



# **Servant Leadership in Christian Higher Education: A Conceptualization**

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# Limited CHE & SL Literature

- **An extensive literature search revealed few peer-reviewed articles on the practice of servant leadership in Christian higher education; dissertations were excluded.**



# Biblical Servant Leadership

- **Flaniken (2006)** examined the relevance of the Bible to servant leadership by exploring three servant leadership principles

A servant leader first to serve and then lead	Mark 9:35; Philippians 2:3, 2:7; Galatians 5:13
Followers benefit more than the leader	Philippians 2:4; Galatians 6:10; Galatians 6:2; Leviticus 19:18; Matthew 19:16-22
Does not harm least privileged in society	2 Corinthians 8:9; Romans 12:16; Matthew 18:12-13



# Biblical Servant Leadership

- Chung (2011) argues that servant leadership principles are reflected in Jesus' life and that its core value is love, which he extends to Biblical teaching (Matthew 20:28) and the believer's proper attitude (Romans 15:25);
- Wheeler (2012, as cited in Satyaputra, 2013) argues that servant leadership is a fitting philosophy for higher education.



# Assuming servant leadership is applicable across different context, what might be its core cross-contextual attributes and behaviors?

- Greenleaf (2002)
- Sipe and Frick (1993)
- Yukl (2010)
- Van Dierendonck (2011)
- Russell & Stone (2002)
- Focht & Ponton (2014)
- Van Dierendonck & Patterson (2015)



# Greenleaf (2002), Spear (2003, Sipe and Frick (1993), Yukl (2010)

Table 1	
Servant Leader Attributes/Behaviors	
<b>Sipe and Frick (1993)</b>	Greenleaf (2002); Spear (2003); Yukl (2010)
<b>Person of Character</b>	Strategically Withdraws to Renew, Knows Himself, Elicits Trust, {Fairness and Justice}
<b>Puts People First</b>	Wants to First Serve, Builds People First, {Altruism, Humility}
<b>Skilled Communicator</b>	Listens to Learn, Links Language to Imagination, Shows Acceptance and Empathy, Is Persuasive
<b>Compassionate Collaborator</b>	Builds Community, Builds People First, Shows Acceptance and Empathy, Uses Persuasive Modeling, {Personal Growth, Empowerment}, [Listening, Healing]
<b>Has Foresight</b>	Possesses Intuition, Has Foresight, Aware and Realistic, Conceptualizes, Takes Risk, Sets Visionary Goals
<b>Systems Thinker</b>	Initiates Action, Sets Visionary Goals, Works Step-By-Step, Provides Ideas, Provides Structure, [Awareness]
<b>Leads with Moral Authority</b>	Uses Persuasive Modeling, Is Moral, Possesses a Quality Inner Life, Has Great Integrity, [Stewardship]



# Russel & Stone (2002)

. Table 2

**The Russell & Stone Servant Leadership Model**

Functional Attributes	Accompanying Attributes
Vision	Communication
Honesty	Credibility
Integrity	Competence
Trust	Stewardship
Service	Visibility
Modeling	Influence
Pioneering	Persuasion
Appreciation of Others	Listening
Empowerment	Encouragement
	Teaching
	Delegation



# Van Dierendonck (2011)

Table 3	
Van Dierendonck (2011) Six Dimensional Servant Leadership Model	
Dimension	Definition
Empowering and Developing People	Empowerment enables followers to be self-confident and proactive in the discharge of their duties, effectively bestowing "personal power." (pp. 1232-1233).
Humility	Servant leaders benefit from the experience and learning of others by seeking their contributions. Humility requires putting others first, facilitating superior performance, and providing needed support. A servant leader encourages others to take credit (honestly) for success (p. 1233).
Authenticity	The servant leader's behavior is consistent with his/her core values and beliefs. He or she behaves and lives with integrity, consistent with his or her espoused moral code. Attributes include keeping one's word, being visible within the organization and honesty (p. 1233).
Interpersonal Acceptance	Interpersonal acceptance is characterized by empathy, compassion, forgiveness, slowness to take offense, and tolerance. The environment created permits individuals to feel comfortable, and willing to take reasonable risks without fear of unfair retribution (p. 1233).
Providing Direction	The servant leader clearly communicates expectations, matches work responsibility to follower strengths, holds followers fairly accountable, emphasizes humane values and convictions in leader/follower relationships, and stimulates "out-of-the-box" problem solving (p. 1233).
Stewardship	The servant leader holds the organization and its stakeholders in trust, to ensure present and future prosperity. The leader models desired values and behaviors, acting in the common interest (p. 1233).





# Focht & Ponton (2015)

- Value people
- Humility
- Listening
- Trust
- Caring
- Integrity
- Service
- Empowering
- Serve others' needs first
- Collaboration



# Van Dierendonck & Patterson (2015)

- **Van Dierendonck & Patterson (2015, p. 120) posited “compassionate love” was the driving force behind the desire to serve.**



# Van Dierendonck & Patterson (2015)

## Virtuous Traits

- Humility
- Gratitude
- Forgiveness
- Altruism

## Core SL Behaviors

- Empowerment
- Authenticity
- Stewardship
- Providing direction



# CHE Servant Leadership

Table 4	
Authentic Core Servant Leadership Attributes and Behaviors	
Authentic Core Attribute	Behaviors
<b>Servant Leadership Orientation</b>	
Commitment to Serve	Decision to Serve, Service Tenure
Concern for Others	Altruism, Puts People First (i.e., Meets Others Priority Needs), Empathetic, Volunteers
Humane	Humility, Gratitude, Forgives, Patience, Compassion, Justice, Trusts Self and Others
Moral	Honesty, Integrity, Fairness, Ethical Behavior
Seeker	Accepts Feedback (i.e., Listens to Learn), Renew s Him or Herself, Reflective, Internal Locus of Control
Spiritual Faith or Life Philosophy	Show s a belief in a higher pow er and/or cause or philosophy greater than oneself ; is obedient to the higher pow er or philosophy
<b>Emotional Intelligence</b>	
Self-Awareness	Aw are of feelings, attitudes, and emotions
Self-Management	Expresses feelings, attitudes, and emotions constructively
Social Awareness	Aw are of and honors the feelings, attitudes, and emotions of those about him or her
Relationship Management	Constructively manages his or her relationships
<b>Culture</b>	
Cultural Competence	Competently Negotiates Cultures & Spheres
Appreciates/Respects Diversity	Accepts & Respects those w ho are not similar
<b>Application Dexterity</b>	
Empowering	Models Enabling Behavior and Attitudes, Teaches, Mentors
Foresight	Vision, Risk-Taking or Pioneering, Aw are and Realistic, Generates Ideas, Initiates Action
Responsible Stewardship	Wise Use of Human, Animal, Ecological, and Capital Resources; Practices Sustainability; Ensures Mutual Accountability
Knowledgeable (Cognitive)	Leadership, Management, Subject Area, and Technology Competence; Cognitive Complexity Comfort
Builder	Builds Community (i.e., Promotes the Common Good), Mediates Conflicts, Provides Structure and Processes, Shares Pow er, Communicates



# Assumptions #1

**A Servant Leader is highly servant oriented (Servant Orientation). A servant leader demonstrates a desire/commitment to serve, shows concern for others, lives morally, is humane, seeks personal growth opportunities, and possess a spiritual faith or life philosophy which is greater than oneself.**



# Assumptions #2

- **A Servant Leader, who is highly emotionally intelligent (Emotional Intelligence) demonstrates personal competence--self-awareness and self-management and social competence--social awareness and relationship management (Bradberry & Greaves, 2009, p. 24). Further, he or she is stress tolerant, exercises considered judgment, and is emotionally stable and mature.**



# Assumptions #3

- **A Servant Leader exhibits cultural competence, i.e., understands and acknowledges the boundaries and roles of the cultural spheres (Mouw, 2011), within which he or she lives and functions, (Culture), which includes the appreciation, understanding, and respect for various international, national, and local cultures (including individuals and institutions) in accordance with generally recognized human, animal, and property rights.**



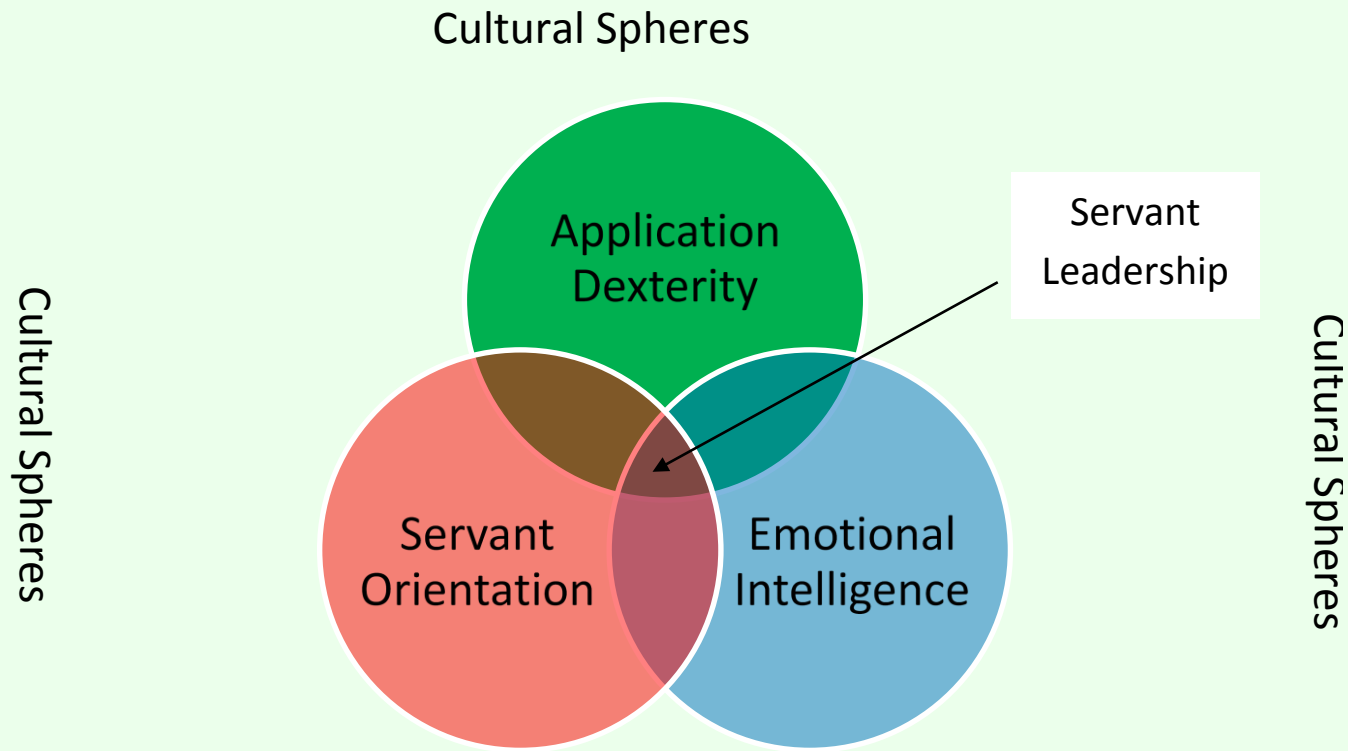
# Assumptions #4

- **A Servant Leader competently applies contextualized leadership and management expertise (Application Dexterity), which includes: possessing foresight; being knowledgeable; empowering colleagues and others; building organizations and people; and practicing responsible stewardship.**





# CHE Servant Leadership



*Figure 1 A CHE Servant Leadership Model*



**What is the benefit to an organization for its leaders and managers to practice servant leadership?**



# Servant Leadership

## Four Assumptions

- Organizational citizenship behaviors
- Team effectiveness
- Engagement and empowerment
- Employee turnover
- Financial performance



# SL & OCB

- **Meets 3 follower needs: autonomy, competence, & relatedness**
- **Stimulates displays of employee OCB**
- **Fosters employee loyalty, voluntary extra-role behavior, & loyal boosterism**



# SL & Team Effectiveness

- Improves team effectiveness due to improved trust, perceptions of procedural justice, & improved collaboration
- Fosters goal and process clarity & team potency
- By improving self-efficacy and intrinsic motivation, adaptability & proactivity were strengthened



# SL & Engagement

- **Improves structural engagement**
  - Org Structure shares power
- **Improves psychological engagement**
  - Self-Determination
  - Self-Efficacy
- **Engagement precedes empowerment**



# SL & Empowerment

- **Empowerment requires employees to believe:**
  - **Enabling organization structure**
  - **Work has meaning**
  - **Can complete the work (self-efficacy)**
  - **Say work process (self-determination)**
  - **Can influence outcome (impact)**



# SL & Employee Turnover

- **Fosters employee/supervisor relationship by building mutual trust and respect**
- **Reduced leaving intention**
- **Reduced burnout & stress**
- **Increased customer service orientation**
- **Increased constructive sales behavior**





# SL & Financial Performance

- **One study of 21 senior manager across 16 businesses reported:**
  - **Increased profits**
  - **Employee trust & satisfaction**
  - **Ethical servant leader behaviors with a supportive climate, improved sales**
  - **Higher returns on assets**



# For More Information

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