
Contents

1	Introduction to Servant Leadership	1
1.1	Working Definition.....	1
1.2	Rationale for Servant Leadership.....	3
1.2.1	Contextual	4
1.2.2	Anecdotal	4
1.2.3	Empirical	6
1.2.4	Philosophical	6
1.2.5	Cross-Cultural	9
	References	12
2	Servant Leadership Research.....	15
2.1	Origin of Servant Leadership	16
2.2	Servant Leadership and Other Theories.....	20
2.2.1	Charismatic and Transformational Leadership	20
2.2.2	Authentic Leadership	24
2.2.3	Spiritual Leadership	24
2.3	Positive Effects of Servant Leadership	25
2.3.1	Creativity and Innovation.....	25
2.3.2	Trust in Leaders.....	26
2.3.3	Organizational Citizenship Behavior	27
2.3.4	Job Satisfaction	27
2.3.5	Employee Work Engagement	27
2.4	Development of the Servant Leadership Behavior Scale.....	28
2.4.1	Scale Design	28
2.4.2	Scale Development	29
2.4.3	Scale Validation.....	29
2.5	Objections to Servant Leadership	30
2.5.1	“Servant Leaders? I Don’t Want to Be Slaves!”	30
2.5.2	“Are Servant Leaders Doormats?”	32
2.5.3	“Servant Leadership Is for Religious People”	33
2.5.4	“Servant Leadership Is an Oxymoron”	34
2.5.5	“Which One Comes First: Influence or Service?”	35
	References	36

3	Voluntary Subordination	39
3.1	Being a Servant	42
3.2	Acts of Service	43
3.3	Self-Serving vs Servant Leaders	45
3.4	Actionable Commitments of Servant Leadership	47
	References	48
4	Authentic Self	51
4.1	False Self	52
4.1.1	Multiple Selves	53
4.1.2	Part-Selves	54
4.1.3	Role-Based Self	54
4.2	Authentic Self	56
4.2.1	Humility	56
4.2.2	Integrity	59
4.2.3	Accountability	61
4.2.4	Security	63
4.2.5	Vulnerability	64
4.3	Actionable Commitments of Servant Leadership	66
	References	67
5	Covenantal Relationship	71
5.1	Acceptance	72
5.2	Availability	73
5.3	Equality	74
5.4	Collaboration	75
5.5	Actionable Commitments of Servant Leadership	76
	References	77
6	Responsible Morality	79
6.1	Is Moral Leadership an Oxymoron?	80
6.2	Moral Reasoning	82
6.3	Moral Action	84
6.4	Servant vs Machiavellian Leader	85
6.5	Actionable Commitments of Servant Leadership	86
	References	88
7	Transcendental Spirituality	91
7.1	Transcendental Beliefs	92
7.2	Interconnectedness	95
7.3	Sense of Mission	96
7.4	Wholeness	97
7.5	Actionable Commitments of Servant Leadership	98
	References	99

8 Transforming Influence	103
8.1 Vision	105
8.2 Empowerment	107
8.3 Modelling	109
8.4 Mentoring	109
8.5 Trust	112
8.6 Actionable Commitments of Servant Leadership	113
References	114
9 Servant Leadership Development	117
9.1 The Leaders-Followers-Context Triangle	119
9.2 The Past-Present-Future Triangle	120
9.2.1 The Past	121
9.2.2 The Present	124
9.2.3 The Future	125
9.3 The Being-Knowing-Doing Triangle	126
References	129
Appendix: Interviews Methods	131
Purpose of Interview	131
Analytical Categories	131
Validity and Reliability	132
The Interview Sample	133
Interview Process	133
Analysis of Interview Data	134
References	136

Personal and Organizational Excellence through
Servant Leadership

Learning to Serve, Serving to Lead, Leading to
Transform

Sendjaya, S.

2015, IX, 136 p. 1 illus., Hardcover

ISBN: 978-3-319-16195-2