Are You a Servant Leader?
Changing Hearts, Minds and Schools

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Consider

In what type of school do you ______

➢ work?  lead?  serve?
LACE

Leadership Academy in Character Education

• Give principals and school leaders tools to establish a culture based on a servant leader model.

• Develop a whole school character education plan
Servant Leadership – A Leadership Style

- Basis - Robert Greenleaf essays – philosophy of leadership
- This form of leadership starts with the desire to serve.
- Style is consistent with good character and committed citizenship/schools/communities
Coach As Servant Leader Videoclip
Leader as Hero vs. Leader as Servant

- “I” (hero)
- Competitive
- Power over

- “I” (servant)
- “We” Collaborative
- Empowerment
How?

• Ethic of serving (not subservience)
• Attributes - listening, awareness and foresight
• Common vision
Test

• Did we get results desired by the people?
• Are people led better off?
• Have they grown in capability?
5 Factors

1. Altruistic calling
2. Emotional healing
3. Persuasive mapping
4. Wisdom
5. Organizational stewardship

Barbuto & Wheeler (2006)
Virtue Ethic

Three virtues to be examined related to servant leadership:

– Humility
– Courage
– Future-mindedness
Research on the Impacts of Servant Leadership in the Workplace
Positive Claims

- Servant-leaders get results in ways that serve individuals, organizations, and society at large
- The emphasis on growing people is strategic
- Servant leadership will be preferred by many Millennials (born between 1980 and 2000)
- Servant leadership works cross culturally --it has a worldwide future
- Potential to rebuild institutional trust and legitimacy of authority
LOGIC MODEL

Need to Serve & Motivation to Lead

Servant Leadership Characteristics:
- Empowering and developing people
- Humility
- Courage
- Interpersonal Acceptance
- Providing Direction
- Stewardship

High Quality Leader-Follower Relationship:
- Affect
- Respect
- Contribution
- Loyalty

Psychological Climate:
- Trust
- Fairness

Self-Actualization

Follower Job Attitudes:
- Commitment
- Empowerment
- Job Satisfaction
- Engagement

Performance:
- Organizational Citizenship Behavior
- Team effectiveness

Organizational outcomes:
- Sustainability
- Corporate Social Responsibility
More Organizational Citizenship Behaviors

• Servant-leader behaviors are related to **organizational justice** (fairness in decisions made regarding employees)

• In turn, leads employees to reciprocate by engaging in **organizational citizenship behaviors** (OCBs).

Helpful & Creative Employees

Employees of servant-leaders are more *helping* and *creative* than those working with leaders who scored lower on servant leadership.

-Neubert, Kacmar, Carlson, Chonko, & Roberts (2008)

*Journal of Applied Psychology*
Enhanced Self-Efficacy

Servant leadership encourages OCBs by enhancing self-efficacy, creating a service climate at work, and establishing a fair workplace.

Greater Job Satisfaction

Servant leadership has been shown to be positively related to employee job satisfaction.

Singapore Study & Best Test

– Positive employee attitudes: employees were more likely to identify with and trust in servant leaders and see servant leaders as role models

– Positive employee motivation: servant leaders enhanced followers’ prosocial motivation and confidence in completing the job creatively

– Positive employee work behaviors: employees imitated servant leadership behaviors; employees were more likely to improve their job performance, become creative and helpful, and speak up to voice ideas for improvement.

- Dr. Robert Liden, (in progress) University of Illinois at Chicago
But what about schools?

Diagram:
- Principal
- School Culture
- High Quality Committed Teachers
- District Support
- Quality Instruction
- Student Outcomes

Connections:
- Principal to School Culture
- School Culture to High Quality Committed Teachers
- High Quality Committed Teachers to District Support
- District Support to Quality Instruction
- Quality Instruction to Student Outcomes
## Servant Leadership Research in Schools

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<tbody>
<tr>
<td><strong>School Details</strong></td>
<td>231 full-time teachers and 15 principals</td>
<td>37 elementary schools and 11,307 students</td>
<td>330 elementary principals, 151 middle school principals, and 264 high school principals</td>
<td>417 teaching staff and 107 leaders</td>
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<td><strong>Research Focus</strong></td>
<td>perceived practice of student leadership in schools</td>
<td>individual leadership skills</td>
<td>challenging (4th)</td>
<td>authoritative leadership</td>
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<td></td>
<td>school climate</td>
<td>teacher job satisfaction</td>
<td>inspiring (5th)</td>
<td>servant leadership</td>
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<td>enabling (2nd)</td>
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<td>Modeling (1st)</td>
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<td>Encouraging (3rd)</td>
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Negative Factors

• Theory X and the power model of leadership are still dominant in most cultures.
• Many people do not understand servant leadership, or will not support or reward it.
• People in leadership positions may feel threatened by servant leadership.
• Servant leadership is more effective in the long run but takes an up-front commitment to invest a lot of time and energy to grow people.
Consider

Is Servant Leadership appropriate and/or prevalent in your districts, schools, and/or classrooms.
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Bibliography


http://modernservantleader.com/servant-leadership/leadership-assessment/


