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### Editor's Notes:

Hello Camille!

Thank you for the opportunity to provide this professional editing sample on your behalf. It was my pleasure to review your thesis.

Attached is your free editing sample. All comments are included within and I hope you find them useful. You can also view all the layers of editing in the Track Changes mode of MS Word using the review toolbar. I have altered grammar, spelling, and structural elements in order to assist you in presenting a clear and effective piece. I also worked on consistency and appropriateness of verb tenses, transitional phrasing, continuity/flow of thoughts, and support of statements.

### PRIMARY EDITOR: Dr Natasha

Should you have ANY questions regarding this editing or your order, please do not hesitate to **contact our office:**

### Your comments/instructions which were included with the sample document:

Sadly, there weren't any, but I can assure you that the standard of editing provided by the suggested level will meet all of your criteria, resulting in a thesis ready for submission.

**Thank you for giving me this opportunity to partner with you on this potential project. I would be honored to edit this in full.**

**Kommentar [Natasha1]:** I have made adjustments to grammar, spelling, sentence structure, presentation and flow, as well as minor formatting, all with the aim ensure clarity in your work. I wish you all the best in your submission. – Dr Natasha

**Formaterat**

### First sample of our EDITED version: page 6

#### Background

The ~~transformation~~ transition of the Army civilian workforce into the 21<sup>st</sup> century requires the ~~development of~~ leaders ~~who play an integral role incapable of~~ executing the Army's goals and mission. Shamir, House, and Arthur (1993), argues that transformational

**Kommentar [Natasha2]:** My name is Dr Natasha and I will be serving as your editor for this free sample. My task is to ensure that your work is presented as clearly as possible. Thank you for entrusting me with your work.

**Kommentar [Natasha3]:** This is more appropriate in this context

**Kommentar [Natasha4]:** There is more than one author, hence verb change

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leadership affects the follower's self-concept by heightening self-esteem and self-worth, ~~and~~ result~~ings~~ in personal commitment to the leader and the mission, as well as self-sacrificial behavior, organizational commitment, and task significance. If civilian employees are to succeed as leaders, training and education must ~~continue to be an integral part throughout of an~~ their entire career, ~~in order to~~ if they are to keep up with the changes that occur as the Army continuously transforms (Department of the Army, 2006b).

Transformational leadership development plays an integral part in the growth of the Department of the Army civilian workforce. ~~Transformational leadership~~ It allows for the unification of Army's mission and vision statement to create a synergy, not just for senior leaders, but also employees. The CES Policy (2006) states:

**Kommentar [Natasha5]:** Too much repetition of the same phrase. It is not necessary as it is clear from the context what is meant.

The complexities of the 21st century security environment require more of Army leaders at all levels. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas, and in peace enforcement operations around the world, the actions of leaders can have strategic consequences. To be effective today and tomorrow, we are growing a new breed of leader - one more akin to a pentathlete, who is able rapidly transition between complex tasks with relative ease (p. 4-).

The rapid Army transformation ~~of the Army~~ requires leaders to act promptly and become more proficient and decisive in decision making processes. ~~With~~ This is clearly ~~indicated by a~~ the shift in the Army's transformation paradigm, "Army civilians will become multi-skilled leaders civilian leaders of the 21st Century who personify the warrior ethos in all aspects, from war-fighting support to statesmanship, to business management" (Army Management Staff College, 2009, para. 2).

**Kommentar [Natasha6]:** This was not sufficiently informative

**Kommentar [Natasha7]:** This made the sentence incomplete.

The background for this study focuses on the effectiveness of the CES on transformational leadership development within the Department of the Army civilian

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workforce. The need to reinforce management attitudes in employing effective strategies and resources to better support and develop professional and the current and future needs of the Army civilian workforce allows the Department of the Army to meet the current and future challenges of the transformational Army. In addition, the CES within the Department of the Army civilian workforce enhances emerging opportunities and promotional advancement of current and future transformational leaders. McNamara (2006) states “Effective management development programs help students (learners) take a system’s view of their organizations, including review of how major functions affect each other. Assignments include recognizing and addressing effects of one action on their entire organization” (Management Development Planning, para. 5).

## Second Sample of our EDITED version:

page 17

### Significance of Study to the Field of Leadership

A wide range of studies have been conducted in the field of transformational leadership in a non-military organizations, resulting. ~~These have resulted~~ in a significant number of theories explaining on how and why the reasons behind the evident variations in the effectiveness of leaders effectiveness varies (Hunt, Dodge, & Wong, 1999). Bennis and Thomas (2002) found the most reliable indicators and predictors of true leadership were an individual’s ability to find meaning in a negative event and to learn from even the most trying circumstances. ~~Bennis and Thomas~~ The authors discussed participative leadership as a movement that continues to influence the shape of workplaces around the world. According to Bass (1990), participative leadership is an element of transformational and transactional leadership styles.

**Kommentar [Natasha8]:** The writing is more fluid when the two sentences are joined.

**Kommentar [Natasha9]:** This is not the best choice of words, hence the sentence was restructured to improve flow and style.

**Kommentar [Natasha10]:** This close to the original citation, there is no confusion of who is referred to.

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Goleman (2000) found ~~that~~ leaders used ~~six~~ different leadership styles other than transformational, transactional, and laissez-faire leadership ~~styles~~. Looking at the inner core of ~~transformational, transactional, and laissez-faire leadership~~ ~~the aforementioned~~ styles, associations were made with Goleman's six leadership styles of coercive, authoritative, affiliated, democratic, pace-setting, and coaching. Various studies have supported the idea that tTransformational, transactional, and laissez-faire leadership styles have research supporting that influence the morale of an organization's workforce, is which is directly linked to profitability and success (Levine, 2004). Levine went on to say employee morale is an important element of organizational success, and as it creates an environment where individuals enjoy coming to work. Satisfied employees perform better, resulting in higher performance and efficiency, which leadse to profitability. Effective leaders need the same common traits as transformational and transactional leaders.

**Kommentar [Natasha11]:** Verb tense agreement with 'found'

**Kommentar [Natasha12]:** This is more concise and equally informative

**Kommentar [Natasha13]:** Verb tense agreement with the rest of this sentence.

The data ~~that is being~~ gathered ~~from for~~ the present study may contribute to the body of knowledge of leadership, either by establishing a relationship between leadership styles and training effectiveness, or by identifying how and why the Army's culture contributes to or hinders civilian leadership.

**First portion of your unedited version:**

**Background**

The transformation of the Army civilian workforce into the 21<sup>st</sup> century requires the development of leaders who play an integral role in executing the Army's goals and mission. Shamir, House and, Arthur (1993), argues that transformational leadership affects the follower's self-concept by heightening self-esteem and self-worth and results in personal commitment to leader and mission, self-sacrificial behavior, organizational commitment, and task significance. If civilian employees are to succeed as leaders, training and education must continue throughout an entire career in order to keep up with the changes that occur as the Army continuously transforms (Department of the Army, 2006b).

Transformational leadership development plays an integral part in the growth of the Department of the Army civilian workforce. Transformational leadership allows for the unification of Army's mission and vision statement to create a synergy not just for senior leaders but also employees. The CES Policy (2006) states:

The complexities of the 21<sup>st</sup> century security environment require more of Army leaders at all levels. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas, and in peace enforcement operations around the world, the actions of leaders can have strategic consequences. To be effective today and tomorrow, we are growing a new breed of leader - one more akin to a pentathlete, who is able rapidly transition between complex tasks with relative ease (p. 4.).

The rapid transformation of the Army requires leaders to act and become more proficient and decisive in decision making processes. With a shift in the Army's transformation paradigm, "Army civilians will become multi-skilled leaders civilian leaders of the 21<sup>st</sup> Century who personify the warrior ethos in all aspects, from war-fighting support to statesmanship, to business management" (Army Management Staff College, 2009, para. 2).

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The background for this study focuses on the effectiveness of the CES on transformational leadership development within the Department of the Army civilian workforce. The need to reinforce management attitudes in employing strategies and resources to better support and develop professional and the current and future needs of the Army civilian workforce allows the Department of the Army to meet the current and future challenges of the transformational Army. In addition, the CES within the Department of the Army civilian workforce enhances emerging opportunities and promotional advancement of current and future transformational leaders. McNamara (2006) states “Effective management development programs help students (learners) take a system’s view of their organizations, including review of how major functions affect each other. Assignments include recognizing and addressing effects of one action on their entire organization” (Management Development Planning, para. 5).

### **Second portion of your unedited version:**

#### **Significance of Study to the Field of Leadership**

A wide range of studies have been conducted in the field of transformational leadership in a non-military organization. These have resulted in a significant number of theories explaining how and why the effectiveness of leaders varies (Hunt, Dodge, & Wong, 1999). Bennis and Thomas (2002) found the most reliable indicators and predictors of true leadership were an individual’s ability to find meaning in a negative event and to learn from even the most trying circumstances. Bennis and Thomas discussed participative leadership as a movement that continues to influence the shape of workplaces around the world. According to Bass (1990), participative leadership is an element of transformational and transactional leadership styles.

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Goleman (2000) found leaders use six different leadership styles other than transformational, transactional, and laissez-faire leadership styles. Looking at the inner core of transformational, transactional, and laissez-faire leadership styles, associations were made with Goleman's six leadership styles of coercive, authoritative, affiliated, democratic, pace-setting, and coaching. Transformational, transactional, and laissez-faire leadership styles have research supporting that the morale of an organization's workforce is directly linked to profitability and success (Levine, 2004). Levine went on to say employee morale is an important element of organizational success and creates an environment where individuals enjoy coming to work. Satisfied employees perform better, resulting in higher performance and efficiency, which led to profitability. Effective leaders need the same common traits as transformational and transactional leaders.

The data that is being gathered from the present study may contribute to the body of knowledge of leadership either by establishing a relationship between leadership styles and training effectiveness, or by identifying how and why the Army's culture contributes to or hinders civilian leadership.