Courage to Act with Authenticity and Transparency for Sustainable Social Value: Compassion with Boundaries vs. Narcissism

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Abstract

This research grounded in Tajfel's (1978) and Tajfel and Turner's (1979) social identity theory was to qualitatively analyze responses from 7 participants to answer 3 research questions whether they (a) agreed with Churchill's definition of courage as cited by Fairfax (2007), (b) found courage to act with authenticity and transparency for sustainable social value supported by Wreczycki's (2021) model, and (c) agreed that (a) and (b) in conjunction with compassion with boundaries were effective modalities of civil disobedience against narcissism. Liamputtong and Ezzy's (2005) qualitative research format and Bernard's (2011) qualitative coding were used as methods. All participants agreed that (a) Churchill's definition of courage, (b) Wreczycki's (2021) sustainable value model, and (c) compassion with boundaries were effective modalities of civil disobedience against narcissism. One participant enhanced the research by providing Eastern philosophy's perspective on civil disobedience. Another participant cited traits exemplified by Jesus Christ in the Beatitudes. Another participant pointed to directing self-compassion to the narcissist within. Further research was recommended to study the effect of courage to act with authenticity and transparency for sustainable social value grounded in Wreczycki's (2021) sustainable value model and supported by compassion with boundaries on the covert and overt narcissism in organizational settings. This study also amplified the role of narcissism as an integral part of the human condition that needed to be effectively managed for balanced personal growth and development within the personal and organizational contexts.

Keywords: Authenticity, compassion with boundaries, courage, narcissism, sustainable social value, transparency.

Belonging as a basic human need was supported by Tajfel's (1978) social identity theory further expanded by Tajfel and Turner (1979). Churchill, as cited in Fairfax (2007) said: "Courage is rightly esteemed the first of human qualities, because it is the quality that guarantees all others." (p. 2). Wreczycki (2021) posited that self-awareness grounded in emotional maturity led to emotional sovereignty to then sustain self-concept as defined by Knowles et al. (2015) to ascend the will to dwell in God to act morally with authenticity and transparency for sustainable social value.

Literature Review

The current qualitative research was grounded in Tajfel's (1978) social identity theory further expanded by Tajfel and Turner (1979) and Wreczycki's (2021) sustainable social value model. This work explored the role of compassion with boundaries to serve as an instrument of civil disobedience against narcissism in the presence of courage to act with authenticity and transparency grounded in the pillars of Wreczycki's sustainable social value model. The literature review was presented in the following order: (a) social identity theory (Tajfel, 1978; Tajfel and Turner 1979), (b) Churchill's as cited in Fairfax (2007) working definition of courage, (c) Wreczycki's (2019) definition of authenticity, (d) Wreczycki's (2019) definition of transparency, (e) Wreczycki's (2021) sustainable social value model consisting of 6 pillars, (f) Durvasula (2019) and Vaknin and Rangelovska's (2015) definition of compassion with boundaries, and (g) Durvasula (2019) and Vaknin and Rangelovska's (2015) definition of narcissism that informed 3 qualitative research questions.

Social Identity Theory

Tajfel (1978) and Tajfel and Turner (1979) emphasized the critical role of belonging to a social group from which its members derived the source of (a) identity, (b) pride, and (c) self-esteem. Ashforth and Mael (1989) argued that social identification stemmed from the association of individuals within a group context and led to activities consistent with the group's identity as a collective. McLeod (2008) interpreted Tajfel and Turner's social identity theory through the lens of the need to adopt the group's identity to be categorized as contributing members.

Authenticity

Wreczycki (2019) posited that "the trait of authenticity was synonymous with trustworthiness" (p. 144). Lehman et al. (2019) interpreted authenticity as being genuine or true and in the state of congruence between an internal intent based on traits reposited in the moral character on the mind-heart axis following socially accepted

norms and external expressions of intent within the social context. This phenomenon could also be referred to as an integrated personality. Harter (2002) explored the development of authenticity as dependent on the emergence of the true self in adulthood. Harter emphasized the importance of authenticity during the stage of a human's life when multiple selves compete for emergence potentially causing authenticity to become volatile.

The Scripture's verse: "Dear friends, do not believe every spirit, but test the spirits to see whether they are from God, because many false prophets have gone out into the world." (*New International Version*, 1 John 4:1) was selected to ground authenticity. The Scripture, through God's love and the breath of the Holy Spirit, inspired humans to not fear rejection from others. Courage, as depicted by Churchill and cited by Fairfax (2007, p. 2) as "the rightly esteemed the first of human qualities, because it is the quality that guarantees all others" can be used to live an authentic life while working in the Garden of Eden and keeping it for the next generations.

Compassion with Boundaries

Vaknin and Rangelovska (2015) referred to compassion as a transformative feeling that is not inborn but learned through the process of living. Durvasula (2019) discussed compassion as the inner power to reference not only by the human mind but in conjunction with the feeling in the body to assess how another person might have been feeling within the social context. Wreczycki (2019) interpreted this process as the functional mind and heart axis.

The Scripture referenced compassion with boundaries: "I knew that you are a gracious and compassionate God, slow to anger and abounding in love, a God who relents from sending calamity." (*NIV*, Jonah 4:2). This verse inspired the feeling of what others may be feeling but with the use of a rational mind for self-control. This verse supported being in this world but not of it.

Courage

According to Fairfax (2007), Winston Churchill said: "Courage is rightly esteemed the first of human qualities, because it is the quality that guarantees all others" (p. 2). Wreczycki (2019) interpreted courage based on Mitchell (1988) as "the ability to stand alone in front of others while communicating the truth" (p. 37). According to Lee and Elliott-Lee (2006), courage during early human evolution was the only trait needed for survival.

The Scripture referenced courage: "Be strong and courageous. Do not be afraid or terrified because of them, for the Lord your God goes with you: he will never leave you nor forsake you." (*NIV*, Deut. 31:6). This verse inspired courage to be used for

activation of strength in social situations. However, strength must have the boundary of trusting God and not the human understanding of things.

Narcissism

Vaknin and Rangelovska (2015) explained that narcissism stems from the lack of individuation of a child between the ages of 18 to 24 months from the maternal figure due to either an overprotective or an abusive mother. Further, Vaknin and Rangelovska (2015) posited that in a search of this missing individuation, a person afflicted with narcissism used others in adulthood while being in the state of a wounded inner child to (a) idolize and identify with the mother figure (this was profound in cases of a deceased mother), (b) derive satisfaction from being affiliated with an ideal person, (c) devalue the idealized person, and (d) discard the idealized person in a futile attempt to individuate from the maternal figure. Durvasula (2019) compared a narcissist to an emotional infant without parental supervision who lacked moral boundaries and moved from one source of a narcissistic supply to another often juggling them like an emotional vampire.

The Scripture referenced narcissism: "For when we were in the realm of the flesh, the sinful passions aroused by the law in us, so that we bore fruit for death." (*NIV, 2* Cor. 2:17*)*. This verse inspired being in the highest self or dwelling in God to refrain from distorting the truth and exploiting others for the ego's ends. The verse also inspired self-compassion and self-control as natural modalities to oppose narcissistic tendencies embedded in the human condition.

Sustainable Social Value Model

Wreczycki (2021) qualitatively analyzed social unity and cohesion based on the sustainable social value model consisting of the pillars of (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) self-concept, (e) deliberate ascent of the will to abide in God, and (f) moral behavior for sustainable social value. Wreczycki used Matthew 5:3-12 to extract Jesus Christ's traits from the beatitudes. Those values were (a) humility, (b) care, (c) self-constraint, (d) social justice, (e) mercy, (f) integrity, (g) cohesion, (h) commitment, (i) perseverance, and (j) joy.

The Scripture referenced sustainable social value: "The Lord God took the man and put him in the Garden of Eden to work it and take care of it." (*NIV*, Gen. 2:15). This verse inspired prudence in everything that humans undertake while working in the Garden of Eden to enjoy and share the fruit of their labor while tending and keeping the Garden for the next generations. Labor is balanced by rest, and worldly conditions such as (a) gain with loss, (b) fame with obscurity, (c) blame with praise, and (d) happiness with pain.

Self-Awareness

In contrast with Stets and Burke (2000) who postulated that self-awareness was a person's level of social identity derived from belonging to a social group, Wreczycki (2021) proposed that self-awareness was "consciousness-based knowledge of the self as (a) transitional emotions, (b) feelings, (c) motives, (d) desires, (e) thoughts, and (f) actions resulting in social implications" (p. 70). Although Cherry (2020) interpreted self-awareness as a transitional psychological state of selfhood absorbing the brain's attention, Wreczycki (2021) contradicted this model by explaining that attention flowed from self-awareness while being confronted with and resolving social issues.

Emotional Maturity

Wreczycki (2021) defined emotional maturity as constructively outgrowing childhood emotions generated and used to survive trying situations for which a child's psyche was not ready. The child assembled defense mechanisms to cope with emotionally charged situations. The child was expected to mature into an emotionally stable adult over time. (p. 70).

Wreczycki (2021) relied on Ivancevich et al. (2013) to explain the true self as an integration of transitional emotional states consisting of (a) cognitive interpretations of the cues from the social environment, (b) their rational analysis, and (c) the formulation of value-based decisions grounded in social responsibility or self-concept defined by Knowles et al. (2015). Further, Wreczycki (2021) posited that "the true self consisted of the transitional emotional states that were integrated by self-compassion" (p. 70). Wreczycki stated that the false self could lead a person (a) emotionally, (b) psychologically, (c) physically, and (d) spiritually astray. Winston (2002) proposed that emotional maturity liberated a person from a victimhood state into an others-centered existence. Tracy and Robbins (2004) studied the relationship between the sense of self and emotions to assess the role of the self in emotion eliciting.

Emotional Sovereignty

Wreczycki (2021) postulated that "emotional sovereignty was the state of being connected with a person's worth rather than seeking a confirmation of self-worth in the opinion of others, which could be fickle" (p. 70). Issler (2012) explained that emotional sovereignty was a personal decision to reference the true or integrated self also known as the highest self or the state of divinity in a human condition grounded in the sustained moral character. Winston (2002) referred to being a leader for God's sake as being others-centered rather than self-centered. Others-centered orientation requires a solid emotional and moral grounding.

Self-Concept

Wreczycki (2021) agreed with Knowles et al. (2015) on the working definition of self-concept as the ability to foresee the implications of (a) emotions, (b) feelings, (c) thoughts, and (d) actions within the social context. Winston (2002) discussed servanthood as being others-centered rather than self-centered. Wreczycki emphasized that it is important to sustain a keen sense of self-directed personhood referencing the human's sustained moral character to assess the implications of (a) emotions, (b) feelings, (c) thoughts, (d) words, and (e) actions on others to create sustainable social value.

Deliberate Ascent of Will to Abide in God

Wreczycki (2021) referred to the deliberate ascent of free will to abide in God as "the cornerstone of moral or *agapao* love" (p. 70). Winston (2002) referenced (a) moral principles, (b) duty, and (c) propriety as inspiration or pneuma or the breath of the Holy Spirit, to act with courage to do what is right and the appropriate time for sustainable social value. Wreczycki interpreted that the deliberate ascent of will to abide in God originated from classical Greek as (a) humans' highest state or instinct, (b) being in *entheos,* or (c) being in the state of divinity.

Moral Behavior for Sustainable Social Value

Wreczycki (2021) proposed that moral behavior for sustainable social value originated from an individual's (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) self-concept, and (e.) deliberate ascent of free will to abide in God. Winston (2002) discussed *agapao* or moral love as relying on moral principles with a sense of duty and propriety to act with courage on behalf of others as a collective for sustainable social value. Issler (2012) referred to moral character formation and sustainability as "heart or Christian character formation by closing the willing-doing gap with the aid of grace" (p.16).

Transparency

Wreczycki (2019) explained that "the value of transparency was openness" (p. 144). Ball (2014) identified 3 types of transparency: (a) a trait used to counter corruption, (b) openness in decision-making, and (c) a complex tool to govern effectively. While the first metaphor pointed at accountability and the second one toward openness, the third one combined efficiency and effectiveness. Michener and Bersch (2013) discussed transparency as depending on the conditions of visibility and access to information to draw informed conclusions.

The Scripture referenced transparency: "Unlike so many, we do not peddle the word of God for profit. On the contrary, in Christ we speak before God with sincerity, as those

sent from God." (*NIV*, 2 Cor. 2:17). This verse inspired living from the highest self, which is dwelling in God to refrain from distorting the word of God for selfish ends. Transparency was interpreted as seeing through the glass not dark but clear.

Qualitative Research Questions:

The literature review on (a) social identity theory, (b) sustainable social value, (c) authenticity, (d) compassion with boundaries, (e) courage, (f) narcissism, and (g) transparency informed and led to the below qualitative research questions:

RQ1: Do you agree with Winston Churchill's (as cited in Fairfax, 2007) statement: "Courage is rightly esteemed the first of human qualities, because it is the quality that guarantees all others" (p. 2)? If so, why? If not, why not?

RQ2: Do you agree with the use of courage to act with authenticity and transparency for sustainable social value as outlined by the pillars of Wreczycki's (2021) model of (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) self-concept, (e) deliberate ascent of the will to abide in God, and (f) moral behavior for sustainable social value as effective? If so, why? If not, why not?

RQ3: Do you agree that RQ1 and RQ2 elements grounded in compassion with boundaries are effective modalities of civil disobedience against narcissism (Fairfax, 2007, p. 2; Wreczycki, 2021)? If so, why? If not, why not?

Method

This research focused on a qualitative analysis grounded in three research questions such as whether the participants agreed with (a) Winston Churchill's definition of courage as "rightly esteemed the first of human qualities, because it is the quality that guarantees all others"? (Fairfax, 2007, p. 2), (b) the use of courage to act with authenticity and transparency for sustainable social value as outlined by the pillars of Wreczycki's (2021) model, and (c) RQ1 and RQ2 elements grounded in compassion with boundaries as effective modalities of civil disobedience against narcissism (Fairfax, 2007, p. 2; Wreczycki, 2021).

Specifically, Liamputtong and Ezzy's (2005) qualitative data presentation and Bernard's (2011) qualitative content, theme, and coding methods were used to support the extraction, presentation, and evaluation of data in support of the emergence of themes and codes from seven participants to answer three qualitative research questions.

Results

Seven participants – three males and four females - were asked to answer three qualitative research questions. The qualitative analysis focused not only on looking at

the content from the standpoint of the participants' cognitive position but also on what emotions and feelings the questions may have evoked in them. The content translated into themes and codes provided insights on how the courage to act with authenticity and transparency grounded in Wreczycki's (2021) sustainable social value model in conjunction with compassion with boundaries could be used as an effective modality of civil disobedience against narcissism.

Study 1

The first participant was a 51-year-old India-born male. The participant was a resident of the U.S. West Coast. The participant disclosed the biopharmaceutical sector as the source of income.

Table 1

The First Participant's Content, Themes, and Codes

Content	Themes	Codes
The paradox or challenge with Churchill's statement within the context of the Eastern tradition's view of courage is that it comes through wisdom and internal spiritual awareness whereas in the Western tradition, courage comes through an outward expression whether in the form of voicing an opinion or a demonstration. I am somewhat conflicted with Churchill because courage can be a very personal inward reflection as well. Courage does not have to be a public expression. One can demonstrate courage through inner strength without engaging in a demonstration while expressing an opinion. During the conflict, I	Contrasted courage from the standpoint of the Western and Eastern philosophical perspectives Conflicted emotionally, cognitively, and spiritually with Churchill's definition of courage due to personal belief based on the Eastern philosophy that courage could be directed inwardly for (a) introspection, (b) self-reflection, and (c) self-development	Exploration of courage Introspection Self-reflection Wisdom Conflicted Compelled to articulate Defended personal beliefs Disagreeable Self-development Conflict resolution Coping Emotional sovereignty

Content	Themes	Codes
remain stoic and set emotional, psychological, and physical boundaries to maintain my inner peace to be able to self-reflect and feel the courage to inform my mind. Some may perceive my actions as withdrawing from a trying situation and a sign of cowardice when in fact my overarching spiritual objective is to maintain my tranquility. Through self-reflection, I maintain and sustain emotional balance and sovereignty to know who I am. Through self-concept/self-confidence, I know conceptually and feelingly the consequences of my words and actions on myself and others. With free will, I create my reality with others in mind while respecting my boundaries. There is a fine line between self-confidence and narcissism, which we need for survival. With humility, self-confidence is others-centered with clear boundaries rather than self-centered. With courage, I self-reflect to know who I am, and with humility, my words and actions are authentic and transparent from my	Pointed at stoicism as a modality to deal with social conflicts Independent of the opinions of others Strong self-concept The need for tranquility

Used self-reflection to sustain emotional balance and sovereignty and the sense of self Agreed with Wreczycki's (2021) sustainable social value model and cited self-reflection as another way of being self-aware to balance emotions to be sovereign to reflect more on the consequences of words and actions on the collective to act morally for sustainable social value but at the same time maintain personal boundaries. Referenced humility, self-confidence, and personal boundaries as effective modalities to counter self-centeredness that often becomes a | Self-concept Stoicism Tranquility

Ascension of will Emotional balance Emotional maturity Emotional sovereignty Moral behavior Personal boundaries Self-awareness Self-concept Self-reflection Sustainable social value Humility Personal boundaries Others-centered Self-confidence |

Content	Themes	Codes
perspective. Regardless of what others think, I am still myself. The Gandhi principle is disassociation. I am not trying to offend the Western way of protesting, which may turn into violence. Dr. Martin Luther King applied this model to instigate social changes through emotional stoicism, peaceful civil disobedience, and progress. In public and family settings, I do not confront narcissistic individuals because they feed off the attention of others. So, my compassion for them is an internal feeling.	breeding ground for narcissism with being others-centered Referenced Mahatma Gandhi as an archetype of being disassociated from the social dynamics to some extent to use non-violent actions to instigate social change. Pointed at the need to ignore narcissists as a way of not serving as their narcissistic supply and therefore starving them emotionally and psychologically	Archetype Avoidance Disassociation Non-violent actions Role-modeling Social change

Research Question 1

The first participant agreed with Churchill's definition of courage but classified it as a Western philosophical phenomenon. The participant found himself emotionally conflicted by the first research question and felt compelled to provide a comprehensive Eastern perspective on courage. The participant wished to interject and expand on the Eastern philosophy as it related to courage as not necessarily the first of human traits due to its presumed role as heralding other characteristics but rather a vehicle for (a) introspection, (b) self-reflection, and (c) the exploration of courage within with the aid of (a) and (b). This exploration of inner courage allowed the participant to find wisdom that led to moral behavior for sustainable social value.

Research Question 2

The participant agreed with the pillars of Wreczycki's (2021) sustainable social value model while expressing the need to practice the exploration of inner courage based on a

strong self-concept for inner wisdom to navigate from self-awareness to moral behavior for sustainable social value to feel tranquil and joyful.

Research Question 3

Although the participant expressed feeling inwardly compassion for narcissists as persons devoid of moral boundaries and the ability to develop cognitive and heart-based compassion, he emphasized the need to avoid them as emotional and psychological vampires who must be deprived of narcissistic supply.

Study 2

The second participant was a 65-year-old female residing on the U.S. East Coast. The participant disclosed the American descent. The participant derived income from the transportation economic sector.

Table 2

The Participant's Content, Themes, and Codes

Content	Themes	Codes
Regarding RQ1, yes, I agree. It is courage that allows people to stand up for what they believe in.	Believed that courage allows people to take a public stand on social issues.	Agreeable Expressive Forthcoming
Regarding RQ2, yes, I agree. Without courage, kindness, integrity, and other constructive human character traits may never become known. People may be overcome with fear and never realize what they can achieve.	Believed in the pillars of Wreczycki's (2021) model based on (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) self-concept, (e) ascension of the will to abide in God, and (f) moral behavior for sustainable social value as necessary for people of courage to act with kindness and integrity.	Courage Integrity Kindness
Regarding RQ3, yes, I agree. In my view, compassion with boundaries is a driving force giving a person the courage to stand up for	Posited that compassion accompanied by sound boundaries allowed courageous people to	Beliefs Boundaries Compassion Courage

Content	Themes	Codes
what they genuinely believe in.	stand for what they believe in	

Research Question 1

The participant agreed with Churchill's working definition of courage. The participant believed that courage allowed people to take a public stand on social issues.

Research Question 2

The participant expressed a belief in the pillars of Wreczycki's (2021) sustainable social value model. The participant articulated that (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) self-concept, (e) ascension of the will to abide in God, and (f) moral behavior for sustainable social value were necessary for people of courage to act with kindness and integrity.

Research Question 3

Since the conduct resulting from the reliance on Wreczycki's (2021) sustainable value model could potentially be disturbed by narcissistic persons, especially the covert ones, the participant emphasized kindness and integrity to go with compassion with boundaries to allow for courage to support an assertive stance on personal and social beliefs.

Study 3

The third participant was a 29-year-old female. The participant was a U.S. East Coast resident disclosing Italian and Portuguese descent. The participant's source of income was the transportation economic sector.

Table 3

The Participant's Content, Themes, and Codes

Content	Themes	Codes
I agree with Winston Churchill's statement on courage because as we grow from babies to toddlers, courage grows	Believe that courage, like a seed, grows from birth throughout a human's life.	Courage Nourishing courage Sustainability of courage

Content	Themes	Codes
with us with each experience. We also grow courage as we age. I agree with Wreczycki's (2021) sustainable social value model pillars and agree with the need to act with authenticity and transparency to sustain values at a social level. If we do not have these 3, it is harder to make and sustain friendships in a social setting. I agree with RQ1 and RQ2 as important to have boundaries and stick with them to diminish the social impact of narcissism. I firsthand have dealt with narcissism. We also need to have the courage to learn how to walk away from narcissists or if we do not, we would find ourselves in a constant vicious cycle of narcissistic abuse.	Believed that (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) self-concept, (e) ascension of the will to abide in God, (f) moral actions for sustainable social value, (g) authenticity, and (h) transparency were necessary to sustain friendships. Believed in emotional boundaries to lower the social impact of narcissism. Shared her personal experience with narcissism. Shared the importance of leaving narcissistic relationships for self-health and the freedom to be the self.	Authenticity Emotional balance Emotional independence Moral behavior Selfhood from the true self Sustainable social value Transparency Will aligned with God Emotional boundaries Civil disobedience

Research Question 1

The third participant agreed with Winston Churchill's definition of courage as making other traits possible since cowards do not take a stand on any social issue. The participant believed that courage, like a seed, germinates to grow from birth throughout human life.

Research Question 2

Although the participant agreed with the use of Wreczycki's (2021) sustainable social value model consisting of (a) self-awareness, (b) emotional maturity, (c) emotional sovereignty, (d) ascending the will to abide in God, (e) self-concept, and (f) moral behavior for sustainable social value, the person studied emphasized that relations grounded in the model result in long-lasting friendships.

Research Question 3

The participant believed that compassion in conjunction with courage and the pillars of Wreczycki's (2021) model could peacefully combat and decrease the social impact of narcissism. The person greatly emphasized the need to form and sustain personal boundaries since narcissism was a pervasive and devastating emotional and mental disorder.

Study 4

The fourth participant was a 56-year-old male disclosing American origin. The participant resided on the U.S. East Coast. The participant's economic sector and source of income was transportation.

Table 4

The Fourth Participant's Content, Themes, and Codes

Content	Themes	Codes
Winston Churchill is my person. I wholeheartedly agree with his wisdom that we need courage to use other traits. I believe that even a person of low intent must overcome the voice of their conscience to act on it. There may be a point at which the voice of conscience is so low that a person does not hesitate to pursue their low intentions. This implies pathology.	Agreed with Churchill's working definition of courage. Delineated the difference between the courage of a low-intended person vs. the emotionally balanced individual. Pointed at pathology as the circumstance in which an individual may not need courage to act on their emotions and feelings since at some point the self-awareness is compromised to at least some extent.	Courage as a self-awareness- dependent phenomenon Pathology may impact courage
		Emotional maturity

Content	Themes	Codes
I agree with Wreczycki (2021) that self-awareness needs to be grounded in balanced emotions for a person to be emotionally independent. Balanced emotions reflect a human's personality and inform the person's sense of self individually and within the social context. Emotional balance helps us to see who we are and who we are to others. This can be a path for self-work to develop. This is most likely what Wreczycki (2021) means by ascending the will to abide in God. Self-concept is not just an image of ourselves in our conceptual minds. I believe that our self-concept must include an image of something larger than ourselves to inspire us to develop. From this perspective, we can use courage to reflect on our emotions, feelings, words, and actions to assess their social consequences. This, in my view, is a life-long journey of human development.	Agreed with the pillars of Wreczycki's (2021) sustainable social value model and emphasized the role of personality as the product of relatively stable emotions. Contrasted self-awareness with social awareness of the self. Pointed at the higher power as a guiding principle to moral conduct and a source of life-long development.	Emotions as personality Self-awareness Self-concept Self-development Social awareness
I agree with the notion that courage and the pillars of Wreczycki's (2021) model are a path to human development. Wreczycki	Agreed with the researchers' position that courage allowing authenticity and transparency to emerge grounded in pillars of	Courage to see beyond blood and organizational relations to identify narcissism Deflecting narcissism

Content	Themes	Codes
(2021) said that acting with authenticity and transparency added sustainable social value. I agree with this notion. Only people who use courage to act with honesty whether others are watching or not are authentic to themselves and therefore not afraid to be checked on. There are many faces of narcissism in our society. Narcissism is the cost of our progress. I also believe that all of us are narcissistic to some extent just by being human. But I also believe that by being emotionally balanced we can be more human by being focused on all in our social circles whether personally or professionally. Yes, I agree that the courage to act with authenticity and transparency for sustainable social value while being emotionally balanced and using effective and consistent emotional boundaries are effective behavioral tools to discourage the growth of narcissism whether in our families or among co-workers and acquaintances. In public, we can avoid narcissistic	Wreczycki's (2021) model and further supported by compassion with boundaries could be used as effective modalities to deflect the social impact of narcissism. Elaborated on narcissism as the cost of human evolution. Pointed out that narcissism is part of the human condition but emphasized the need to control it with self-restraint and self-compassion. Agreed with the research's premise that courage allowing authenticity and transparency grounded in Wreczycki's (2021) model pillars coupled with compassion with boundaries could be used as effective modalities of civil disobedience against narcissism but emphasized that it takes courage to see beyond blood and organizational settings to identify narcissistic behaviors and deflect them. Also, pointed out the need to assist less emotional individuals to liberate themselves from narcissistic abuse.	Narcissism as an evolutionary byproduct Narcissism as part of the human condition Protecting others from narcissism Self-compassion Self-restraint

Content	Themes	Codes
individuals. But it takes courage to take a stand to protect people who are not emotionally strong enough to leave those who narcissistically abuse them.		

Research Question 1

The participants agreed with Churchill's definition of courage. The person stated that courage may be self-awareness dependent. The participant also stated that pathology may impact a person's courage.

Research Question 2

The participant agreed with the pillars of Wreczycki's (2021) sustainable value model and emphasized the importance of relatively stable emotions in personality. The person compared self-awareness with social awareness of the self while interacting with social environments. The participant pointed at higher power as a guiding principle of moral conduct and a source of lifelong development.

Research Question 3

The participant agreed with the researchers that courage with authenticity and transparency supported by the pillars of Wreczycki's (2021) sustainable social value model and compassion with boundaries could deflect the negative social and personal impact of narcissism.

Study 5

The fifth participant was a 29-year-old female of American descent. The participant resided on the U.S. East Coast. The participant's economic sector and source of income was transportation.

Table 5

The Fifth Participant's Content, Themes, and Codes

Content	Themes	Codes
Yes, I agree with the statement of RQ1. It takes courage to try new things and go out of our comfort	Agreed with Churchill's definition of courage with an emphasis on leaving the comfort zone and using	Comfort Courage Discomfort Development

zone, which is important for growth. Yes, I agree with the pillars of Wreczycki's (2021) model. It can be rather scary to disagree with others or be outside the perceived social norm. So, we need courage to be our true selves in a social context. I agree that it takes courage and being an authentic and transparent self with self-compassion to not let narcissism be bothersome.	courage to explore new possibilities to develop. Agreed with the pillars of Wreczycki's (2021) sustainable social value model and the emergence of authenticity and the use of transparency to interact with others from the true self without fearing social pressure. Agreed with courage, authenticity, transparency, Wreczycki's (2021) model, and compassion with boundaries [implied self-compassion].	Ascension of the will Authenticity Courage Emotional maturity Emotional sovereignty Moral behavior Self-awareness Self-concept Transparency Sustainable social value Boundaries Compassion Self-compassion

Research Question 1

The participant agreed with the role of courage as the primary human trait allowing other characteristics to emerge in a social context. The person emphasized that it takes courage to leave one's comfort zone and try new things, which is important for growth.

Research Question 2

The participant also agreed with the pillars of Wreczycki's (2021) sustainable social value model, emphasizing that it could be scary to disagree with others while being perceived as being outside the social norms.

Research Question 3

The participant agreed that it takes courage to act with authenticity and transparency supported by the pillars of Wreczycki's (2021) sustainable social value model and compassion with boundaries and self-compassion to not allow narcissism to be bothersome.

Study 6

The sixth participant was a 50-year-old male residing on the U.S. East Coast. The participant disclosed African American descent. The participant's economic sector was higher learning education and non-profit.

Table 6

The Sixth Participant's Content, Themes, and Codes

Content	Themes	Codes
I agree with Churchill's assessment regarding courage. The ability of a human being to act in the face of difficult circumstances and act in a manner that corresponds to personal values and maintains the dignity of others is the exemplification of courage. Courage can guarantee other human qualities because qualities such as love, compassion, resiliency, and forgiveness, are behaviors that are best understood in difficult circumstances and thus the ability to demonstrate one of those qualities in a specific context takes courage. An individual who chooses to embody one of the virtues as demonstrated in the Beatitudes will necessarily act courageously as those virtues as articulated by Jesus Christ are virtues that present a counter approach to the existing social functions. These virtues properly articulated and applied provide a sustainable model which affirms	Agreed with Churchill's definition of courage, citing challenging social circumstances as a propeller for the courage to emerge to then foster other traits. Emphasized the recognition of sustainability of human dignity in all human interactions. Referenced the Beatitudes as a source and guide for courage and other virtues.	Beatitudes Courage Human dignity Social circumstances
	Agreed with virtues as extracted from Beatitudes as a source of courage. Emphasized the need for clear and concise articulation of social issues to achieve social objectives while sustaining human dignity. Pointed at self-awareness and emotional maturity as critical to understanding one's social place and role and what to do with it.	Beatitudes Clear communication Concise articulation Emotional maturity Human dignity Self-awareness Understanding social roles

Content	Themes	Codes
human dignity. It should be added that concepts such as self-awareness and emotional maturity will be critical to the successful application as he or she will need to understand his or her place in the given social milieu and have the emotional wherewithal to negotiate objections. Historical figures such as Dr. Martin Luther King Jr., Mahatma Gandhi, and Nelson Mandela each embodied the combination of courage and aspects of the Beatitudes. While Christianity did not foundationally move Gandhi and Mandela, they nonetheless expressed in principle what the Beatitudes expressed. Common with all 3 men were the expressions of compassion in the larger activity of civil disobedience to effectively bring about changes in the social values of North America, India, and South Africa. In some fashion, segregation, apartheid, and colonialism could be argued as expressions of national narcissism preferring a particular need over and against the	Referenced global leaders across continents, cultures, religions, and social settings as exemplifying virtues from the Beatitudes to instigate and conduct peaceful social transformations. Pointed at compassion as a propeller and sustainer of civil disobedience and a herald of sustainable social changes. Concluded that civil disobedience with	Beatitudes Compassion Civil disobedience Peaceful transformation Sustainable social change Virtues Compassion

Content	Themes	Codes
needs of the entire population. Thus, civil disobedience with compassion can be an effective tool in addressing the harmful aspects of narcissism on an individual or national level.	compassion was effective in modulating narcissism downward.	Civil disobedience Downward modulation Individual narcissism National narcissism

Research Question 1

The sixth participant agreed with Churchill on the role of courage as a trait that allows other characteristics to emerge. The participant emphasized the importance of courage to be mindful of sustaining human dignity in all social circumstances.

Research Question 2

The participant expanded the pairing of authenticity and transparency with the virtues exemplified by Jesus Christ in the Beatitudes to accompany self-awareness and emotional maturity to serve as effective modalities against narcissism.

Research Question 3

The participant referenced historical figures such as Dr. Martin Luther King Jr., Nelson Mandela, and Mahatma Gandhi as role models who embodied not only the courage to act with authenticity and transparency and the pillars of Wreczycki's (2021) sustainable social value model but also exhibited the traits exhibited by Jesus Christ in the beatitudes as well as compassion with boundaries to modulate individual and national narcissism. The participant referenced these leaders from various backgrounds to illustrate that the use of compassion-based courage to instigate and conduct sustainable social changes while diminishing the negative impact of individual and national narcissism could be achieved while sustaining human dignity.

Study 7

The seventh participant was a 56-year-old female dwelling on the U.S. East Coast. The participant disclosed American ancestry. The participant pointed to self-employment as a source of income.

Table 7

The Seventh Participant's Content, Themes, and Codes

Content	Themes	Codes
Courage is one of the most powerful words in a language. In the time that Winston Churchill spoke of courage being the "first of human qualities", the world was in chaos unlike ever before. There was, at least seemingly, a responsibility of a few chosen trusted men to inspire what lived in each human, the ability to see that we must set ourselves aside to help create a better world for all. Of course, in modern times, these times we now live in, hindsight shows us that a "better world for all" was narrowly perceived. It was, as it still largely remains, a world. for white men who lived engrained entitlement and a refusal to broaden their perceptions to the point that would include a broader sacrifice that would exist in all aspects of humanity. Yes, Churchill spoke of courage to die fighting the evils that were occupying the world, the evils that believed in extermination and enslavement, the evils that believed in a master race. And yes, the men	Provided contextual meaning of courage within the framework of Churchill's time and with consideration to his social role and impact. Expanded on the definition of courage to encompass the changing times. Placed courage in a personal experience with love for a person of the same gender. Pointed at conceptual limitations of courage as defined by Churchill and applied to modern times concerning Churchill's time. Explained how social changes impact humans' perception of courage and what sacrifices modern humans would be willing to make to instigate and conduct sustainable social changes. Perceived courage as the essential foundation of life. Pointed as various facets of courage that appear to require self-discipline and self-restraint to master and sustain.	Courage and life evolving Courage expanded Courage in context Courage over time Courage and same gender Courage to not control Courage to take a stand Courage to assist Courage to live with pain Courage to grieve Courage to seek grace Courage to surrender Courage to care Courage to be fair Courage to progress Courage to be egalitarian Courage to be hopeful Courage to be in the mind and heart Courage to be of this world and not of it Courage to do no harm Sacrifice Social changes

Content	Themes	Codes
who died to save us all were asked to draw upon the courage and sacrifice their limbs and lives on soil they would never otherwise have set foot upon. A sacrifice most people would be unlikely to be willing to make at this moment in time. But I am not certain that is courage as I define it. I think if this quote had not been (rightfully) attributed to Winston Churchill but perhaps instead to, say, Gandhi or Martin Luther King Jr., or to Jesus or Buddha, or Harvey Milk I would have had vastly different initial feelings. Because, for me, courage is the very most essential foundation of life. Courage to not control anyone else. Courage to stand up and be counted. Courage to help someone who is in need, whether you know or like that person. Courage to live with pain and with sadness. Courage to endure loss. Courage to seek Grace. Courage to surrender. Courage to take responsibility to care for every living thing. I think that has always been true that one could say "These are the best of times, these		

Content	Themes	Codes
are the worst of times". Courage for progress, fairness, and equality must be taught and displayed by those to whom we have entrusted leadership and power. Those in power must display the courage to be unselfish and to recognize their greatness as a conduit for equality. So, few seem able to be this, to see no one as 'other'. But I am hopeful, as I always have been, that even when the world seems to be moving backward, change and growth can happen. Because courage lives in us each, it is just waiting for the time to fill our hearts and minds. I do not know what the human part of us ends and the spirit part of us begins, I do not know the how and why of the reason we are all here. I do not know why suffering is a human condition, I do not know why humans have so many struggles understanding how fear and negativity are the sources of all that harms us all. But I do believe the most important thing we can do is to not harm. And that takes courage.		

Content	Themes	Codes
Yes, I agree "with the use of courage to act with authenticity and transparency for sustainable social value". Both of my parents were journalists, and they were deeply involved in our community, they believed in service and generosity. They were mentors, and they lived in gratitude for all the good fortunes that had gifted them in the life they lived. Their values are my values. They taught me what courage was by living as deeply honest and authentic people. Not perfect, of course not. I doubt that is the goal after all. I am not certain any of us can ever see ourselves clearly, but I would like to believe that I have been an advocate for change. I am proud of how living openly and honestly as a gay woman has helped change the hearts of those who may not have any understanding of the ways their indifference to the struggles gay people face did great harm. I hope I help bring change by being friendly and kind and worthy of respect. I believe when someone is brave enough to push through	Agreed with pairing up courage with authenticity and transparency for sustainable social value. Emphasized the importance of sustaining ancestral values. Pointed out that self-awareness is a challenging and courageous endeavor. Used courage to express pride in being a female with the same gender orientation in intimate relationships. Emphasize the role of respect which must stem from self-respect. Discussed courage within the context of the Dark Night of the Soul and the role of vulnerability to be our authentic selves and do no harm to our planet and other Earthlings with transparency.	Authenticity Challenge Courage Pride Respect Same-gender attraction Self-awareness Self-respect Sustainable social value The dark night of the soul Transparency Value sustainability Vulnerability

Content	Themes	Codes
their shame to share their darkest moments and their journey back their lives are saved. All the actions of allowing ourselves to be vulnerable are acts of great courage. The first principle of Life is To Do No Harm, the second principle is Truth. Authenticity and transparency are required to live these principles. Being human requires us to have the courage to be our best selves.		
Perhaps I would benefit from the researchers defining "civil disobedience", but I am taking it as the courage to disrupt the status quo. I am interpreting it to be an understanding that we are all created equal. The study's definition of narcissism is remarkably interesting. Narcissism is an important word that has been overused and morphed in recent decades. So, thank you for the clarification. What is interesting about this question is that both "compassion with boundaries" and "narcissism" are taught to us, not inherent human qualities but rather directions we are led to by	Perceived civil disobedience as being contrarian and disrupting the status quo. Egalitarianism is a form of civil disobedience. Compassion with boundaries vs. narcissism as inherent human qualities. Facing and diminishing one's narcissistic self with courage. Emphasized the role of self-study to let go [emotionally] of the various transitional selves by peaceful integration.

Perceived compassion with boundaries as humans' true path forward. Compassion with | Civil disobedience
Compassion with boundaries
Compassion for narcissists
Contrarian
Disrupting the status quo
Egalitarianism
Good vs. evil
Letting go
Moral truth
Narcissism
Path forward
Peaceful integration
Self-study
Social change |

Content	Themes	Codes
example. If the question were an internal one, can an individual combat their narcissistic tendencies by cultivating a true understanding of compassion, I would say I certainly hope so. I believe anything we have learned we can change our minds about. I believe that when we embark on self-study when we come to embrace the 'letting go' of the second half of life, we may well come to understand how "compassion with boundaries" is the true path forward. But the question is broader and societal. Can we bring about a beautiful peace-filled, and equality-filled world for all by living as an active example of the best of what humans can be? Can the engrained self-focus of a narcissist, whose character cannot see others with compassion because they lack the learned empathy due to their own early experience of neglect, ever find a way to generosity of spirit and a rightful place in a healthy society? Sigh. I will never stop hoping goodness will defeat evil. Star Wars will be more than just my	boundaries vs. narcissism and compassion for a narcissist who is not able to learn compassion. Expressed hope that goodness will defeat evil. Referenced "Star Wars" as a source of moral truth. Referenced compassion and civil disobedience as the most effective path to peaceful change. Referenced the "Act Up" movement as an impactful modality for social change.	

Content	Themes	Codes
favorite childhood movie. Yes, almost every movement of sustained social change throughout time has been based on compassionate civil disobedience. I believe it to be the most effective way for peaceful change. And by peaceful, I mean that those who are working for a better and more just society are unwilling to sacrifice their principles to stoop to the ugliness those (would you call them narcissists?) are seemingly always willing to engage. I think one of the more impactful movements for social change was "Act Up". The campaign to "out" those responsible for perpetuating the lies of same-gender attraction, many of whom were gay themselves, was an amazing and impactful vehicle for societal change.		

Research Question 1

The seventh participant agreed with Churchill's definition of courage as the primary human trait allowing for others to emerge and placed courage within Churchill's social context contrasting the trait with the modern global times. The participant exemplified courage to share a personal experience with the same gender orientation, which has been challenging within the social context of the northeastern region of the United States. The participant adopted the definition of courage as an essential foundation for life and provided a multi-faceted interpretation of courage within numerous contexts.

Research Question 2

The participant agreed with the use of courage paired up with authenticity and transparency and the pillars of Wreczycki's (2021) sustainable social value model accompanied by compassion with boundaries as an effective multi-layered modality to diminish narcissism.

Research Question 3

The participant emphasized the use of courage to face the inner narcissism in all humans to start social change. The participant expressed hope for humans to use courage to respect themselves to then respect other humans and earthlings. The participant emphasized the importance of sustaining ancestral values, knowing the roots, and feeling grounded. The participant pointed out the courage to love the narcissist within and the narcissist next door who may not be able to learn empathy due to the lack of individuation.

Discussion

The results revealed that all participants affirmed RQ1 and agreed with Churchill's definition of courage (as cited in Fairfax 2007, p. 2). However, the participants enhanced the working definition of courage as follows:

1. Reliance on Eastern philosophy's view to go inward to seek courage within.
2. Using courage as a step to take a public stand on social issues.
3. Referencing courage as a seed needing to germinate and grow into the source of courage throughout life.
4. Suggested that courage was self-awareness dependent.
5. Stated that courage needed to go with the ability to leave one's comfort zone.
6. Reinforced the importance of dignity and respecting others while acting courageously.
7. Pointed at the conceptual limitations of courage due to the changing times.

Regarding RQ2, all participants agreed with the pillars of Wreczycki's (2021) sustainable value model and enhanced their stances with the following:

1. The need to explore inner courage.
2. Necessary to act with kindness and integrity.
3. Necessary to sustain friendships.
4. Pointed at relatively stable emotions as impacting a personality and the role of a higher power.
5. Shared the feeling of fear of disagreeing with others and being perceived as outside of social norms.
6. Emphasized the role of human dignity in all forms of human contact.

7. Pointed at the role of ancestral values.

Regarding RQ3, all participants affirmed that courage to act with authenticity and transparency for sustainable social value supported by the pillars of Wreczycki's (2021) sustainable value model coupled with compassion with boundaries could serve as effective modalities of civil disobedience against narcissism with the following additional comments:

1. Feeling compassion for narcissistic people but maintaining strong boundaries to feel tranquil and joyful.
2. Emphasized the defense of own beliefs.
3. Pointed at the importance of emotional boundaries to decrease the social impact of narcissism.
4. Amplified the use of courage, Wreczycki's (2021) sustainable social value model, and compassion with boundaries as a deflection of narcissism.
5. Explained the use of courage, Wreczycki's (2021) sustainable value model, and compassion with boundaries to disallow narcissism from being bothersome.
6. Referenced archetypes and virtues from the beatitudes to modulate or downregulate the individual and national narcissism.
7. Pointed at the importance of self-controlling the narcissist within with self-compassion and boundaries as humanity's path forward.

Table 8 summarizes the results.

Table 8

The Summary of Results

RQ#	P1	P2	P3	P4	P5	P6	P7
1	Affirmed and enhanced with the Eastern philosophy	Affirmed as a vehicle to take a public stand on social issues	Affirmed with the belief that it germinated from birth to end of life	Affirmed positing that courage can be self-awareness dependent	Affirmed the importance of leaving one's comfort zone	Affirmed with a reference to facing others with self-dignity to respect others	Affirmed while pointing at conceptual limitations of the definition and passage of time
2	Affirmed with an exploration of inner courage	Affirmed as necessary to act with	Affirmed as necessary to sustain friendships	Affirmed with relatively stable emotions'	Affirmed with the feeling of being scarred	Affirmed with human dignity in	Affirmed pointing out the importance

RQ#	P1	P2	P3	P4	P5	P6	P7
		kindness and integrity		impact on personality and the role of higher power	while disagreeing with others as being outside of social norms	all forms of contact	of ancestral values
3	Affirmed with compassion for narcissists but strong boundaries for tranquility and joy	Affirmed to stand for one's beliefs	Affirmed with emotional boundaries to lower the social impact of narcissism	Affirmed as the deflection of narcissism	Affirmed as a vehicle to not allow narcissism to be bothersome	Affirmed citing archetypes and virtues from Beatitudes to modulate individual and national narcissism	Affirmed the importance of diminishing one's narcissistic self and compassion with boundaries as humanity's path forward

Note. P = Participant

Limitations and Future Direction

This qualitative research on courage to act with authenticity and transparency for sustainable social value including an examination of compassion with boundaries vs. narcissism only included seven participants – three males and four females. The male participants' ages ranged between 50 and 56 years. The female participants' ages ranged between 29 and 65 years. All participants but one male were residents of the New England region of the United States. Although the literature review provided a specific working definition of courage quoting Churchill as cited by Fairfax (2007), some participants expanded this term and provided valuable insights from various perspectives. Although the traits of authenticity and transparency were considered to examine if accompanied by the pillars of Wreczycki (2021) sustainable social value model and compassion with boundaries could serve as effective modalities to diminish the social and organizational impact of narcissism, there may be other modalities to be explored.

With the growth of narcissism and its new subtypes emerging, it would be worthwhile to research the impact of covert narcissism on the social and organizational environments inclusive of ways of effectively detecting expert manipulators with no

moral boundaries and constant need for narcissistic supply to merely exist but not thrive.

Conclusion

The qualitative research grounded in Tajfel's (1978) and Tajfel and Turner's (1979) social identity theory was to analyze responses from seven participants, split between three males and four females, to answer three research questions whether (a) they agreed or disagreed with Churchill's (as cited in Fairfax, 2007) definition of courage, (b) the courage to act with authenticity and transparency for sustainable social value supported by the pillars of Wreczycki's (2021) sustainable social value model was effective, and (c) that (a) and (b) in conjunction with compassion with boundaries were effective modalities of civil disobedience against narcissism. All participants were perceived as value-based individuals who understood the importance of moral character sustainability as a repository of constructive traits to infuse the national culture with sustainable values and rely on it as their repository and a restraint system.

All participants agreed with Churchill's definition of courage as fostering the emergence of other traits within the social context and also affirmed that the pillars of Wreczycki's (2021) sustainable social value model supported by compassion with boundaries were effective modalities of civil disobedience against narcissism, one participant expanded on Eastern philosophy's view on civil disobedience exemplifying Mahatma Gandhi to use courage to go inward and act with courage to be the world worth living in.

Another participant enhanced the study by expanding on traits exemplified by Jesus Christ in the Beatitudes. The participants also expanded the context to the global perspective citing leaders of compassionate and peaceful social movements. Another participant pointed out directing self-compassion to the inner narcissist as an enhancement to traits of Wreczycki's (2021) sustainable social value model identifying avenues for further research.

Additional research was recommended to study the effect of courage to act with authenticity and transparency for sustainable social value grounded in the pillars of Wreczycki's (2021) sustainable value model and supported by compassion with boundaries on the covert and overt narcissism in organizational settings. This study also amplified the role of narcissism as an integral part of the human condition needing self-control and self-compassion to be effectively managed for balanced personal growth and development within personal and organizational contexts.

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