "aaa2657c-28a1-4a54-9a0a-23c2df2bbc47", "request_id": "8b197f69cab5524e-MXP", "timestamp_": "absolute"}, "recipient": "all", "channel": null}, "parent": "aaa2657c-28a1-4a54-9a0a-23c2df2bbc47", "children": ["aaa28811-8d9c-49e0-ae3d-7d993f8ab1dd"]}, "aaa28811-8d9c-49e0-ae3d-7d993f8ab1dd": {"id": "aaa28811-8d9c-49e0-ae3d-7d993f8ab1dd", "message": {"id": "aaa28811-8d9c-49e0-ae3d-7d993f8ab1dd", "author": {"role": "user", "name": null, "metadata": {}}, "create_time": 1723392979.962383, "update_time": null, "content": {"content_type": "text", "parts": ["HOW RICH IS THE CHURCH? IS IT TRULY THE LARGESTT LANDHOLDER ENTITYY ON EARTH? "]}}, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"request_id": "8b198783fef5524e-MXP", "message_source": null, "timestamp_": "absolute", "message_type": null}, "recipient": "all", "channel": null}, "parent": "ebacelcc-c97a-4cb3-9b66-84362e00d932", "children": ["f48053b7-4154-487e-b18c-bfb91f094c27"]}, "f48053b7-4154-487e-b18c-bfb91f094c27": {"id": "f48053b7-4154-487e-b18c-bfb91f094c27", "message": {"id": "f48053b7-4154-487e-b18c-bfb91f094c27", "author": {"role": "assistant", "name": null, "metadata": {}}, "create_time": 1723392999.050641, "update_time": null, "content": {"content_type": "text", "parts": ["The wealth of the Catholic Church is a topic of considerable interest and debate. While it is difficult to provide an exact figure due to the complex and decentralized nature of the Church's holdings, there are several key points to consider:\n\n### 1. **Vast Wealth and Assets**\n - **Land Holdings:** The Catholic Church is indeed one of the largest landowners in the world. It owns properties globally, including cathedrals, churches, schools, universities, hospitals, monasteries, and various other real estate. These properties are often located in prime locations, contributing significantly to the Church's wealth.\n - **Art and Treasures:** The Church possesses an immense collection of art, historical

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artifacts, and religious relics, many of which are priceless. The Vatican Museums, for instance, house some of the world's most valuable art collections.

- **Financial Investments:** The Church also holds significant financial investments. The Vatican's financial institutions, including the Vatican Bank (formally known as the Institute for the Works of Religion), manage assets and investments that contribute to the Church's financial stability.

2. **Decentralized Structure**

- The Catholic Church is a highly decentralized organization. While the Vatican oversees the global Church, individual dioceses and parishes often manage their own assets and finances. This makes it challenging to assess the total wealth of the Church as a whole. Each diocese might own significant properties and wealth, but these are not directly controlled by the Vatican.

- Additionally, the wealth of the Church is often used to maintain and support various social services, including education, healthcare, and charity work, which are extensive and global.

3. **Largest Landholder?**

- While the Church is one of the largest landholders globally, it is not definitively the largest. Other entities, such as governments (e.g., the British Crown), large corporations, and private landowners, also own vast amounts of land. The Church's landholdings are significant, particularly in historically Catholic countries, but comparing them to secular entities or governments is complex due to differences in how land ownership is structured and recorded.

- The Church's influence is also unique in that it owns land across many different countries, often in the form of religious and charitable institutions, which adds to its global presence but makes direct comparisons to other landholders difficult.

4. **Transparency and Challenges in Valuation**

- The Vatican and the Catholic Church have been criticized for a lack of transparency regarding their finances. This has made it difficult to estimate the total value of their assets accurately. Recent efforts have been made to improve financial transparency, particularly under Pope Francis, but much of the Church's wealth remains difficult to quantify.

- The valuation of the Church's wealth is also complicated by the nature of its assets. Many of its properties, such as churches and cathedrals, are not intended for sale and are valued not just in monetary terms but also in their cultural, historical, and religious significance.

Summary

The Catholic Church is undoubtedly one of the wealthiest and most influential institutions in the world, with extensive landholdings, financial assets, and cultural treasures. However, while it is one of the largest landholders, claiming it as the largest is challenging due to the complexity and decentralization of its holdings and the existence of other large landowners globally. The exact extent of the Church's wealth remains difficult to determine due to the lack of transparency and the unique nature of many of its assets.

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Leadership\nAlexis Lindsay\nClaremont Lincoln University\n\n\n\nA Capstone Action
Project\nSubmitted to Claremont Lincoln University\nin Partial Fulfillment of the
Requirements for the\nM.A. Organizational Leadership \u2013 Professional
Studies\nClaremont CA\n\nTable of Contents\n\t[List each chapter and major
section of the capstone paper and provide its page number.]\n\nHow to create a Table
of Contents in Microsoft Word: \nhttps://www.youtube.com/watch?v=0cN-
JX6HP7c\n\nAbstract (this is completed once the project is complete)\n\n\t\tUse no
more than 250 words.\n\n\t\tInclude a statement about the problem addressed (could be
the \u2013 research question\u2013).\n\n\t\tBriefly describe the
audience.\n\n\t\tBriefly describe the goal/methods for change.\n\n\t\tBriefly describe the
results of the change project.\n\n\t\tBriefly include
conclusions/recommendations.\n\n\t\tKeep the abstract to one paragraph in
length.\n\n\t\tAt end of abstract include \u2013 keywords: \u2013 with up to six terms

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relevant to the project. For example: \u201ckeywords: action research; ethical leadership; mentoring; mindfulness\u201d\u00a0\n\nAcknowledgement\nUse this space to acknowledge those who encouraged you on the journey! (This is the ONLY section where first person can be used.)\n\u00a0\n\t\t\n\nFrom Tweets to Change: Social Media's Role in Contemporary Leadership\nCHAPTER 1: Introduction\nThe author\u2019s fianc\u2019 is suspicious. He does not trust easily and always looks beyond what people say to determine their meaning. Consequently he is very hard to manipulate and very hard to influence and as such he is very hard to lead; he prefers to be in charge. Therefore he is skilled in convincing people. He knows how to influence others and lead people because as Northouse (2019) asserts leadership is an influence process.\nUnlike the author\u2019s fianc\u2019 a significant portion of the population does not delve deeply into the authenticity of the information they receive; 18% of Americans report that social media has a significant impact on their voting decisions and 55% consider it their primary news source according to a 2019 Pew Research study. This widespread influence of social media raises a compelling question about the nature of leadership in the digital era. Building on Northouse's definition I intend to argue that the influence exerted by social media can be seen as a form of authentic leadership. This form of leadership practiced by social media influencers aligns closely with authentic leadership theory emphasizing transparency ethics and a focus on the communal good. Through their pervasive reach and often personal engagement with followers these influencers craft a modern leadership narrative that significantly shapes public opinions and societal values.\nSocial Significance\nThe influence of social media is profound and ubiquitous reaching across all sectors of society. According to the Pew Research Center approximately 72% of the U.S. public uses some type of social media with varying impacts on social political and community engagement (Pew Research Center 2021). The breadth of this influence spans across diverse demographic groups making nearly everyone a potential recipient of communicated messages whether accurate or misleading.\nThe potential benefits of this influence include increased awareness and mobilization for social causes as seen with movements like #MeToo and #BlackLivesMatter which have propelled significant societal shifts and brought critical issues to the forefront of global awareness. Social media influencers have played crucial roles in these movements utilizing their platforms to amplify voices and call for action. For instance prominent figures like Alyssa Milano and Tarana Burke have used their influence to promote the #MeToo movement leading to widespread discussions about sexual harassment and assault (Mendes et al. 2018).\nHowever the risks involve the spread of misinformation and manipulating public opinion which can polarize communities and disrupt democratic processes. The cost of such influence can be seen in the widespread controversies surrounding elections and public policy debates where influencers have swayed public sentiment through both genuine and questionable means. For example during the 2016 U.S. presidential election false information disseminated by social media influencers and bots was found to have significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017).\nThe individuals most impacted by this phenomenon include young adults who are the most active on platforms like Instagram and TikTok and are particularly susceptible to influencer marketing and political campaigns (Auxier & Anderson 2021). This demographic's high engagement levels highlight the critical need to understand the mechanisms of influence and leadership within these digital platforms. Research indicates that young people trust influencers more than traditional celebrities or politicians making them a key target for marketing and political

messaging (Djafarova & Rushworth 2017). In addition to social movements and political implications the economic impact of social media influence is significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging the reach and authenticity of influencers to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is set to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021). This economic dimension underscores the dual nature of influencer power: while it offers opportunities for authentic brand engagement it also raises questions about ethics and transparency in advertising. The social significance of social media influence is further highlighted by its role in mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For example Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies. These findings suggest that while influencers can promote positive messages they also have the potential to contribute to harmful social norms.

Conclusion
This research project is situated at the intersection of leadership theory and digital media studies. It aims to critically analyze the role of social media influencers as contemporary leaders who not only entertain but also significantly influence societal values and norms. By aligning the characteristics of social media leadership with authentic leadership theories this study will evaluate the authenticity and ethical considerations of influencers' practices. The findings are expected to provide insights into how digital platforms can be harnessed for responsible and effective leadership promoting positive change while mitigating risks associated with digital influence. This foundational exploration sets the stage for a detailed literature review in Chapter 2 where theories of leadership and empirical studies on digital influence will be synthesized to build a comprehensive framework for understanding leadership in the digital age.

CHAPTER 2:
Identification of Phenomenon
The author's fiancé does not consider social media such as TikTok and Twitter as reliable sources of information. He feels that government leaders and politicians undermine the seriousness and importance of their positions when they use lighthearted TikTok videos to promote their message or agenda. Additionally he believes that such displays reflect the sensationalism and showmanship of American politics. In contrast to the author's fiancé's opinion a Pew Research study in 2023 found that over 50% of adults surveyed reported getting their news from social media at least sometimes (Social Media and News Fact Sheet 2023). On July 21st 2024 President Joe Biden announced his decision not to seek re-election in the fall. This historic announcement marking the first time in over fifty years that a sitting president refused their party's nomination was made using the platform now known as X (Mason et al. 2024). The use of social media highlights its efficiency in disseminating information and providing individuals with the opportunity to engage in the public sphere gain followers and exert influence on an unprecedented scale. Social media has emerged as a formidable force influencing public opinions and attitudes in the contemporary digital era. This phenomenon where social media shapes and reflects public opinions is particularly significant when examined through authentic leadership theory. Authentic leadership which emphasizes transparency ethics and a communal focus aligns closely with the activities of social media influencers who wield substantial sway over their followers. The role of social media in influencing public opinion is both profound and pervasive. Approximately 72% of the U.S. public uses social media with platforms such as Facebook and YouTube leading the

way (Auxier & Anderson 2021). This extensive reach ensures that nearly everyone is exposed to the opinions and ideas circulated on these platforms whether accurate or misleading. The impact of social media is evident in various sectors from political engagement to social movements economic trends and mental health.

In order to investigate this phenomenon data was collected through a comprehensive literature review and qualitative analysis of social media interactions. The sources encompassed peer-reviewed articles books on leadership theories and empirical studies on social media's influence. Statistical data on social media usage and its societal impacts was provided by reputable institutions such as the Pew Research Center.

The influence of social media on public opinion became noticeable in the early 21st century with the advent of platforms like Facebook Twitter and YouTube. Events such as the Arab Spring (2011) and Occupy Wall Street (2011) highlighted the power of social media to mobilize people and spread ideas rapidly. The #MeToo movement which gained momentum through a tweet by Alyssa Milano in 2017 exemplified how social media could catalyze significant social change by encouraging victims of sexual harassment to speak out (Thomson 2018).

In addition to social movements social media's influence extends deeply into the political sphere. Modern political candidates in America have recognized the necessity of maintaining a robust online presence. Platforms like Twitter and Facebook are not only used for engagement but also for major announcements policy declarations and real-time interaction with constituents. For instance former President Donald Trump famously used Twitter to communicate directly with the public and announce significant policy decisions bypassing traditional media channels (Heilweil & Ghaffary 2021). This direct communication method aligns with the principles of authentic leadership where transparency and direct engagement are paramount.

Authentic leadership as defined by Northouse (2019) is a process where an individual influences others to achieve a common goal through genuine and ethical behavior. This concept is mirrored in the actions of social media influencers who build trust and engagement with their followers through transparency and authenticity. Influencers and public figures like Tarana Burke and Alyssa Milano have utilized their platforms to lead movements such as #MeToo advocating for societal values of justice and accountability (Mendes et al. 2018). These influencers often exemplify the core components of authentic leadership by maintaining a transparent and genuine presence online fostering trust and loyalty among their followers. This trust is critical enabling influencers to mobilize their audience for various causes from social justice movements to political campaigns.

Social media acts as both a mirror and a mold for public opinion reflecting current sentiments and attitudes while simultaneously shaping those sentiments through disseminating information and mobilizing collective action. For instance during the 2016 U.S. presidential election social media significantly influenced voter perceptions through both authentic content and misinformation (Allcott & Gentzkow 2017). The economic implications of social media influence are also significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging influencers' reach and perceived authenticity to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is projected to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021).

While social media holds the potential for positive influence it also poses risks. The spread of misinformation can polarize communities and disrupt democratic processes. The controversies surrounding the 2016 U.S. presidential election exemplify this risk where false information disseminated by social media influencers and bots significantly impacted

voter perceptions and behaviors (Allcott & Gentzkow 2017). Moreover the influence of social media extends to mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For instance Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies.

The role of social media in shaping and reflecting public opinions and attitudes is intricately linked with the principles of authentic leadership. Influencers who engage authentically with their followers can drive significant social change by promoting ethical behavior and communal values. As digital platforms continue to evolve understanding the mechanisms of this influence becomes crucial for harnessing social media's power for positive societal impact.

CHAPTER 3: Literature Review

The author's fiancé often laments that nowadays society's memory spans only about five years. He remarks that people often and easily forget what has come before dooming all mistakes to be repeated. In contrast fortunately within academia the effects and reach of social media leadership and authenticity have been studied and discussed at length. In this chapter we will explore the various facets of authentic leadership its application and its intersection with social media as a tool for leadership and change.

Understanding Authentic Leadership

In a world rife with uncertainty where workers are demanding greater accountability and morality from their leadership the need for authentic leadership is undeniable. As Northouse (2019) articulates people long for bona fide leadership that they can trust leaders who are honest and good. Although authentic leadership is still nascent in its philosophy many of the greatest minds in academia commerce and science have studied hypothesized and postulated on its methodology application and efficacy.

Gardner et al. (2005) provided a foundational understanding of authentic leadership by proposing a self-based model of the developmental processes for authentic leadership and followership. They emphasize the importance of self-awareness and self-regulation suggesting that these are fundamental components of authentic leadership development. According to their model a leader's personal history is the catalyst for authentic leadership development. This reflective perspective examines leader and follower roles highlighting how authentic leaders are positive role models who consistently exhibit balanced processing self-awareness and transparency. Despite the lack of concrete examples their comprehensive framework remains invaluable in examining authentic leadership theory.

Berkovich (2014) extends this understanding by incorporating dialogical pedagogy in authentic leadership development. He critiques common approaches and suggests a new perspective based on dialogical philosophy outlining a framework for dialogical pedagogy. By identifying and discussing narrative identity processing and dramaturgical enactment Berkovich thoroughly examines the foundations and mechanics of dialogical pedagogy. His discourse on empathy mutuality and open-mindedness underscores the intricate nature of authentic leadership development making his contribution a significant expansion of Gardner et al. (2005) initial framework.

Application and Efficacy of Authentic Leadership

Several studies have focused on authentic leadership's practical applications and efficacy. Qian et al. (2016) delve into the cognitive and emotive mechanisms influencing feedback-seeking behavior within leader-follower relationships. They argue that authentic leadership influences feedback-seeking indirectly through employees' perceptions of value and cost and their positive emotions. This focused view on feedback-seeking behaviors provides a deeper understanding of how authentic leadership operates on a cognitive

and emotional level. Although heavily theoretical their study is supported by credible sources reinforcing its claims.

Shifting the focus to group outcomes Rego et al. (2013) examine how authentic leadership directly and indirectly predicts team potency through the mediating role of team virtuousness and affective commitment. Their study conducted at a Portuguese university with 59 teams provides quantifiable results that suggest authentic leadership is associated with more virtuous committed and potent teams. This research is particularly valuable as it examines the effects of authentic leadership on group outcomes a rarity among studies that often focus on individual follower outcomes. The study's findings are crucial for understanding the broader impacts of authentic leadership within teams and organizations.

Shapira-Lishchinsky (2014) explores the development of authentic leadership through team-based simulations (TBSs) of ethical cases in the educational field. While TBSs created a supportive environment for learning from mistakes and heightening leader awareness of their caring responsibilities the study did not establish a strong correlation between simulations and authentic leadership development. Despite this limitation the detailed analysis of authentic leadership theory and methodology presented in the study offers valuable insights. These insights while specific to educational leaders have broader implications for the development of authentic leadership in various contexts.

Hsieh and Wang (2015) provide compelling evidence of the influence of authentic leadership on employee trust and engagement from a supervisor-employee perspective. Their study tested four hypotheses concerning employee and supervisor perceptions of authentic leadership and found that supervisor-perceived authentic leadership fully mediates employee work engagement through employee trust. The use of statistical data to present quantifiable results lends greater credibility to their conclusions offering a clear picture of the application of authentic leadership and its probable outcomes. This reinforces the importance of trust in the authentic leadership dynamic.

In contrast to other studies that primarily focused on outcomes Mehmood et al. (2016) examine the role of authentic leadership in employees' developmental goals and performance. Their study conducted with supervisors and employees in the Pakistani Telecommunications sector concludes that authentic leadership predicts followers' in-role and extra-role performance through learning goal orientation. As with other studies the presentation of quantifiable results lends credibility to the authors' conclusions although a deeper analysis of the research leading to their hypotheses would have been beneficial. This study emphasizes the developmental aspect of authentic leadership and its impact on employee performance.

Authentic Leadership in Practice

The exploration of authentic leadership is not confined to academia. Blekkinh (2015) and Wulffers (2017) offer practical guides to achieving authenticity. Blekkinh's book "Authentic Leadership: Discover and Live Your Essential Mission" explores a seven-layer model for discovering one's purpose and achieving authenticity. He suggests that through layered self-reflection individuals can find their authentic self and purpose and subsequently put authentic leadership into effect. Although the book is mainly anecdotal and lacks academic robustness its straightforward language and engaging exercises make it accessible and applicable to a broad audience. This practical approach to authentic leadership complements the theoretical frameworks discussed earlier.

Wulffers (2017) in "Authentic Leadership Effectiveness for Individuals and Teams: A Coaching Approach" examines the state of leadership today and the consequences of poor leadership. She presents authentic leadership theory as a critical method for achieving better quality leadership. Wulffers' book is an extended case study and detailed manual on

achieving authenticity heavily referencing previous literature on authentic leadership theory. Her practical approach and endorsements by industry leaders enhance the book's usefulness in authentic leadership theory research. This combination of practical advice and theoretical grounding makes it a valuable resource.

Kerfoot (2006) provides a practical application of authentic leadership theory in the nursing profession. She argues that leader authenticity cannot be self-defined but lies in followers' perceptions. Through mentoring and confidence one can create the perception of authenticity as a leader. This practical perspective is relevant and helpful to authentic leadership research offering context and application in a specific profession. Kerfoot's insights bridge the gap between theory and practice demonstrating the applicability of authentic leadership in professional settings.

The Role of Social Media in Enhancing Authentic Leadership

Social media plays a significant role in enhancing authentic leadership and fostering societal change. Odii (2020) discusses social media's potential to both facilitate and impede change highlighting its use in change management initiatives. Authentic leaders can leverage social media to strengthen these efforts while navigating the ethical challenges it presents underscoring its importance in contemporary leadership.

Building on this Harkins et al. (2023) explore the impact of emotionally charged content on social media in engaging followers and promoting social causes. Their findings suggest that positive emotionally charged images are more effective in garnering social media activity emphasizing the power of social media in leadership and change. This aligns with the principles of authentic leadership where emotional intelligence and engagement are crucial demonstrating how authenticity can translate to success and popularity online.

Khaund et al. (2022) highlight the influence of social bots and their coordination during online campaigns emphasizing the need for ethical leadership in navigating digital landscapes. Bots can significantly impact social media conversations and public opinion presenting both opportunities and challenges for authentic leaders. The ethical considerations in using social media are critical for maintaining authenticity which in turn affects a leader's reach and audience.

Naeem (2020) examines the role of social networking applications in facilitating organizational change by enhancing knowledge sharing and participation. Social media enhances the richness and reach of communication among stakeholders providing a powerful tool for leaders to drive change. This practical application of social media complements the theoretical frameworks of authentic leadership showing how authenticity can enhance a leader's influence and effectiveness.

Finally Omolloh (2020) presents a case study on using social media as a management tool in small businesses highlighting its benefits in customer engagement and business awareness. This practical example underscores the versatility of social media in enhancing leadership practices across different contexts. The integration of social media in leadership strategies can amplify the impact of authentic leadership further illustrating how authenticity translates to success and popularity online.

Conclusion

Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. Authentic leaders must leverage social media's potential while mitigating its risks to achieve positive organizational outcomes. Future research should explore the long-term effects of these dynamics on societal values and norms.

CHAPTER 4: Solutions

[Project Goal]

In chapters one through three the field/topic/problem that deserves attention and carries social significance was defined and described. Both theory and practice were explored through the research in the literature review. With

these chapters and any conversations with mentors in mind carefully craft a narrative that addresses the change (campaign initiative resource) being proposed. Explain briefly what this change is and why this change should take place. If a research question(s) is appropriate for the project please provide it/them. This section will include 3-5 pages that provide the process of the solution being proposed to implement. This section must include research explaining why this solution is the best course of action. Examples might include training website blog Wiki page social media campaign evaluation process and rubric organizational philosophy mission/vision/values statement course syllabus webinar etc.]

[Implementation] Drawing from the goals narrated upload fully developed materials that would be used in implementation of the proposed solution. This might include video PowerPoint training manual quizzes handouts links etc. This is a substantial portion of the project and these materials should address how the proposed solution will be implemented from start to finish. [Project Measurements] In this section describe what is being measured and what methods will be used to measure the success of the proposed project. In the design of the project plan think about how to measure successes/failures of the proposed solution. Once it's determined what to measure explain how to measure them. Like the section above this project proposal illustrates the researcher's expertise and informed process: explain what elements are being measured and why they are being chosen to measure; what is being measured and the methods being used to measure the project's outcome. Share the logic and thought process behind the measurements of the

project.] CHAPTER 5: Reflections and Recommendations Project Summary Briefly summarize the goal for the project the actions that were taken and the results realized.] Reflections Reflect on the project in its entirety. What was learned? What were the highest moments of the research process? What were the lowest moments? If the project moves forward provide recommendations for change. Discuss the strengths and weaknesses of the project.] Recommendations/Conclusions What would be the next steps from this project? What are some recommendations for future researchers? How would the next researcher address the weaknesses of the project? Would the project be scalable? How so? What would that look like? What is the likelihood on the sustainability of this project? References Allcott H. & Gentzkow M. (2017). Social media and fake news in the 2016 election. Journal of Economic Perspectives 31(2) 211-236. <LINK> <LINK> https://doi.org/10.1257/jep.31.2.211 Auxier B. & Anderson M. (2021). Social media use in 2021. Pew Research Center 1(1) 1-20134. <LINK> <LINK> https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021/ Berkovich I. (2014). Between person and person: Dialogical pedagogy in authentic leadership development. Academy of Management Learning & Education 13(2) 245-264. <LINK> <LINK> https://doi.org/10.5465/amle.2012.0367 Blekkin B. W. (2015). Authentic leadership: Discover and live your essential mission. Infinite Ideas. <LINK> <LINK>

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If you need any specific analysis, a summary, or assistance with understanding particular sections, feel free to ask! I can help break down the content, provide detailed explanations, or assist with any other requirements you have for this document."}],

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differently, and what are the implications for leaders trying to engage with diverse audiences?

5. **The Psychological Impact of Social Media on Leaders and Followers** - The discussion could be expanded to include the psychological impact of social media on both leaders and followers. How does constant exposure to social media influence the mental health of leaders who must maintain an authentic presence? Similarly, what are the psychological effects on followers who engage with these leaders?

6. **Comparison with Traditional Leadership Models** - Further comparison between authentic leadership as seen on social media and traditional leadership models could be valuable. How does social media leadership differ from or align with traditional forms of leadership, such as transformational or transactional leadership?

7. **The Evolution of Leadership in the Digital Age** - The chapter could include a broader discussion on the evolution of leadership in the digital age. How has the concept of leadership changed with the advent of social media, and what might the future hold for leaders in an increasingly digital world?

8. **Case Studies of Social Media Leaders** - Including specific case studies of social media leaders who exemplify authentic leadership could provide concrete examples to support the theoretical discussion. These case studies could explore how these leaders navigate the challenges of maintaining authenticity while influencing public opinion.

9. **Potential for Social Media to Democratize Leadership** - The chapter could explore the potential of social media to democratize leadership by giving a platform to voices that might otherwise be marginalized. What are the opportunities and challenges associated with this democratization, and how does it affect the concept of leadership?

10. **Longitudinal Effects of Social Media Leadership** - Finally, a discussion on the long-term effects of social media leadership could be beneficial. How sustainable is authentic leadership in the fast-paced, ever-changing environment of social media? What might be the long-term impacts on both leaders and society?

By expanding on these areas, Chapter 2 could provide a more comprehensive analysis of the phenomenon of social media's influence on leadership and public opinion.

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Authentic Leadership

The concept of authentic leadership, while still evolving, has been extensively explored in academic circles. Gardner et al. (2005) laid the groundwork by proposing a self-based model that underscores the importance of self-awareness and self-regulation in authentic leadership development. They argue that a leader's personal history serves as the catalyst for developing authenticity, with authentic leaders consistently exhibiting balanced processing, self-awareness, and transparency, which are essential traits for fostering trust and effectiveness.

Building on this foundation, Berkovich (2014) expanded the framework by introducing dialogical pedagogy, which emphasizes the role of empathy, mutuality, and open-mindedness in the development of authentic leadership. His contribution further enriches the understanding of how authentic leaders can effectively engage with followers, thereby enhancing both leadership effectiveness and ethical behavior. These elements of dialogical pedagogy are critical in shaping leaders who can navigate the complexities of modern organizational environments with a strong sense of moral integrity.

Application and Efficacy of Authentic Leadership

Practical applications of authentic leadership have been examined through various lenses, offering insights into its efficacy across different contexts. For instance, Qian et al. (2016) explored how authentic leadership influences feedback-seeking behavior within leader-follower relationships, emphasizing the cognitive and emotive mechanisms that drive these interactions. This study sheds light on the deeper psychological processes that underpin authentic leadership, offering a nuanced understanding of how leaders can foster a culture of openness and continuous improvement through effective, empathetic communication.

Similarly, Rego et al. (2013) demonstrated how authentic leadership positively impacts team potency, mediated by team virtuousness and affective commitment. Their research, conducted at a Portuguese university, provides quantifiable evidence that authentic leadership contributes to stronger, more cohesive teams, highlighting its broader organizational benefits. This focus on team outcomes rather than just individual follower outcomes is particularly valuable for understanding the collective impact of authentic leadership within organizations and how it fosters a supportive, high-performing work environment.

Further, studies like those by Shapira-Lishchinsky (2014) and Hsieh and Wang (2015) highlight the broader implications of authentic leadership, particularly in educational settings and employee engagement, respectively. These findings underscore the importance of trust and ethical behavior in fostering strong, committed teams and organizations. They also demonstrate that the principles of authentic leadership are applicable across different sectors, from education to corporate environments, and are essential for sustaining long-term organizational success.

Authentic Leadership in Practice

Beyond theoretical exploration, the practical application of authentic leadership has been documented in various contexts, offering real-world examples of its impact. Blekkinh (2015) and Wulffers (2017) provide accessible guides to achieving authenticity, emphasizing the importance of self-reflection and the practical steps necessary to embody authentic leadership. Their works offer a combination of theoretical grounding and actionable strategies, making the concept of authentic leadership more tangible and applicable for practitioners in diverse fields.

Kerfoot (2006), in particular, bridges the gap between theory and practice by illustrating how authentic leadership can be applied in the nursing profession, where the perception of authenticity is crucial. Her insights into mentoring and confidence-building provide valuable lessons for leaders in any field, emphasizing that authenticity must be perceived by followers to be effective. This perspective

reinforces the idea that leadership is not just about self-perception but also about how others perceive the leader's authenticity, making the external perception of authenticity as vital as the internal belief in it.

The Role of Social Media in Enhancing Authentic Leadership

Social media has emerged as a powerful tool in enhancing authentic leadership, enabling leaders to communicate their authenticity to a broader audience. For instance, Donald Trump, despite his controversial beliefs and behaviors, is often regarded as authentic by his followers due to his direct and unfiltered communication style. His use of Twitter exemplifies how social media can amplify a leader's perceived authenticity, regardless of the content of their messages. This phenomenon aligns with research by Odi (2020), which discusses how social media allows leaders to reach a broader audience, influence public opinion, and mobilize followers. Social media's role in leadership extends beyond mere communication; it fosters a continuous connection between leaders and their audience, thereby reinforcing the leader's authenticity through transparency and direct engagement.

Moreover, the impact of social media on leadership reach is profound, as demonstrated by Trump's significant increase in influence through his Twitter presence. Heilweil and Ghaffary (2021) illustrate how Trump's audience and influence grew substantially, a clear demonstration of how social media can amplify a leader's reach. This expansion of influence is not just about the number of followers but also about the depth of engagement, where followers feel a personal connection with the leader due to the perceived authenticity of their communication. However, the use of social media in leadership is not without its challenges. As Khaund et al. (2022) highlight, the ethical considerations of maintaining authenticity online are significant, especially in an environment rife with misinformation. Leaders must navigate these challenges carefully to preserve their authenticity while leveraging the power of social media to expand their influence responsibly.

Conclusion

The authentic leader is only as effective as their communication, as the impact of authenticity is significantly heightened when it is effectively communicated. Social media has proven indispensable for authentic leaders, enabling them to inspire, influence, and lead others by projecting their authenticity to a wider audience. This dynamic is well-documented in leadership studies, where effective communication is seen as the cornerstone of authentic leadership.

The case of Donald Trump illustrates how social media can amplify a leader's perceived authenticity, regardless of the content of their messages. Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. As studies indicate, social media serves as both an amplifier of perceived authenticity and a platform that requires careful ethical navigation. The strategic use of social media is essential for fostering authentic leadership, as it provides leaders with the tools to effectively communicate their authenticity, thereby enhancing their influence and impact.

Trump's use of Twitter underscores the dual nature of social media in leadership—offering both opportunities for greater connection and challenges in maintaining authenticity. Future research should explore the long-term effects of these dynamics on societal values and norms.

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provided is indeed rich in content and integrates the concept of authentic leadership
with practical examples, particularly the use of social media by Donald Trump. This
passage effectively bridges theoretical frameworks with real-world applications,
making it a strong candidate for inclusion in a chapter that discusses the role of
social media in leadership.\n\n### Where to Place the Passage:\n\n#### **Integration
into Chapter 2:**\nGiven that Chapter 2 is focused on the "Identification of
Phenomenon," which includes understanding the role of social media in influencing
public opinion and leadership, this passage would fit well here. Specifically, it can
enhance the discussion of how social media is used as a tool by contemporary leaders
to project authenticity and influence followers.\n\n- **Advantages:** Integrating this
passage into Chapter 2 would enrich the chapter by providing a more detailed case
study of Trump's use of social media, thereby offering a concrete example of the
phenomenon being discussed. This would also help in illustrating the practical
implications of social media on leadership, which aligns with the chapter's
focus.\n\n- **Modification Suggestion:** You may need to slightly adjust the tone and
focus to ensure it aligns with the rest of Chapter 2, which is more about identifying
and explaining the phenomenon rather than offering a deep dive into case
studies.\n\n#### **As a New Section in Chapter 3:**\nAlternatively, if Chapter 3 is
dedicated to the "Literature Review," the passage could be introduced as a
new section that specifically addresses the intersection of authentic leadership
theory and social media practices. This section could serve as a bridge between
theoretical exploration and practical application, effectively setting the stage for
the subsequent analysis in later chapters.\n\n- **Advantages:** Positioning this
passage in Chapter 3 would allow you to frame the discussion within a broader
theoretical context, supporting the literature review with practical examples. This
would also provide a natural progression from theory to practice, helping to solidify
the chapter's arguments.\n\n- **Modification Suggestion:** Ensure that the
discussion remains focused on reviewing and analyzing existing literature and theories.
The passage might need slight adjustments to maintain the scholarly tone and avoid
straying too much into anecdotal territory.\n\n### Conclusion:\n\nBoth placements
could work, depending on how you want to structure the overall narrative of your
capstone. If you aim to illustrate the phenomenon with real-world examples early on,
then Chapter 2 is appropriate. If you prefer to delve into practical applications and
case studies after laying the theoretical groundwork, then Chapter 3 is a better
fit.\n\nIn summary, this passage enhances the discussion and should be integrated
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aligns closely with authentic leadership theory emphasizing transparency ethics and a focus on the communal good. Through their pervasive reach and often personal engagement with followers these influencers craft a modern leadership narrative that significantly shapes public opinions and societal values.

Social Significance

The influence of social media is profound and ubiquitous reaching across all sectors of society. According to the Pew Research Center approximately 72% of the U.S. public uses some type of social media with varying impacts on social political and community engagement (Pew Research Center 2021). The breadth of this influence spans across diverse demographic groups making nearly everyone a potential recipient of communicated messages whether accurate or misleading.

The potential benefits of this influence include increased awareness and mobilization for social causes as seen with movements like #MeToo and #BlackLivesMatter which have propelled significant societal shifts and brought critical issues to the forefront of global awareness. Social media influencers have played crucial roles in these movements utilizing their platforms to amplify voices and call for action. For instance prominent figures like Alyssa Milano and Tarana Burke have used their influence to promote the #MeToo movement leading to widespread discussions about sexual harassment and assault (Mendes et al. 2018).

However the risks involve the spread of misinformation and manipulating public opinion which can polarize communities and disrupt democratic processes. The cost of such influence can be seen in the widespread controversies surrounding elections and public policy debates where influencers have swayed public sentiment through both genuine and questionable means. For example during the 2016 U.S. presidential election false information disseminated by social media influencers and bots was found to have significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017).

The individuals most impacted by this phenomenon include young adults who are the most active on platforms like Instagram and TikTok and are particularly susceptible to influencer marketing and political campaigns (Auxier & Anderson 2021). This demographic's high engagement levels highlight the critical need to understand the mechanisms of influence and leadership within these digital platforms. Research indicates that young people trust influencers more than traditional celebrities or politicians making them a key target for marketing and political messaging (Djafarova & Rushworth 2017).

In addition to social movements and political implications the economic impact of social media influence is significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging the reach and authenticity of influencers to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is set to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021). This economic dimension underscores the dual nature of influencer power: while it offers opportunities for authentic brand engagement it also raises questions about ethics and transparency in advertising.

The social significance of social media influence is further highlighted by its role in mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For example Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies. These findings suggest that while influencers can promote positive messages they also have the potential to contribute to harmful social norms.

Conclusion

This research project is situated at the intersection of leadership theory and digital media studies. It aims to critically analyze the role of social media influencers as contemporary leaders who not only entertain but also

significantly influence societal values and norms. By aligning the characteristics of social media leadership with authentic leadership theories this study will evaluate the authenticity and ethical considerations of influencers' practices. The findings are expected to provide insights into how digital platforms can be harnessed for responsible and effective leadership promoting positive change while mitigating risks associated with digital influence. This foundational exploration sets the stage for a detailed literature review in Chapter 2 where theories of leadership and empirical studies on digital influence will be synthesized to build a comprehensive framework for understanding leadership in the digital age.

CHAPTER 2:
Identification of Phenomenon

The author's fiancé does not consider social media such as TikTok and Twitter as reliable sources of information. He feels that government leaders and politicians undermine the seriousness and importance of their positions when they use lighthearted TikTok videos to promote their message or agenda. Additionally he believes that such displays reflect the sensationalism and showmanship of American politics. In contrast to the author's fiancé's opinion a Pew Research study in 2023 found that over 50% of adults surveyed reported getting their news from social media at least sometimes (Social Media and News Fact Sheet 2023).

On July 21st 2024 President Joe Biden announced his decision not to seek re-election in the fall. This historic announcement marking the first time in over fifty years that a sitting president refused their party's nomination was made using the platform now known as X (Mason et al. 2024). The use of social media highlights its efficiency in disseminating information and providing individuals with the opportunity to engage in the public sphere gain followers and exert influence on an unprecedented scale.

Social media has emerged as a formidable force influencing public opinions and attitudes in the contemporary digital era. This phenomenon where social media shapes and reflects public opinions is particularly significant when examined through authentic leadership theory. Authentic leadership which emphasizes transparency ethics and a communal focus aligns closely with the activities of social media influencers who wield substantial sway over their followers.

The role of social media in influencing public opinion is both profound and pervasive. Approximately 72% of the U.S. public uses social media with platforms such as Facebook and YouTube leading the way (Auxier & Anderson 2021). This extensive reach ensures that nearly everyone is exposed to the opinions and ideas circulated on these platforms whether accurate or misleading. The impact of social media is evident in various sectors from political engagement to social movements economic trends and mental health.

In order to investigate this phenomenon data was collected through a comprehensive literature review and qualitative analysis of social media interactions. The sources encompassed peer-reviewed articles books on leadership theories and empirical studies on social media's influence. Statistical data on social media usage and its societal impacts was provided by reputable institutions such as the Pew Research Center.

The influence of social media on public opinion became noticeable in the early 21st century with the advent of platforms like Facebook Twitter and YouTube. Events such as the Arab Spring (2011) and Occupy Wall Street (2011) highlighted the power of social media to mobilize people and spread ideas rapidly. The #MeToo movement which gained momentum through a tweet by Alyssa Milano in 2017 exemplified how social media could catalyze significant social change by encouraging victims of sexual harassment to speak out (Thomson 2018).

In addition to social movements social media's influence extends deeply into the political sphere. Modern political candidates in America have recognized the necessity of maintaining a robust online presence.

Platforms like Twitter and Facebook are not only used for engagement but also for major announcements policy declarations and real-time interaction with constituents. For instance former President Donald Trump famously used Twitter to communicate directly with the public and announce significant policy decisions bypassing traditional media channels (Heilweil & Ghaffary 2021). This direct communication method aligns with the principles of authentic leadership where transparency and direct engagement are paramount.

Authentic leadership as defined by Northouse (2019) is a process where an individual influences others to achieve a common goal through genuine and ethical behavior. This concept is mirrored in the actions of social media influencers who build trust and engagement with their followers through transparency and authenticity. Influencers and public figures like Tarana Burke and Alyssa Milano have utilized their platforms to lead movements such as #MeToo advocating for societal values of justice and accountability (Mendes et al. 2018). These influencers often exemplify the core components of authentic leadership by maintaining a transparent and genuine presence online fostering trust and loyalty among their followers. This trust is critical enabling influencers to mobilize their audience for various causes from social justice movements to political campaigns.

Social media acts as both a mirror and a mold for public opinion reflecting current sentiments and attitudes while simultaneously shaping those sentiments through disseminating information and mobilizing collective action. For instance during the 2016 U.S. presidential election social media significantly influenced voter perceptions through both authentic content and misinformation (Allcott & Gentzkow 2017). The economic implications of social media influence are also significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging influencers' reach and perceived authenticity to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is projected to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021).

While social media holds the potential for positive influence it also poses risks. The spread of misinformation can polarize communities and disrupt democratic processes. The controversies surrounding the 2016 U.S. presidential election exemplify this risk where false information disseminated by social media influencers and bots significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017). Moreover the influence of social media extends to mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For instance Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies.

The role of social media in shaping and reflecting public opinions and attitudes is intricately linked with the principles of authentic leadership. Influencers who engage authentically with their followers can drive significant social change by promoting ethical behavior and communal values. As digital platforms continue to evolve understanding the mechanisms of this influence becomes crucial for harnessing social media's power for positive societal impact.

CHAPTER 3: Literature Review

The author's fiancé often laments that nowadays society's memory spans only about five years. He remarks that people often and easily forget what has come before dooming all mistakes to be repeated. In contrast fortunately within academia the effects and reach of social media leadership and authenticity have been studied and discussed at length. In this chapter we will explore the various facets of authentic leadership its application and its intersection with social media as a tool for leadership and

change.

Understanding Authentic Leadership

In a world rife with uncertainty where workers are demanding greater accountability and morality from their leadership the need for authentic leadership is undeniable. As Northouse (2019) articulates people long for bona fide leadership that they can trust leaders who are honest and good. Although authentic leadership is still nascent in its philosophy many of the greatest minds in academia commerce and science have studied hypothesized and postulated on its methodology application and efficacy.

Gardner et al. (2005) provided a foundational understanding of authentic leadership by proposing a self-based model of the developmental processes for authentic leadership and followership. They emphasize the importance of self-awareness and self-regulation suggesting that these are fundamental components of authentic leadership development. According to their model a leader's personal history is the catalyst for authentic leadership development. This reflective perspective examines leader and follower roles highlighting how authentic leaders are positive role models who consistently exhibit balanced processing self-awareness and transparency. Despite the lack of concrete examples their comprehensive framework remains invaluable in examining authentic leadership theory.

Berkovich (2014) extends this understanding by incorporating dialogical pedagogy in authentic leadership development. He critiques common approaches and suggests a new perspective based on dialogical philosophy outlining a framework for dialogical pedagogy. By identifying and discussing narrative identity processing and dramaturgical enactment Berkovich thoroughly examines the foundations and mechanics of dialogical pedagogy. His discourse on empathy mutuality and open-mindedness underscores the intricate nature of authentic leadership development making his contribution a significant expansion of Gardner et al. (2005) initial framework.

Application and Efficacy of Authentic Leadership

Several studies have focused on authentic leadership's practical applications and efficacy. Qian et al. (2016) delve into the cognitive and emotive mechanisms influencing feedback-seeking behavior within leader-follower relationships. They argue that authentic leadership influences feedback-seeking indirectly through employees' perceptions of value and cost and their positive emotions. This focused view on feedback-seeking behaviors provides a deeper understanding of how authentic leadership operates on a cognitive and emotional level. Although heavily theoretical their study is supported by credible sources reinforcing its claims.

Shifting the focus to group outcomes Rego et al. (2013) examine how authentic leadership directly and indirectly predicts team potency through the mediating role of team virtuousness and affective commitment. Their study conducted at a Portuguese university with 59 teams provides quantifiable results that suggest authentic leadership is associated with more virtuous committed and potent teams. This research is particularly valuable as it examines the effects of authentic leadership on group outcomes a rarity among studies that often focus on individual follower outcomes. The study's findings are crucial for understanding the broader impacts of authentic leadership within teams and organizations.

Shapira-Lishchinsky (2014) explores the development of authentic leadership through team-based simulations (TBSs) of ethical cases in the educational field. While TBSs created a supportive environment for learning from mistakes and heightening leader awareness of their caring responsibilities the study did not establish a strong correlation between simulations and authentic leadership development. Despite this limitation the detailed analysis of authentic leadership theory and methodology presented in the study offers valuable insights. These insights while specific to educational leaders have broader implications for the development of authentic leadership in various contexts.

Sieh

and Wang (2015) provide compelling evidence of the influence of authentic leadership on employee trust and engagement from a supervisor-employee perspective. Their study tested four hypotheses concerning employee and supervisor perceptions of authentic leadership and found that supervisor-perceived authentic leadership fully mediates employee work engagement through employee trust. The use of statistical data to present quantifiable results lends greater credibility to their conclusions offering a clear picture of the application of authentic leadership and its probable outcomes. This reinforces the importance of trust in the authentic leadership dynamic.

In contrast to other studies that primarily focused on outcomes Mehmood et al. (2016) examine the role of authentic leadership in employees' developmental goals and performance. Their study conducted with supervisors and employees in the Pakistani Telecommunications sector concludes that authentic leadership predicts followers' in-role and extra-role performance through learning goal orientation. As with other studies the presentation of quantifiable results lends credibility to the authors' conclusions although a deeper analysis of the research leading to their hypotheses would have been beneficial. This study emphasizes the developmental aspect of authentic leadership and its impact on employee performance.

Authentic Leadership in Practice

The exploration of authentic leadership is not confined to academia. Blekkingh (2015) and Wulffers (2017) offer practical guides to achieving authenticity. Blekkingh's book "Authentic Leadership: Discover and Live Your Essential Mission" explores a seven-layer model for discovering one's purpose and achieving authenticity. He suggests that through layered self-reflection individuals can find their authentic self and purpose and subsequently put authentic leadership into effect. Although the book is mainly anecdotal and lacks academic robustness its straightforward language and engaging exercises make it accessible and applicable to a broad audience. This practical approach to authentic leadership complements the theoretical frameworks discussed earlier.

Wulffers (2017) in "Authentic Leadership Effectiveness for Individuals and Teams: A Coaching Approach" examines the state of leadership today and the consequences of poor leadership. She presents authentic leadership theory as a critical method for achieving better quality leadership. Wulffers' book is an extended case study and detailed manual on achieving authenticity heavily referencing previous literature on authentic leadership theory. Her practical approach and endorsements by industry leaders enhance the book's usefulness in authentic leadership theory research. This combination of practical advice and theoretical grounding makes it a valuable resource.

Kerfoot (2006) provides a practical application of authentic leadership theory in the nursing profession. She argues that leader authenticity cannot be self-defined but lies in followers' perceptions. Through mentoring and confidence one can create the perception of authenticity as a leader. This practical perspective is relevant and helpful to authentic leadership research offering context and application in a specific profession. Kerfoot's insights bridge the gap between theory and practice demonstrating the applicability of authentic leadership in professional settings.

The Role of Social Media in Enhancing Authentic Leadership

Social media plays a significant role in enhancing authentic leadership and fostering societal change. Odii (2020) discusses social media's potential to both facilitate and impede change highlighting its use in change management initiatives. Authentic leaders can leverage social media to strengthen these efforts while navigating the ethical challenges it presents underscoring its importance in contemporary leadership.

Understanding Authentic Leadership

The concept of authentic leadership

while still evolving has been extensively explored in academic circles. Gardner et al. (2005) laid the groundwork by proposing a self-based model that underscores the importance of self-awareness and self-regulation in authentic leadership development. They argue that a leader's personal history serves as the catalyst for developing authenticity with authentic leaders consistently exhibiting balanced processing self-awareness and transparency which are essential traits for fostering trust and effectiveness.

Building on this foundation Berkovich (2014) expanded the framework by introducing dialogical pedagogy which emphasizes the role of empathy mutuality and open-mindedness in the development of authentic leadership. His contribution further enriches the understanding of how authentic leaders can effectively engage with followers thereby enhancing both leadership effectiveness and ethical behavior. These elements of dialogical pedagogy are critical in shaping leaders who can navigate the complexities of modern organizational environments with a strong sense of moral integrity.

Application and Efficacy of Authentic Leadership

Practical applications of authentic leadership have been examined through various lenses offering insights into its efficacy across different contexts. For instance Qian et al. (2016) explored how authentic leadership influences feedback-seeking behavior within leader-follower relationships emphasizing the cognitive and emotive mechanisms that drive these interactions. This study sheds light on the deeper psychological processes that underpin authentic leadership offering a nuanced understanding of how leaders can foster a culture of openness and continuous improvement through effective empathetic communication.

Similarly Rego et al. (2013) demonstrated how authentic leadership positively impacts team potency mediated by team virtuousness and affective commitment. Their research conducted at a Portuguese university provides quantifiable evidence that authentic leadership contributes to stronger more cohesive teams highlighting its broader organizational benefits. This focus on team outcomes rather than just individual follower outcomes is particularly valuable for understanding the collective impact of authentic leadership within organizations and how it fosters a supportive high-performing work environment.

Further studies like those by Shapira-Lishchinsky (2014) and Hsieh and Wang (2015) highlight the broader implications of authentic leadership particularly in educational settings and employee engagement respectively. These findings underscore the importance of trust and ethical behavior in fostering strong committed teams and organizations. They also demonstrate that the principles of authentic leadership are applicable across different sectors from education to corporate environments and are essential for sustaining long-term organizational success.

Authentic Leadership in Practice

Beyond theoretical exploration the practical application of authentic leadership has been documented in various contexts offering real-world examples of its impact. Blekkinh (2015) and Wulffers (2017) provide accessible guides to achieving authenticity emphasizing the importance of self-reflection and the practical steps necessary to embody authentic leadership. Their works offer a combination of theoretical grounding and actionable strategies making the concept of authentic leadership more tangible and applicable for practitioners in diverse fields.

Kerfoot (2006) in particular bridges the gap between theory and practice by illustrating how authentic leadership can be applied in the nursing profession where the perception of authenticity is crucial. Her insights into mentoring and confidence-building provide valuable lessons for leaders in any field emphasizing that authenticity must be perceived by followers to be effective. This perspective reinforces the idea that leadership is not just about self-perception but also about how others perceive the leader's authenticity making the external

perception of authenticity as vital as the internal belief in it.

The Role of Social Media in Enhancing Authentic Leadership

Social media has emerged as a powerful tool in enhancing authentic leadership enabling leaders to communicate their authenticity to a broader audience. For instance Donald Trump despite his controversial beliefs and behaviors is often regarded as authentic by his followers due to his direct and unfiltered communication style. His use of Twitter exemplifies how social media can amplify a leader's perceived authenticity regardless of the content of their messages. This phenomenon aligns with research by Odii (2020) which discusses how social media allows leaders to reach a broader audience influence public opinion and mobilize followers. Social media's role in leadership extends beyond mere communication; it fosters a continuous connection between leaders and their audience thereby reinforcing the leader's authenticity through transparency and direct engagement.

Building on this Harkins et al. (2023) explore the impact of emotionally charged content on social media in engaging followers and promoting social causes. Their findings suggest that positive emotionally charged images are more effective in garnering social media activity emphasizing the power of social media in leadership and change. This aligns with the principles of authentic leadership where emotional intelligence and engagement are crucial demonstrating how authenticity can translate to success and popularity online.

Khaund et al. (2022) highlight the influence of social bots and their coordination during online campaigns emphasizing the need for ethical leadership in navigating digital landscapes. Bots can significantly impact social media conversations and public opinion presenting both opportunities and challenges for authentic leaders. The ethical considerations in using social media are critical for maintaining authenticity which in turn affects a leader's reach and audience.

Naeem (2020) examines the role of social networking applications in facilitating organizational change by enhancing knowledge sharing and participation. Social media enhances the richness and reach of communication among stakeholders providing a powerful tool for leaders to drive change. This practical application of social media complements the theoretical frameworks of authentic leadership showing how authenticity can enhance a leader's influence and effectiveness.

Moreover the impact of social media on leadership reach is profound as demonstrated by Trump's significant increase in influence through his Twitter presence. Heilweil and Ghaffary (2021) illustrate how Trump's audience and influence grew substantially a clear demonstration of how social media can amplify a leader's reach. This expansion of influence is not just about the number of followers but also about the depth of engagement where followers feel a personal connection with the leader due to the perceived authenticity of their communication. However the use of social media in leadership is not without its challenges. As Khaund et al. (2022) highlight the ethical considerations of maintaining authenticity online are significant especially in an environment rife with misinformation. Leaders must navigate these challenges carefully to preserve their authenticity while leveraging the power of social media to expand their influence responsibly.

Conclusion

Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. However research also indicates that the authentic leader is only as effective as their communication as the impact of authenticity is significantly heightened when it is effectively communicated (Kerfoot 2006; Qian et al. 2016). Social media has proven indispensable for authentic leaders enabling them to inspire influence and lead others by projecting their authenticity to a wider audience. This dynamic is well-documented in leadership

studies where effective communication is seen as the cornerstone of authentic leadership. The case of Donald Trump illustrates how social media can amplify a leader's perceived authenticity regardless of the content of their messages. Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. As studies indicate social media serves as both an amplifier of perceived authenticity and a platform that requires careful ethical navigation. The strategic use of social media is essential for fostering authentic leadership as it provides leaders with the tools to effectively communicate their authenticity thereby enhancing their influence and impact. Trump's use of Twitter underscores the dual nature of social media in leadership offering both opportunities for greater connection and challenges in maintaining authenticity. Future research should explore the long-term effects of these dynamics on societal values and norms.

CHAPTER 4: Solutions

Project Goal

In chapters one through three the field/topic/problem that deserves attention and carries social significance was defined and described. Both theory and practice were explored through the research in the literature review. With these chapters and any conversations with mentors in mind carefully craft a narrative that addresses the change (campaign initiative resource) being proposed. Explain briefly what this change is and why this change should take place. If a research question(s) is appropriate for the project please provide it/them. This section will include 3-5 pages that provide the process of the solution being proposed to implement. This section must include research explaining why this solution is the best course of action. Examples might include training website blog Wiki page social media campaign evaluation process and rubric organizational philosophy mission/vision/values statement course syllabus webinar etc.]

Implementation

Drawing from the goals narrated upload fully developed materials that would be used in implementation of the proposed solution. This might include video PowerPoint training manual quizzes handouts links etc. This is a substantial portion of the project and these materials should address how the proposed solution will be implemented from start to finish.

Project Measurements

In this section describe what is being measured and what methods will be used to measure the success of the proposed project. In the design of the project plan think about how to measure successes/failures of the proposed solution. Once it's determined what to measure explain how to measure them. Like the section above this project proposal illustrates the researcher's expertise and informed process: explain what elements are being measured and why they are being chosen to measure; what is being measured and the methods being used to measure the project's outcome. Share the logic and thought process behind the measurements of the project.]

CHAPTER 5: Reflections and Recommendations

Project Summary

Briefly summarize the goal for the project the actions that were taken and the results realized.]

Reflections

Reflect on the project in its entirety. What was learned? What were the highest moments of the research process? What were the lowest moments? If the project moves forward provide recommendations for change. Discuss the strengths and weaknesses of the project.]

Recommendations/Conclusions

What would be the next steps from this project? What are some recommendations for future researchers? How would the next researcher address the weaknesses of the project? Would the project be scalable? How so?? What would that look like? What is the likelihood on the sustainability of this project?]

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\n2. ****Comprehensive Analysis****: It provides a detailed analysis of how social media can amplify a leader's perceived authenticity, which is crucial in understanding the dynamics of modern leadership.\n\n3. ****Balanced Perspective****: The passage also addresses the challenges and ethical considerations associated with using social media as a leadership tool, providing a balanced view of the phenomenon.\n\n### Best Placement for the Passage:\n1. ****Chapter 2: Identification of Phenomenon****:\n - The passage would work well in Chapter 2, as it discusses the phenomenon of social media's impact on leadership. It could be integrated into the existing discussion to provide a more in-depth exploration of how social media serves as a tool for authentic leadership, using Trump as a case study.\n - This would enhance the chapter by offering a concrete example of the concepts being discussed, making the theoretical points more accessible to the reader.\n2. ****Chapter 3: Literature Review****:\n - Alternatively, the passage could be placed in Chapter 3, where it would serve as a bridge between the literature on authentic leadership and its practical applications. This would allow the document to transition smoothly from discussing theoretical frameworks to analyzing real-world implications.\n - The passage would fit well as a new section focused on the intersection of social media and leadership, providing a detailed example of how authentic leadership is practiced and perceived in the digital age.\n\n### Final Consideration:\nIf the goal is to keep the document focused and well-structured, integrating the passage into Chapter 2 might be the best option, as it aligns directly with the chapter's purpose of identifying and explaining the phenomenon. However, if you want to emphasize the connection between theory and practice, placing it in Chapter 3 would also be effective.\n\nOverall, the passage enhances the depth and relevance of the capstone project and could be a valuable addition to either chapter."]], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": { "citations": [], "content_references": [], "gizmo_id": "g-kZ0eYXlJe", "finish_details": { "type": "stop", "stop_tokens": [200002] }, "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4", "pad": "AAAAAAAAAAAAAAAAAAAAAAAAAAAA", "parent_id": "f4578840-600b-4680-b576-d7185abc19de", "request_id": "8b18ced05af44c75-MXP", "timestamp_": "absolute", "recipient": "all", "channel": null, "parent": "f4578840-600b-4680-b576-d7185abc19de", "children": ["aaa207d3-276a-4c39-b895-a0b1594448f4"] }, "aaa207d3-276a-4c39-b895-a0b1594448f4": { "id": "aaa207d3-276a-4c39-b895-a0b1594448f4", "message": { "id": "aaa207d3-276a-4c39-b895-a0b1594448f4", "author": { "role": "user", "name": null, "metadata": {} }, "create_time": 1723385512.445345, "update_time": null, "content": { "content_type": "text", "parts": ["what do you think of document? does chapter 3 contain redundancy? does it flow well? "] }, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": { "attachments": [{ "id": "file-s2RDq0od0gWGeElr8t73XVjr", "size": 1190394, "name": "Capstone Templated Project (3) (1) graded (1).docx", "mime_type": "application/vnd.openxmlformats-officedocument.wordprocessingml.document", "file_token_size": 14809 }], "request_id": "8b18d1399d454c75-MXP", "message_source": null, "timestamp_": "absolute", "message_type": null, "recipient": "all", "channel": null, "parent": "69a06241-414b-4aca-8b25-08035c946ec2", "children": ["322c1e3b-c2b3-43eb-ae72-fbdbb5b6dafa"] }, "322c1e3b-c2b3-43eb-ae72-fbdbb5b6dafa": { "id": "322c1e3b-c2b3-43eb-ae72-fbdbb5b6dafa", "message": { "id": "322c1e3b-c2b3-43eb-ae72-fbdbb5b6dafa", "author": { "role": "tool", "name": "myfiles_browser", "metadata": {} }, "create_time": 1723385528.077912, "update_time": null, "content": { "content_type": "tether_quote", "url": "file-

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widespread discussions about sexual harassment and assault (Mendes et al. 2018). However the risks involve the spread of misinformation and manipulating public opinion which can polarize communities and disrupt democratic processes. The cost of such influence can be seen in the widespread controversies surrounding elections and public policy debates where influencers have swayed public sentiment through both genuine and questionable means. For example during the 2016 U.S. presidential election false information disseminated by social media influencers and bots was found to have significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017). The individuals most impacted by this phenomenon include young adults who are the most active on platforms like Instagram and TikTok and are particularly susceptible to influencer marketing and political campaigns (Auxier & Anderson 2021). This demographic's high engagement levels highlight the critical need to understand the mechanisms of influence and leadership within these digital platforms. Research indicates that young people trust influencers more than traditional celebrities or politicians making them a key target for marketing and political messaging (Djafarova & Rushworth 2017). In addition to social movements and political implications the economic impact of social media influence is significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging the reach and authenticity of influencers to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is set to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021). This economic dimension underscores the dual nature of influencer power: while it offers opportunities for authentic brand engagement it also raises questions about ethics and transparency in advertising. The social significance of social media influence is further highlighted by its role in mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For example Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies. These findings suggest that while influencers can promote positive messages they also have the potential to contribute to harmful social norms.

Conclusion

This research project is situated at the intersection of leadership theory and digital media studies. It aims to critically analyze the role of social media influencers as contemporary leaders who not only entertain but also significantly influence societal values and norms. By aligning the characteristics of social media leadership with authentic leadership theories this study will evaluate the authenticity and ethical considerations of influencers' practices. The findings are expected to provide insights into how digital platforms can be harnessed for responsible and effective leadership promoting positive change while mitigating risks associated with digital influence. This foundational exploration sets the stage for a detailed literature review in Chapter 2 where theories of leadership and empirical studies on digital influence will be synthesized to build a comprehensive framework for understanding leadership in the digital age.

CHAPTER 2:

Identification of Phenomenon

The author's fiancé does not consider social media such as TikTok and Twitter as reliable sources of information. He feels that government leaders and politicians undermine the seriousness and importance of their positions when they use lighthearted TikTok videos to promote their message or agenda. Additionally he believes that such displays reflect the sensationalism and showmanship of American politics. In contrast to the author's fiancé's opinion a Pew Research study in 2023 found that over 50% of adults surveyed reported getting their

news from social media at least sometimes (Social Media and News Fact Sheet 2023). On July 21st 2024 President Joe Biden announced his decision not to seek re-election in the fall. This historic announcement marking the first time in over fifty years that a sitting president refused their party's nomination was made using the platform now known as X (Mason et al. 2024). The use of social media highlights its efficiency in disseminating information and providing individuals with the opportunity to engage in the public sphere gain followers and exert influence on an unprecedented scale. Social media has emerged as a formidable force influencing public opinions and attitudes in the contemporary digital era. This phenomenon where social media shapes and reflects public opinions is particularly significant when examined through authentic leadership theory. Authentic leadership which emphasizes transparency ethics and a communal focus aligns closely with the activities of social media influencers who wield substantial sway over their followers. The role of social media in influencing public opinion is both profound and pervasive. Approximately 72% of the U.S. public uses social media with platforms such as Facebook and YouTube leading the way (Auxier & Anderson 2021). This extensive reach ensures that nearly everyone is exposed to the opinions and ideas circulated on these platforms whether accurate or misleading. The impact of social media is evident in various sectors from political engagement to social movements economic trends and mental health. In order to investigate this phenomenon data was collected through a comprehensive literature review and qualitative analysis of social media interactions. The sources encompassed peer-reviewed articles books on leadership theories and empirical studies on social media's influence. Statistical data on social media usage and its societal impacts was provided by reputable institutions such as the Pew Research Center. The influence of social media on public opinion became noticeable in the early 21st century with the advent of platforms like Facebook Twitter and YouTube. Events such as the Arab Spring (2011) and Occupy Wall Street (2011) highlighted the power of social media to mobilize people and spread ideas rapidly. The #MeToo movement which gained momentum through a tweet by Alyssa Milano in 2017 exemplified how social media could catalyze significant social change by encouraging victims of sexual harassment to speak out (Thomson 2018). In addition to social movements social media's influence extends deeply into the political sphere. Modern political candidates in America have recognized the necessity of maintaining a robust online presence. Platforms like Twitter and Facebook are not only used for engagement but also for major announcements policy declarations and real-time interaction with constituents. For instance former President Donald Trump famously used Twitter to communicate directly with the public and announce significant policy decisions bypassing traditional media channels (Heilweil & Ghaffary 2021). This direct communication method aligns with the principles of authentic leadership where transparency and direct engagement are paramount. Authentic leadership as defined by Northouse (2019) is a process where an individual influences others to achieve a common goal through genuine and ethical behavior. This concept is mirrored in the actions of social media influencers who build trust and engagement with their followers through transparency and authenticity. Influencers and public figures like Tarana Burke and Alyssa Milano have utilized their platforms to lead movements such as #MeToo advocating for societal values of justice and accountability (Mendes et al. 2018). These influencers often exemplify the core components of authentic leadership by maintaining a transparent and genuine presence online fostering trust and loyalty among their followers. This trust is critical enabling influencers to mobilize their audience for various causes from

social justice movements to political campaigns. Social media acts as both a mirror and a mold for public opinion reflecting current sentiments and attitudes while simultaneously shaping those sentiments through disseminating information and mobilizing collective action. For instance during the 2016 U.S. presidential election social media significantly influenced voter perceptions through both authentic content and misinformation (Allcott & Gentzkow 2017). The economic implications of social media influence are also significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging influencers' reach and perceived authenticity to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is projected to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021). While social media holds the potential for positive influence it also poses risks. The spread of misinformation can polarize communities and disrupt democratic processes. The controversies surrounding the 2016 U.S. presidential election exemplify this risk where false information disseminated by social media influencers and bots significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017). Moreover the influence of social media extends to mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For instance Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies. The role of social media in shaping and reflecting public opinions and attitudes is intricately linked with the principles of authentic leadership. Influencers who engage authentically with their followers can drive significant social change by promoting ethical behavior and communal values. As digital platforms continue to evolve understanding the mechanisms of this influence becomes crucial for harnessing social media's power for positive societal impact.

CHAPTER 3: Literature Review

The author's fiancé often laments that nowadays society's memory spans only about five years. He remarks that people often and easily forget what has come before dooming all mistakes to be repeated. In contrast fortunately within academia the effects and reach of social media leadership and authenticity have been studied and discussed at length. In this chapter we will explore the various facets of authentic leadership its application and its intersection with social media as a tool for leadership and change.

Understanding Authentic Leadership

In a world rife with uncertainty where workers are demanding greater accountability and morality from their leadership the need for authentic leadership is undeniable. As Northouse (2019) articulates people long for bona fide leadership that they can trust leaders who are honest and good. Although authentic leadership is still nascent in its philosophy many of the greatest minds in academia commerce and science have studied hypothesized and postulated on its methodology application and efficacy. Gardner et al. (2005) provided a foundational understanding of authentic leadership by proposing a self-based model of the developmental processes for authentic leadership and followership. They emphasize the importance of self-awareness and self-regulation suggesting that these are fundamental components of authentic leadership development. According to their model a leader's personal history is the catalyst for authentic leadership development. This reflective perspective examines leader and follower roles highlighting how authentic leaders are positive role models who consistently exhibit balanced processing self-awareness and transparency. Despite the lack of concrete examples their comprehensive framework remains invaluable in examining authentic leadership

theory. Berkovich (2014) extends this understanding by incorporating dialogical pedagogy in authentic leadership development. He critiques common approaches and suggests a new perspective based on dialogical philosophy outlining a framework for dialogical pedagogy. By identifying and discussing narrative identity processing and dramaturgical enactment Berkovich thoroughly examines the foundations and mechanics of dialogical pedagogy. His discourse on empathy mutuality and open-mindedness underscores the intricate nature of authentic leadership development making his contribution a significant expansion of Gardner et al. (2005) initial framework.

Application and Efficacy of Authentic Leadership

Several studies have focused on authentic leadership's practical applications and efficacy. Qian et al. (2016) delve into the cognitive and emotive mechanisms influencing feedback-seeking behavior within leader-follower relationships. They argue that authentic leadership influences feedback-seeking indirectly through employees' perceptions of value and cost and their positive emotions. This focused view on feedback-seeking behaviors provides a deeper understanding of how authentic leadership operates on a cognitive and emotional level. Although heavily theoretical their study is supported by credible sources reinforcing its claims.

Shifting the focus to group outcomes Rego et al. (2013) examine how authentic leadership directly and indirectly predicts team potency through the mediating role of team virtuousness and affective commitment. Their study conducted at a Portuguese university with 59 teams provides quantifiable results that suggest authentic leadership is associated with more virtuous committed and potent teams. This research is particularly valuable as it examines the effects of authentic leadership on group outcomes a rarity among studies that often focus on individual follower outcomes. The study's findings are crucial for understanding the broader impacts of authentic leadership within teams and organizations.

Shapira-Lishchinsky (2014) explores the development of authentic leadership through team-based simulations (TBSs) of ethical cases in the educational field. While TBSs created a supportive environment for learning from mistakes and heightening leader awareness of their caring responsibilities the study did not establish a strong correlation between simulations and authentic leadership development. Despite this limitation the detailed analysis of authentic leadership theory and methodology presented in the study offers valuable insights. These insights while specific to educational leaders have broader implications for the development of authentic leadership in various contexts.

Hsieh and Wang (2015) provide compelling evidence of the influence of authentic leadership on employee trust and engagement from a supervisor-employee perspective. Their study tested four hypotheses concerning employee and supervisor perceptions of authentic leadership and found that supervisor-perceived authentic leadership fully mediates employee work engagement through employee trust. The use of statistical data to present quantifiable results lends greater credibility to their conclusions offering a clear picture of the application of authentic leadership and its probable outcomes. This reinforces the importance of trust in the authentic leadership dynamic.

In contrast to other studies that primarily focused on outcomes Mehmood et al. (2016) examine the role of authentic leadership in employees' developmental goals and performance. Their study conducted with supervisors and employees in the Pakistani Telecommunications sector concludes that authentic leadership predicts followers' in-role and extra-role performance through learning goal orientation. As with other studies the presentation of quantifiable results lends credibility to the authors' conclusions although a deeper analysis of the research leading to their hypotheses would have been beneficial. This study emphasizes the developmental aspect of

authentic leadership and its impact on employee performance.

Authentic Leadership in Practice

The exploration of authentic leadership is not confined to academia. Blekkingh (2015) and Wulffers (2017) offer practical guides to achieving authenticity. Blekkingh's book "Authentic Leadership: Discover and Live Your Essential Mission" explores a seven-layer model for discovering one's purpose and achieving authenticity. He suggests that through layered self-reflection individuals can find their authentic self and purpose and subsequently put authentic leadership into effect. Although the book is mainly anecdotal and lacks academic robustness its straightforward language and engaging exercises make it accessible and applicable to a broad audience. This practical approach to authentic leadership complements the theoretical frameworks discussed earlier.

Wulffers (2017) in "Authentic Leadership Effectiveness for Individuals and Teams: A Coaching Approach" examines the state of leadership today and the consequences of poor leadership. She presents authentic leadership theory as a critical method for achieving better quality leadership. Wulffers' book is an extended case study and detailed manual on achieving authenticity heavily referencing previous literature on authentic leadership theory. Her practical approach and endorsements by industry leaders enhance the book's usefulness in authentic leadership theory research. This combination of practical advice and theoretical grounding makes it a valuable resource.

Kerfoot (2006)

provides a practical application of authentic leadership theory in the nursing profession. She argues that leader authenticity cannot be self-defined but lies in followers' perceptions. Through mentoring and confidence one can create the perception of authenticity as a leader. This practical perspective is relevant and helpful to authentic leadership research offering context and application in a specific profession. Kerfoot's insights bridge the gap between theory and practice demonstrating the applicability of authentic leadership in professional settings.

The Role of Social Media in Enhancing Authentic Leadership

Social media plays a significant role in enhancing authentic leadership and fostering societal change. Odii (2020) discusses social media's potential to both facilitate and impede change highlighting its use in change management initiatives. Authentic leaders can leverage social media to strengthen these efforts while navigating the ethical challenges it presents underscoring its importance in contemporary leadership.

Understanding Authentic Leadership

The concept of authentic leadership while still evolving has been extensively explored in academic circles. Gardner et al. (2005) laid the groundwork by proposing a self-based model that underscores the importance of self-awareness and self-regulation in authentic leadership development. They argue that a leader's personal history serves as the catalyst for developing authenticity with authentic leaders consistently exhibiting balanced processing self-awareness and transparency which are essential traits for fostering trust and effectiveness.

Building on this foundation Berkovich (2014)

expanded the framework by introducing dialogical pedagogy which emphasizes the role of empathy mutuality and open-mindedness in the development of authentic leadership. His contribution further enriches the understanding of how authentic leaders can effectively engage with followers thereby enhancing both leadership effectiveness and ethical behavior. These elements of dialogical pedagogy are critical in shaping leaders who can navigate the complexities of modern organizational environments with a strong sense of moral integrity.

Application and Efficacy of Authentic Leadership

Practical applications of authentic leadership have been examined through various lenses offering insights into its efficacy across different contexts. For instance Qian et al. (2016) explored

how authentic leadership influences feedback-seeking behavior within leader-follower relationships emphasizing the cognitive and emotive mechanisms that drive these interactions. This study sheds light on the deeper psychological processes that underpin authentic leadership offering a nuanced understanding of how leaders can foster a culture of openness and continuous improvement through effective empathetic communication.

Similarly Rego et al. (2013) demonstrated how authentic leadership positively impacts team potency mediated by team virtuousness and affective commitment. Their research conducted at a Portuguese university provides quantifiable evidence that authentic leadership contributes to stronger more cohesive teams highlighting its broader organizational benefits. This focus on team outcomes rather than just individual follower outcomes is particularly valuable for understanding the collective impact of authentic leadership within organizations and how it fosters a supportive high-performing work environment.

Further studies like those by Shapira-Lishchinsky (2014) and Hsieh and Wang (2015) highlight the broader implications of authentic leadership particularly in educational settings and employee engagement respectively. These findings underscore the importance of trust and ethical behavior in fostering strong committed teams and organizations. They also demonstrate that the principles of authentic leadership are applicable across different sectors from education to corporate environments and are essential for sustaining long-term organizational success.

Authentic Leadership in Practice

Beyond theoretical exploration the practical application of authentic leadership has been documented in various contexts offering real-world examples of its impact. Blekkingh (2015) and Wulffers (2017) provide accessible guides to achieving authenticity emphasizing the importance of self-reflection and the practical steps necessary to embody authentic leadership. Their works offer a combination of theoretical grounding and actionable strategies making the concept of authentic leadership more tangible and applicable for practitioners in diverse fields.

Kerfoot (2006) in particular bridges the gap between theory and practice by illustrating how authentic leadership can be applied in the nursing profession where the perception of authenticity is crucial. Her insights into mentoring and confidence-building provide valuable lessons for leaders in any field emphasizing that authenticity must be perceived by followers to be effective. This perspective reinforces the idea that leadership is not just about self-perception but also about how others perceive the leader's authenticity making the external perception of authenticity as vital as the internal belief in it.

The Role of Social Media in Enhancing Authentic Leadership

Social media has emerged as a powerful tool in enhancing authentic leadership enabling leaders to communicate their authenticity to a broader audience. For instance Donald Trump despite his controversial beliefs and behaviors is often regarded as authentic by his followers due to his direct and unfiltered communication style. His use of Twitter exemplifies how social media can amplify a leader's perceived authenticity regardless of the content of their messages. This phenomenon aligns with research by Odii (2020) which discusses how social media allows leaders to reach a broader audience influence public opinion and mobilize followers. Social media's role in leadership extends beyond mere communication; it fosters a continuous connection between leaders and their audience thereby reinforcing the leader's authenticity through transparency and direct engagement.

Building on this Harkins et al. (2023) explore the impact of emotionally charged content on social media in engaging followers and promoting social causes. Their findings suggest that positive emotionally charged images are more effective in garnering social media activity emphasizing the power of social media in leadership

and change. This aligns with the principles of authentic leadership where emotional intelligence and engagement are crucial demonstrating how authenticity can translate to success and popularity online. Khaund et al. (2022) highlight the influence of social bots and their coordination during online campaigns emphasizing the need for ethical leadership in navigating digital landscapes. Bots can significantly impact social media conversations and public opinion presenting both opportunities and challenges for authentic leaders. The ethical considerations in using social media are critical for maintaining authenticity which in turn affects a leader's reach and audience. Naeem (2020) examines the role of social networking applications in facilitating organizational change by enhancing knowledge sharing and participation. Social media enhances the richness and reach of communication among stakeholders providing a powerful tool for leaders to drive change. This practical application of social media complements the theoretical frameworks of authentic leadership showing how authenticity can enhance a leader's influence and effectiveness. Moreover the impact of social media on leadership reach is profound as demonstrated by Trump's significant increase in influence through his Twitter presence. Heilweil and Ghaffary (2021) illustrate how Trump's audience and influence grew substantially a clear demonstration of how social media can amplify a leader's reach. This expansion of influence is not just about the number of followers but also about the depth of engagement where followers feel a personal connection with the leader due to the perceived authenticity of their communication. However the use of social media in leadership is not without its challenges. As Khaund et al. (2022) highlight the ethical considerations of maintaining authenticity online are significant especially in an environment rife with misinformation. Leaders must navigate these challenges carefully to preserve their authenticity while leveraging the power of social media to expand their influence responsibly.

Conclusion

Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. However research also indicates that the authentic leader is only as effective as their communication as the impact of authenticity is significantly heightened when it is effectively communicated (Kerfoot 2006; Qian et al. 2016). Social media has proven indispensable for authentic leaders enabling them to inspire influence and lead others by projecting their authenticity to a wider audience. This dynamic is well-documented in leadership studies where effective communication is seen as the cornerstone of authentic leadership. The case of Donald Trump illustrates how social media can amplify a leader's perceived authenticity regardless of the content of their messages. Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. As studies indicate social media serves as both an amplifier of perceived authenticity and a platform that requires careful ethical navigation. The strategic use of social media is essential for fostering authentic leadership as it provides leaders with the tools to effectively communicate their authenticity thereby enhancing their influence and impact. Trump's use of Twitter underscores the dual nature of social media in leadership offering both opportunities for greater connection and challenges in maintaining authenticity. Future research should explore the long-term effects of these dynamics on societal values and norms.

CHAPTER 4: Solutions

[Project Goal]

In chapters one through three the field/topic/problem that deserves attention and carries social significance was defined and described. Both theory and practice were explored through the research in the literature review. With these chapters and

any conversations with mentors in mind carefully craft a narrative that addresses the change (campaign initiative resource) being proposed. Explain briefly what this change is and why this change should take place. If a research question(s) is appropriate for the project please provide it/them. This section will include 3-5 pages that provide the process of the solution being proposed to implement. This section must include research explaining why this solution is the best course of action. Examples might include training website blog Wiki page social media campaign evaluation process and rubric organizational philosophy mission/vision/values statement course syllabus webinar etc.]

Implementation

[Drawing from the goals narrated upload fully developed materials that would be used in implementation of the proposed solution. This might include video PowerPoint training manual quizzes handouts links etc. This is a substantial portion of the project and these materials should address how the proposed solution will be implemented from start to finish.]

Project Measurements

[In this section describe what is being measured and what methods will be used to measure the success of the proposed project. In the design of the project plan think about how to measure successes/failures of the proposed solution. Once it's determined what to measure explain how to measure them. Like the section above this project proposal illustrates the researcher's expertise and informed process: explain what elements are being measured and why they are being chosen to measure; what is being measured and the methods being used to measure the project's outcome. Share the logic and thought process behind the measurements of the project.]

CHAPTER 5: Reflections and Recommendations

Project Summary

[Briefly summarize the goal for the project the actions that were taken and the results realized.]

Reflections

[Reflect on the project in its entirety. What was learned? What were the highest moments of the research process? What were the lowest moments? If the project moves forward provide recommendations for change. Discuss the strengths and weaknesses of the project.]

Recommendations/Conclusions

[What would be the next steps from this project? What are some recommendations for future researchers? How would the next researcher address the weaknesses of the project? Would the project be scalable? How so?? What would that look like? What is the likelihood on the sustainability of this project?]

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more closely, showing how specific theoretical insights directly inform practical applications.

3. **Focus:** The chapter would benefit from a tighter focus. Currently, it tries to cover a lot of ground, from theoretical explorations to various case studies. Narrowing the scope to focus on the most relevant and impactful aspects of authentic leadership—especially those directly tied to the broader thesis of social media’s role in contemporary leadership—could strengthen the chapter’s coherence and relevance.

Suggestions for Improvement:

- Condense Repetitive Content:** Identify the key points about authentic leadership that are most relevant to your thesis and condense them. This will reduce redundancy and make the chapter more concise.
- Clarify Connections:** Use clearer transitional statements to connect different sections of the chapter. Explain how the theoretical insights discussed lead into the practical examples, and why these examples are particularly illustrative.
- Focus on Novel Contributions:** Highlight what is new or particularly important in each section. For instance, when discussing case studies, emphasize unique findings or implications rather than reiterating general points about authentic leadership.
- Integrate Social Media Discussions:** Since the capstone focuses on social media’s role in leadership, ensure that the discussion of social media is consistently integrated throughout the chapter. This can be done by linking each theoretical point or case study back to how social media influences or enhances these aspects of authentic leadership.

Conclusion:

While Chapter 3 provides a thorough overview of authentic leadership, it could benefit from a more streamlined structure, reduced redundancy, and clearer focus. By making these adjustments, the chapter can better support the overall argument of the capstone and provide a more engaging and coherent narrative for the reader.”]

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guideline comes from Vastu Shastra, a traditional Indian system of architecture, which recommends sleeping with your head facing south or east for the most beneficial effects. In contrast, Feng Shui, a Chinese system, often suggests sleeping with your head facing towards your personal best direction based on your Kua number, though south and east are also commonly mentioned as beneficial.

Based on the more widely accepted and generalized recommendations:

- South: This direction is often considered the best for sleeping according to Vastu Shastra, as it is believed to align with the Earth's magnetic field and can promote health and prosperity.

I will create a diagram based on the assumption that south is the most beneficial direction. It will show a person lying down with their head pointing south, labeled accordingly.

I will proceed with that now.

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because it allows them to inspire, influence, and lead others by communicating their
authenticity to a wider audience. For example, Donald Trump, despite his abhorrent
beliefs to some, is completely transparent about his behavior, which some people find
authentic. They appreciate his lack of pretense, even if they don't agree with
him. And when Donald Trump discovered Twitter, his audience grew. Social media can
amplify perceived authenticity.\n\n\nDo the studies and the data support the claims
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significantly shapes public opinions and societal values.

Social Significance

The influence of social media is profound and ubiquitous reaching across all sectors of society. According to the Pew Research Center approximately 72% of the U.S. public uses some type of social media with varying impacts on social political and community engagement (Pew Research Center 2021). The breadth of this influence spans across diverse demographic groups making nearly everyone a potential recipient of communicated messages whether accurate or misleading.

The potential benefits of this influence include increased awareness and mobilization for social causes as seen with movements like #MeToo and #BlackLivesMatter which have propelled significant societal shifts and brought critical issues to the forefront of global awareness. Social media influencers have played crucial roles in these movements utilizing their platforms to amplify voices and call for action. For instance prominent figures like Alyssa Milano and Tarana Burke have used their influence to promote the #MeToo movement leading to widespread discussions about sexual harassment and assault (Mendes et al. 2018).

However the risks involve the spread of misinformation and manipulating public opinion which can polarize communities and disrupt democratic processes. The cost of such influence can be seen in the widespread controversies surrounding elections and public policy debates where influencers have swayed public sentiment through both genuine and questionable means. For example during the 2016 U.S. presidential election false information disseminated by social media influencers and bots was found to have significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017).

The individuals most impacted by this phenomenon include young adults who are the most active on platforms like Instagram and TikTok and are particularly susceptible to influencer marketing and political campaigns (Auxier & Anderson 2021). This demographic's high engagement levels highlight the critical need to understand the mechanisms of influence and leadership within these digital platforms. Research indicates that young people trust influencers more than traditional celebrities or politicians making them a key target for marketing and political messaging (Djafarova & Rushworth 2017).

In addition to social movements and political implications the economic impact of social media influence is significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging the reach and authenticity of influencers to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is set to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021). This economic dimension underscores the dual nature of influencer power: while it offers opportunities for authentic brand engagement it also raises questions about ethics and transparency in advertising.

The social significance of social media influence is further highlighted by its role in mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For example Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies. These findings suggest that while influencers can promote positive messages they also have the potential to contribute to harmful social norms.

Conclusion

This research project is situated at the intersection of leadership theory and digital media studies. It aims to critically analyze the role of social media influencers as contemporary leaders who not only entertain but also significantly influence societal values and norms. By aligning the characteristics of social media leadership with authentic leadership theories this study will evaluate the authenticity and ethical considerations of influencers' practices. The

findings are expected to provide insights into how digital platforms can be harnessed for responsible and effective leadership promoting positive change while mitigating risks associated with digital influence. This foundational exploration sets the stage for a detailed literature review in Chapter 2 where theories of leadership and empirical studies on digital influence will be synthesized to build a comprehensive framework for understanding leadership in the digital age.

CHAPTER 2:
Identification of Phenomenon

The author's fiancé does not consider social media such as TikTok and Twitter as reliable sources of information. He feels that government leaders and politicians undermine the seriousness and importance of their positions when they use lighthearted TikTok videos to promote their message or agenda. Additionally he believes that such displays reflect the sensationalism and showmanship of American politics. In contrast to the author's fiancé's opinion a Pew Research study in 2023 found that over 50% of adults surveyed reported getting their news from social media at least sometimes (Social Media and News Fact Sheet 2023).

On July 21st 2024 President Joe Biden announced his decision not to seek re-election in the fall. This historic announcement marking the first time in over fifty years that a sitting president refused their party's nomination was made using the platform now known as X (Mason et al. 2024). The use of social media highlights its efficiency in disseminating information and providing individuals with the opportunity to engage in the public sphere gain followers and exert influence on an unprecedented scale.

Social media has emerged as a formidable force influencing public opinions and attitudes in the contemporary digital era. This phenomenon where social media shapes and reflects public opinions is particularly significant when examined through authentic leadership theory. Authentic leadership which emphasizes transparency ethics and a communal focus aligns closely with the activities of social media influencers who wield substantial sway over their followers.

The role of social media in influencing public opinion is both profound and pervasive. Approximately 72% of the U.S. public uses social media with platforms such as Facebook and YouTube leading the way (Auxier & Anderson 2021). This extensive reach ensures that nearly everyone is exposed to the opinions and ideas circulated on these platforms whether accurate or misleading. The impact of social media is evident in various sectors from political engagement to social movements economic trends and mental health.

In order to investigate this phenomenon data was collected through a comprehensive literature review and qualitative analysis of social media interactions. The sources encompassed peer-reviewed articles books on leadership theories and empirical studies on social media's influence. Statistical data on social media usage and its societal impacts was provided by reputable institutions such as the Pew Research Center.

The influence of social media on public opinion became noticeable in the early 21st century with the advent of platforms like Facebook Twitter and YouTube. Events such as the Arab Spring (2011) and Occupy Wall Street (2011) highlighted the power of social media to mobilize people and spread ideas rapidly. The #MeToo movement which gained momentum through a tweet by Alyssa Milano in 2017 exemplified how social media could catalyze significant social change by encouraging victims of sexual harassment to speak out (Thomson 2018).

In addition to social movements social media's influence extends deeply into the political sphere. Modern political candidates in America have recognized the necessity of maintaining a robust online presence. Platforms like Twitter and Facebook are not only used for engagement but also for major announcements policy declarations and real-time interaction with constituents. For instance former President Donald Trump famously used Twitter to communicate

directly with the public and announce significant policy decisions bypassing traditional media channels (Heilweil & Ghaffary 2021). This direct communication method aligns with the principles of authentic leadership where transparency and direct engagement are paramount.

Authentic leadership as defined by Northouse (2019) is a process where an individual influences others to achieve a common goal through genuine and ethical behavior. This concept is mirrored in the actions of social media influencers who build trust and engagement with their followers through transparency and authenticity. Influencers and public figures like Tarana Burke and Alyssa Milano have utilized their platforms to lead movements such as #MeToo advocating for societal values of justice and accountability (Mendes et al. 2018). These influencers often exemplify the core components of authentic leadership by maintaining a transparent and genuine presence online fostering trust and loyalty among their followers. This trust is critical enabling influencers to mobilize their audience for various causes from social justice movements to political campaigns.

Social media acts as both a mirror and a mold for public opinion reflecting current sentiments and attitudes while simultaneously shaping those sentiments through disseminating information and mobilizing collective action. For instance during the 2016 U.S. presidential election social media significantly influenced voter perceptions through both authentic content and misinformation (Allcott & Gentzkow 2017). The economic implications of social media influence are also significant. Influencer marketing has become a multi-billion-dollar industry with brands leveraging influencers' reach and perceived authenticity to connect with consumers. According to a report by Business Insider Intelligence the influencer marketing industry is projected to grow to approximately \$15 billion by 2022 (Business Insider Intelligence 2021).

While social media holds the potential for positive influence it also poses risks. The spread of misinformation can polarize communities and disrupt democratic processes. The controversies surrounding the 2016 U.S. presidential election exemplify this risk where false information disseminated by social media influencers and bots significantly impacted voter perceptions and behaviors (Allcott & Gentzkow 2017). Moreover the influence of social media extends to mental health. Studies have shown that exposure to influencer content can impact self-esteem and body image particularly among young women. For instance Fardouly et al. (2015) found that Instagram use was associated with greater body dissatisfaction mediated by the internalization of the thin ideal and appearance comparison tendencies.

The role of social media in shaping and reflecting public opinions and attitudes is intricately linked with the principles of authentic leadership. Influencers who engage authentically with their followers can drive significant social change by promoting ethical behavior and communal values. As digital platforms continue to evolve understanding the mechanisms of this influence becomes crucial for harnessing social media's power for positive societal impact.

CHAPTER 3: Literature Review

The author's fiancé often laments that nowadays society's memory spans only about five years. He remarks that people often and easily forget what has come before dooming all mistakes to be repeated. In contrast fortunately within academia the effects and reach of social media leadership and authenticity have been studied and discussed at length. In this chapter we will explore the various facets of authentic leadership its application and its intersection with social media as a tool for leadership and change.

Understanding Authentic Leadership

In a world rife with uncertainty where workers are demanding greater accountability and morality from their leadership the need for authentic leadership is undeniable. As Northouse (2019) articulates people

long for bona fide leadership that they can trust leaders who are honest and good. Although authentic leadership is still nascent in its philosophy many of the greatest minds in academia commerce and science have studied hypothesized and postulated on its methodology application and efficacy. Gardner et al. (2005) provided a foundational understanding of authentic leadership by proposing a self-based model of the developmental processes for authentic leadership and followership. They emphasize the importance of self-awareness and self-regulation suggesting that these are fundamental components of authentic leadership development. According to their model a leader's personal history is the catalyst for authentic leadership development. This reflective perspective examines leader and follower roles highlighting how authentic leaders are positive role models who consistently exhibit balanced processing self-awareness and transparency. Despite the lack of concrete examples their comprehensive framework remains invaluable in examining authentic leadership theory. Berkovich (2014) extends this understanding by incorporating dialogical pedagogy in authentic leadership development. He critiques common approaches and suggests a new perspective based on dialogical philosophy outlining a framework for dialogical pedagogy. By identifying and discussing narrative identity processing and dramaturgical enactment Berkovich thoroughly examines the foundations and mechanics of dialogical pedagogy. His discourse on empathy mutuality and open-mindedness underscores the intricate nature of authentic leadership development making his contribution a significant expansion of Gardner et al. (2005) initial framework.

Application and Efficacy of Authentic Leadership

Several studies have focused on authentic leadership's practical applications and efficacy. Qian et al. (2016) delve into the cognitive and emotive mechanisms influencing feedback-seeking behavior within leader-follower relationships. They argue that authentic leadership influences feedback-seeking indirectly through employees' perceptions of value and cost and their positive emotions. This focused view on feedback-seeking behaviors provides a deeper understanding of how authentic leadership operates on a cognitive and emotional level. Although heavily theoretical their study is supported by credible sources reinforcing its claims.

Shifting the focus to group outcomes Rego et al. (2013) examine how authentic leadership directly and indirectly predicts team potency through the mediating role of team virtuousness and affective commitment. Their study conducted at a Portuguese university with 59 teams provides quantifiable results that suggest authentic leadership is associated with more virtuous committed and potent teams. This research is particularly valuable as it examines the effects of authentic leadership on group outcomes a rarity among studies that often focus on individual follower outcomes. The study's findings are crucial for understanding the broader impacts of authentic leadership within teams and organizations.

Shapira-Lishchinsky (2014) explores the development of authentic leadership through team-based simulations (TBSs) of ethical cases in the educational field. While TBSs created a supportive environment for learning from mistakes and heightening leader awareness of their caring responsibilities the study did not establish a strong correlation between simulations and authentic leadership development. Despite this limitation the detailed analysis of authentic leadership theory and methodology presented in the study offers valuable insights. These insights while specific to educational leaders have broader implications for the development of authentic leadership in various contexts.

Hsieh and Wang (2015) provide compelling evidence of the influence of authentic leadership on employee trust and engagement from a supervisor-employee perspective. Their study tested four hypotheses concerning employee and supervisor perceptions of authentic

leadership and found that supervisor-perceived authentic leadership fully mediates employee work engagement through employee trust. The use of statistical data to present quantifiable results lends greater credibility to their conclusions offering a clear picture of the application of authentic leadership and its probable outcomes. This reinforces the importance of trust in the authentic leadership dynamic.

In contrast to other studies that primarily focused on outcomes Mehmood et al. (2016) examine the role of authentic leadership in employees' developmental goals and performance. Their study conducted with supervisors and employees in the Pakistani Telecommunications sector concludes that authentic leadership predicts followers' in-role and extra-role performance through learning goal orientation. As with other studies the presentation of quantifiable results lends credibility to the authors' conclusions although a deeper analysis of the research leading to their hypotheses would have been beneficial. This study emphasizes the developmental aspect of authentic leadership and its impact on employee performance.

Authentic Leadership in Practice

The exploration of authentic leadership is not confined to academia. Blekkinh (2015) and Wulffers (2017) offer practical guides to achieving authenticity. Blekkinh's book "Authentic Leadership: Discover and Live Your Essential Mission" explores a seven-layer model for discovering one's purpose and achieving authenticity. He suggests that through layered self-reflection individuals can find their authentic self and purpose and subsequently put authentic leadership into effect. Although the book is mainly anecdotal and lacks academic robustness its straightforward language and engaging exercises make it accessible and applicable to a broad audience. This practical approach to authentic leadership complements the theoretical frameworks discussed earlier.

Wulffers (2017) in "Authentic Leadership Effectiveness for Individuals and Teams: A Coaching Approach" examines the state of leadership today and the consequences of poor leadership. She presents authentic leadership theory as a critical method for achieving better quality leadership. Wulffers' book is an extended case study and detailed manual on achieving authenticity heavily referencing previous literature on authentic leadership theory. Her practical approach and endorsements by industry leaders enhance the book's usefulness in authentic leadership theory research. This combination of practical advice and theoretical grounding makes it a valuable resource.

Kerfoot (2006) provides a practical application of authentic leadership theory in the nursing profession. She argues that leader authenticity cannot be self-defined but lies in followers' perceptions. Through mentoring and confidence one can create the perception of authenticity as a leader. This practical perspective is relevant and helpful to authentic leadership research offering context and application in a specific profession. Kerfoot's insights bridge the gap between theory and practice demonstrating the applicability of authentic leadership in professional settings.

The Role of Social Media in Enhancing Authentic Leadership

Social media plays a significant role in enhancing authentic leadership and fostering societal change. Odii (2020) discusses social media's potential to both facilitate and impede change highlighting its use in change management initiatives. Authentic leaders can leverage social media to strengthen these efforts while navigating the ethical challenges it presents underscoring its importance in contemporary leadership.

Building on this Harkins et al. (2023) explore the impact of emotionally charged content on social media in engaging followers and promoting social causes. Their findings suggest that positive emotionally charged images are more effective in garnering social media activity emphasizing the power of social media in leadership

and change. This aligns with the principles of authentic leadership where emotional intelligence and engagement are crucial demonstrating how authenticity can translate to success and popularity online. Khaund et al. (2022) highlight the influence of social bots and their coordination during online campaigns emphasizing the need for ethical leadership in navigating digital landscapes. Bots can significantly impact social media conversations and public opinion presenting both opportunities and challenges for authentic leaders. The ethical considerations in using social media are critical for maintaining authenticity which in turn affects a leader's reach and audience. Naeem (2020) examines the role of social networking applications in facilitating organizational change by enhancing knowledge sharing and participation. Social media enhances the richness and reach of communication among stakeholders providing a powerful tool for leaders to drive change. This practical application of social media complements the theoretical frameworks of authentic leadership showing how authenticity can enhance a leader's influence and effectiveness. Finally Omolloh (2020) presents a case study on using social media as a management tool in small businesses highlighting its benefits in customer engagement and business awareness. This practical example underscores the versatility of social media in enhancing leadership practices across different contexts. The integration of social media in leadership strategies can amplify the impact of authentic leadership further illustrating how authenticity translates to success and popularity online.

Conclusion

Research suggests that authentic leadership and the strategic use of social media are crucial for fostering effective leadership and societal change. Authentic leaders must leverage social media's potential while mitigating its risks to achieve positive organizational outcomes. Future research should explore the long-term effects of these dynamics on societal values and norms.

CHAPTER 4: Solutions

[Project Goal]

In chapters one through three the field/topic/problem that deserves attention and carries social significance was defined and described. Both theory and practice were explored through the research in the literature review. With these chapters and any conversations with mentors in mind carefully craft a narrative that addresses the change (campaign initiative resource) being proposed.

Explain

briefly what this change is and why this change should take place. If a research question(s) is appropriate for the project please provide it/them. This section will include 3–5 pages that provide the process of the solution being proposed to implement.

This section must include research explaining why this solution is the best course of action. Examples might include training website blog Wiki page social media campaign evaluation process and rubric organizational philosophy mission/vision/values statement course syllabus webinar etc.]

[Implementation]

Drawing from the goals narrated upload fully developed materials that would be used in implementation of the proposed solution. This might include video PowerPoint training manual quizzes handouts links etc. This is a substantial portion of the project and these materials should address how the proposed solution will be implemented from start to finish.

[Project Measurements]

In this section describe what is being measured and what methods will be used to measure the success of the proposed project. In the design of the project plan think about how to measure successes/failures of the proposed solution. Once it's determined what to measure explain how to measure them. Like the section above this project proposal illustrates the researcher's expertise and informed process: explain what elements are being measured and why they are being chosen to measure; what is being measured and the methods being used to measure the project's outcome. Share the logic and thought

process behind the measurements of the project.]

CHAPTER 5: Reflections and Recommendations

Project Summary

[Briefly summarize the goal for the project the actions that were taken and the results realized.]

Reflections

[Reflect on the project in its entirety. What was learned? What were the highest moments of the research process? What were the lowest moments? If the project moves forward provide recommendations for change. Discuss the strengths and weaknesses of the project.]

Recommendations/Conclusions

[What would be the next steps from this project? What are some recommendations for future researchers? How would the next researcher address the weaknesses of the project? Would the project be scalable? How so?? What would that look like? What is the likelihood on the sustainability of this project?]

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