

The History of Leadership Focus

Servant Leadership Research Roundtable – August 2005

A. Gregory Stone, Ph.D.
Regent University

Kathleen Patterson, Ph.D.
Regent University

Leadership, and the study of this phenomenon, has roots in the beginning of civilization. Our work, work environment, worker motivations, leaders, managers, leadership style, and a myriad of other work-related variables have been studied for almost two centuries. Over time, organizations have evolved from those with an authoritarian style to ones with a more comfortable work environment, and then to organizations where people are empowered, encouraged, and supported in their personal and professional growth. This paper examines how leader focus has changed over time, the nuances of leader focus as captured in the progression of leadership theory.

Leadership, and the study of it, has roots in the beginning of civilization. Egyptian rulers, Greek heroes, and biblical patriarchs all have one thing in common—leadership. There are numerous definitions and theories of leadership, however, there are enough similarities in the definitions to conclude that leadership is an effort of influence and the power to induce compliance (Wren, 1995). Our work, work environment, the motivation to work, leaders, leadership, leadership style, and a myriad of other work-related variables have been studied for almost two centuries.

The organizational focus of the leader has evolved over this same period. Early organizations with authoritarian leaders who believed employees were intrinsically lazy transitioned into way to make work environments more conducive to increased productivity rates. Today, organizations are transforming into places where people are empowered, encouraged, and supported in their personal and professional growth throughout their careers. As the focus of leaders has changed over time, it has influenced and shaped the development and progression of leadership theory.

Early Leader Studies

The Industrial Revolution shifted America's economy from an agriculture base to an industrial one and, thereby, ushered in a change in how leaders would treat their followers. The Industrial Revolution created a paradigm shift to a new theory of leadership in which "common" people gained power by virtue of their skills (Clawson, 1999). New technology, however, was accompanied and reinforced by mechanization of human thought and action, thus creating hierarchical bureaucracies (Morgan, 1997).

One major contributor to this era of management and leadership theory was Max Weber, a German sociologist who "observed the parallels between the mechanization of industry and the proliferation of

bureaucratic forms of organization” (Morgan, 1997, p. 17). He noted that the bureaucratic form routinized the process of administration in the same manner that the machine routinized production.

Classical Management Theory and Scientific Management

Weber’s concerns about bureaucracy, however, did not affect theorists who set the stage for what is now known as “classical management theory” and “scientific management.” Classical theorists focused on the design of the total organization while scientific managers focused on the systematic management of individual jobs. In contrast to Weber, classical theorists such as Henri Fayol and F. W. Mooney, staunch advocates of bureaucratization, devoted their energies to identifying methods through which this kind of organizational structure could be achieved (Bass, 1990; Morgan, 1997). Collectively, these theorists set the basis for many modern management techniques, such as management by objectives.

Scientific management, an approach heralded by Frederick Taylor, was technological in nature (Hersey, Blanchard, & Johnson, 1996). Taylor fused the perspective of an engineer into management with a strong emphasis on control, ruthless efficiency, quantification, predictability, and de-skilled jobs. He initiated time-and-motion studies to analyze work tasks to improve worker productivity in an attempt to achieve the highest level of efficiency possible. Consequently, he has been accused of viewing people as instruments or machines to be manipulated by their leaders. The function of the leader under scientific management theory was to establish and enforce performance criteria to meet organizational goals; therefore, the focus of a leader was on the needs of the organization and not on the individual worker.

Although the classical and scientific approaches were different, the goals were similar—organizations are rational systems and must operate in the most efficient manner possible to achieve the highest level of productivity (Morgan, 1997). Both theories relied on the machine metaphor with a heavy emphasis on mechanization of jobs, which undermined the human aspect of the organization and failed to recognize organizations as complex organisms.

Although mechanistic organizations proved productive, there were limits to hierarchical bureaucracy. Emerging theorists encouraged leaders to recognize that humans were not machines and could not be treated as such. A postbureaucratic shift in the mid-1940s moved toward everyone taking responsibility for the organization’s success or failure (Heckscher & Donnellon, 1994). Researchers began to examine the relationship between leader behavior and follower satisfaction level and organizational productivity and profitability.

Hawthorne, Maslow, and Herzberg—Environment and Worker Needs

Much organizational research during this era focused on overcoming the perceived shortcomings of the classical and scientific schools of management. Elton Mayo’s Hawthorne Studies focused on the work situation and its effect on leaders and followers, indicating that the reactions of human beings influence their work activities as much as the formal design and structure of the organization. Early on, leaders could focus their attention on the environmental factors of their organizations. The early theories and studies provided researchers with tangible and measurable performance outcomes that were directly transferable to profitability and spreadsheet bottom-lines. A new theory of organizations and leadership began to emerge based on the idea that individuals operate most effectively when their needs are satisfied. Maslow’s (1959) Hierarchy of Needs posited that once a worker’s physiological, security, and social (intrinsic) needs were met, productivity would only be possible if the employee’s ego and self-actualizing (extrinsic) needs were also met. Leader focus became redirected toward worker needs.

Herzberg’s Dual Factor Theory, the evolution of intrinsic and extrinsic needs, furthered Maslow’s work stating that employees’ intrinsic and extrinsic needs could, and should, be met simultaneously. Herzberg’s (1966) Motivation-Hygiene Theory furthered the work of Maslow by providing insights into the goals and incentives that tend to satisfy a worker’s needs. Herzberg concluded that people have two categories of needs, which he termed hygiene (environmental factors such as working conditions, company policies, etc.) and motivators (factors involving the job itself). According to Herzberg, an employee’s intrinsic and extrinsic needs could and should be addressed simultaneously.

The Shift to Behavioral Factors

Leader focus had moved to understanding the relationship between a leader's actions and the follower's satisfaction and productivity. Theorists began to consider behavioral concepts in their analysis of organizational leadership. For example, Chester Barnard was instrumental in including behavioral components (Bass, 1990). Barnard's work emphasized the ways in which executives might develop their organizations into cooperative social systems by focusing on the integration of work efforts through communication of goals and attention to worker motivation (Hatch, 1997). Barnard, for example, identified an effective organizational leader as one who determined objectives, manipulated means, initiated action, and stimulated coordinated effort (Bass, 1990, p. 31). Barnard (1938), whose work focused on the functions of the executive, was instrumental in including behavioral components in his analysis of organizational leadership, which claimed that leadership involves accomplishing goals with and through people.

The theorists of this age argued that in addition to finding the best technological methods to improve output, it would behoove management to address human affairs as well. It was claimed that "the real power centers within an organization were the interpersonal relationships that developed among working groups" (Hersey, Blanchard, & Johnson, 1996, p. 100).

A new theory of organizations and leadership began to emerge based on the idea that individuals operate most effectively when their needs are satisfied. Additionally, when this happens they are more likely to increase their productivity which in turn impacts the organization's bottom line.

According to McGregor (1960), the traditional organization with its centralized decision making, hierarchical pyramid, and external control of work is based on certain assumptions about human nature and human motivation. He dubbed these assumptions Theory X and Theory Y. Theory X assumes that most people prefer to be directed, are not interested in assuming responsibility, and want safety above all else.

Accompanying the Theory X philosophy is the belief that people are motivated by money, fringe benefits, and the threat of punishment. Managers who espouse Theory X assumptions attempt to structure, control, and closely supervise employees. Although McGregor himself questioned whether Theory X was an accurate view of human nature, the assumptions persisted for a long time in leadership theory circles because it explained *some*, though not all, of human behavior within organizations (Pugh & Hickson, 1993). Drawing heavily from Maslow's (1959) Hierarchy of Needs, McGregor ultimately concluded that Theory X assumptions about human nature, when universally applied, are often inaccurate and that management approaches that develop from these assumptions may fail to motivate individuals to strive toward organizational goals (Hersey, Blanchard, & Johnson, 1996).

McGregor (1960) believed that management needed practices based on a more accurate understanding of human nature and motivation. The resulting concept, Theory Y, proposed that individuals are not, by nature, lazy and unreliable. People can be self-directed and creative at work if properly motivated (Pugh & Hickson, 1993). Therefore, an essential task of management is to unleash this potential. (See Table 1 for a comparison of Theory X and Theory Y Assumptions.)

Consequently, the goal of effective leadership was evolving and moving away from the earlier concepts of the classical and scientific management theories that treated workers as machines. Leaders were now challenged to actively involve followers in achieving organizational goals. McGregor (1960), whose work was closely linked to that of the behavioral theorists, is a reflection of that era, providing a foundation for the future emergence of transformational leadership.

McGregor's Theory X and Theory Y assumed that employees and leaders had progressed beyond Taylor's productivity models and that employees could find ways to satisfy their needs within the organization's structure. McGregor assumed employees were far more complex than the trait and behavioral theories of leadership assumed and that their complexity and the leaders' response to that complexity would affect how and whether the leader and followers worked in tandem to reach mutual organizational goals.

McGregor proposed a replacement of direction and control of employees with humanistic motivation. The resulting concept, Theory Y, proposed that individuals did not inherently dislike work and, that under

certain conditions, work could actually be a source of great satisfaction. Theory Y assumed individuals would exercise self-direction and self-control, accepting and seeking responsibility (Pugh & Hickson, 1993). The essential concept McGregor and other behaviorists proposed was that organizations are interacting groups and that leaders are a part of those groups. The leader's interaction and relationship with the employee must be a supportive relationship so all members of the organization feel the organization's objectives and their achievement, are of personal importance to them (Pugh & Hickson, 1993).

Table 1

Assumptions about Human Nature that Underlie McGregor's Theory X and Theory Y

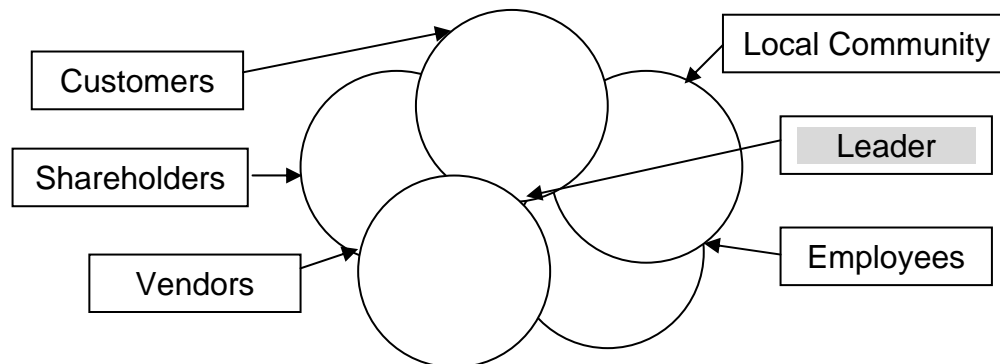
THEORY X	THEORY Y
1. Work is inherently distasteful to most people.	1. Work is as natural as play, if the conditions are favorable.
2. Most people are not ambitious, have little desire for responsibility, and prefer to be directed.	2. Self-control is often indispensable in achieving organizational goals.
3. Most people have little capacity for creativity in solving organizational problems.	3. The capacity for creativity in solving organizational problems is widely distributed in the population.
4. Motivation occurs only at the physiological and security levels.	4. Motivation occurs at the social, esteem, and self-actualization levels, as well as at the physiological and security levels.
5. Most people must be closely controlled and often coerced to achieve organizational objectives.	5. People can be self-directed and creative at work if properly motivated.

Source: Hersey, Blanchard, & Johnson (1996)

Situational/Contingency Theory–The Circumstantial Focus

Unprecedented social change in the mid-1960s to the mid-1980s shifted societal focus from increasing economic wealth to ensuring social rights and equality. Along with this social change, technology was again preparing to jolt American businesses. The advent of the computer age was shifting employee requirements from brawn to brains. Leadership became an intricate process of "multilateral brokerage" where leaders were forced to focus on constituencies within and without the organization to survive (Vanourek, 1995).

Figure 1. *The circle of constituencies that force leaders to focus on "multilateral brokerage"*



The internal and external environments of organizations were changing. The transference of power from those doing the work to those possessing knowledge about how to organize work more closely leveled the playing field for leaders and followers. Society acknowledged that traditional methods of leadership were no longer effective.

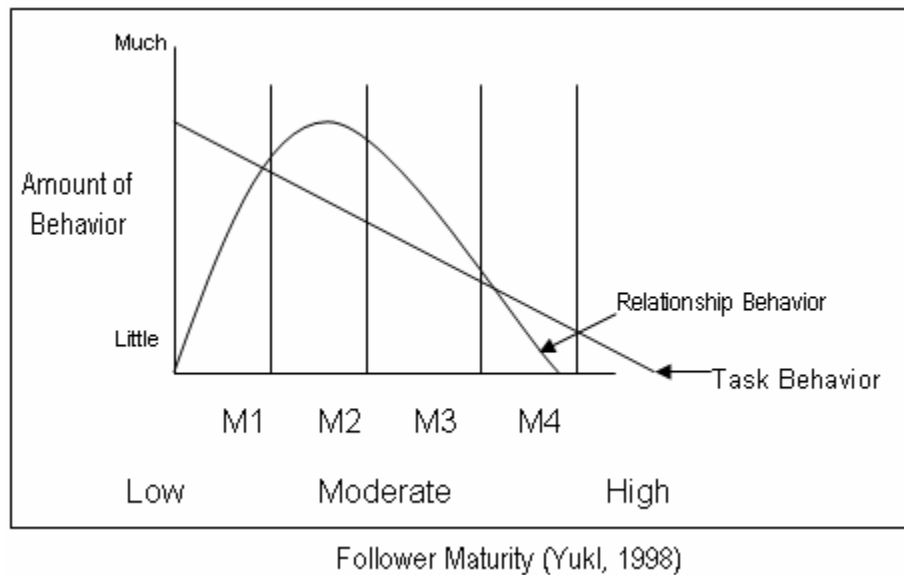
McCollum (1995) implied that companies in the information age were unsuccessfully trying to conduct their business using obsolete industrial age leadership theories. Change was the only thing of which everyone could be sure, a factor requiring leadership research and society to consider contingency/situational approaches to leadership if businesses were to remain successful and profitable in an ever-changing and increasingly complicated environment (Contee-Borders, 2003).

Researchers defining the situational/contingency theory of leadership acknowledged that leaders did more than simply “act”—they often had to “react” to specific situations, and thus, the situational/contingency theory of leadership evolved.

Hersey and Blanchard (1996) proposed a contingency/situational theory advocating a leader's use of differing leadership behaviors dependent upon two interrelated maturity factors: (a) job maturity—relevant task and technical knowledge and skills, and (b) psychological maturity—the subordinate’s level of self-confidence and self-respect (Yukl, 1998).

An employee who has a high level of job and psychological maturity requires little supervision; while an employee who has a low level of job and psychological maturity requires hands-on attention.

Figure 2. Hersey and Blanchard’s situational leadership theory leader behavior options



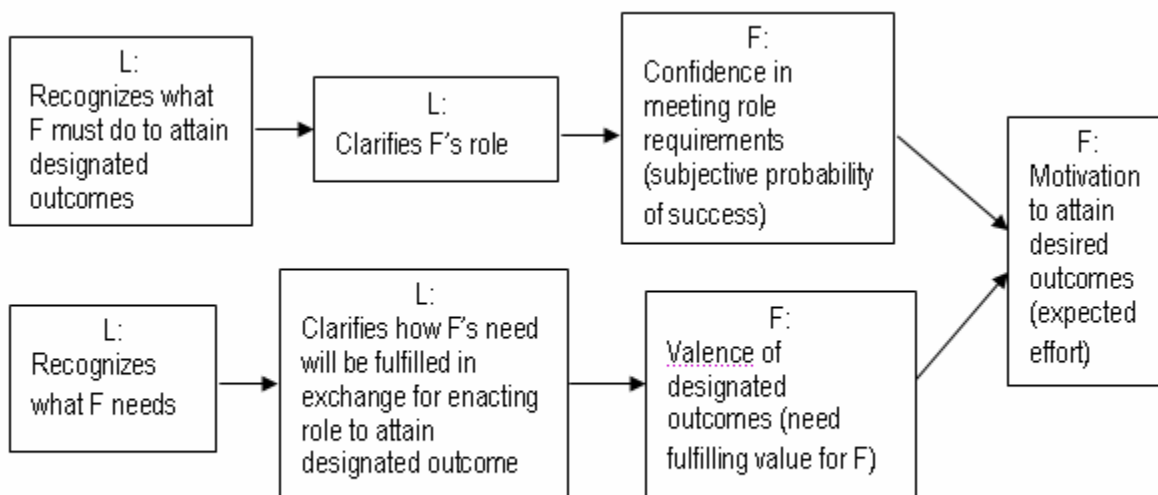
Fielder’s contingency theory is viewed as the opposite of Hersey and Blanchard’s theory, maintaining that leaders are less flexible in their ability to change their behavior based on followers’ maturity (the basic concept of Hersey and Blanchard’s theory) (Hughes, Ginnett, & Curphy, 1993). Fielder’s contingency theory posited that leader effectiveness is determined not by the leader’s ability to adapt to the situation, but by the ability to choose the *right* leader for the situation (though this theory does not identify who would be responsible for making this choice). Some leaders are simply better for specific situations than others and the situation determines the identified leaders’ success, though leaders would need to be capable of understanding when they were not right for the situation and remove themselves—a task of humility.

TRANSACTIONAL LEADERSHIP—LEADER FOCUS ON PERFORMANCE

In the late 1970s, leadership theory research moved beyond focusing on various types of situational supervision as a way to incrementally improve organizational performance (Behling & McFillen, 1996; Hunt, 1991). Research has shown that many leaders turned to a transactional leadership theory, the most prevalent method of leadership still observed in today's organizations (Avolio, Waldman, & Yammarino, 1991; Seltzer & Bass, 1990). Transactional leaders lead through specific incentives and motivate through an exchange of one thing for another (Bass, 1990). The underlying theory of this leadership method was that leaders exchange rewards for employees' compliance, a concept based on bureaucratic authority and a leader's legitimacy within an organization (Tracey & Hinkin, 1994; Yukl, 1998).

Avolio, Waldman, and Yammarino (1991) suggest that transactional leadership focuses on ways to manage the status quo and maintain the day-to-day operations of a business, but does not focus on identifying the organization's directional focus and how employees can work toward those goals, increasing their productivity in alignment with these goals, thus increasing organizational profitability. The idea of transactional leadership is nearsighted in that it does not take the entire situation, employee, or future of the organization into account when offering rewards (Crosby, 1996).

Figure 3. Transactional leadership focuses on leaders managing day-to-day business operations (L=Leader and F=Follower)



(Bass, 1985)

Transactional Leadership theory focuses on the specific interactions between leaders and followers (Burns, 1978; Heifetz, 1994). These transactions are a method by which an individual gains influence and sustains it over time. The process is based on reciprocity. Leaders not only influence followers but are under their influence as well. A leader earns influence by adjusting to the expectations of followers. Transactional interactions comprise the bulk of relationships between leaders and followers (Burns, 1978).

The underlying theory of this leadership method was that leaders exchange rewards for employees' compliance, a concept based in bureaucratic authority and a leader's legitimacy within an organization (Tracey & Hinkin, 1994; Yukl, 1998). Examples of this reward exchange included the leader's ability to fulfill promises of recognition, pay increases, and advancements for employees who perform well (Bass, 1990). Transactional leadership is a theory considered to be value-free; however, Heifetz (1994) contends that the values are simply covert.

Transactional leadership focuses on ways to maintain the status quo and manage the day-to-day operations of a business. It does not focus on identifying the organization's goals and how employees can work

toward and increase their productivity in alignment with these goals, thus increasing organizational profitability (Avolio, Waldman, & Yammarino, 1991).

Transactional leaders approach followers with a goal of exchanging one thing for another (Burns, 1978). The concept of transactional leadership is narrow in that it does not take the entire situation, employee, or future of the organization in mind when offering rewards (Crosby, 1996). Transactional leadership focuses on control, not adaptation (Tracey & Hinkin, 1994).

The focus of effective leadership began to change. Leaders were no longer required to measure work and ensure that the most effective person did it in the most efficient manner—which did not always increase the organization's productivity and profitability anyway. Leaders now needed active involvement from the followers to achieve the organization's goals. Douglas McGregor, closely linked to the work of the behavioral theorists, provided a basis for a new emerging theory of leadership—transformational leadership.

Transformational Leaders Focus on the Organization

The literature reviewed suggests that traditional power, derived from a leader's position in a bureaucratic, hierarchical structure, is becoming obsolete and that effective leaders work from the "inside out" to transform their organization and workers (Burns, 1978). The job of the transformational leader is not to make every decision within the organization, but to ensure that collaborative decision-making occurs (Badaracco & Ellsworth, 1989; Book, 1998; Dixon, 1998; Wheatley, 1994). This type of leadership motivates individuals to work together to change organizations to create sustainable productivity (Dixon, 1998).

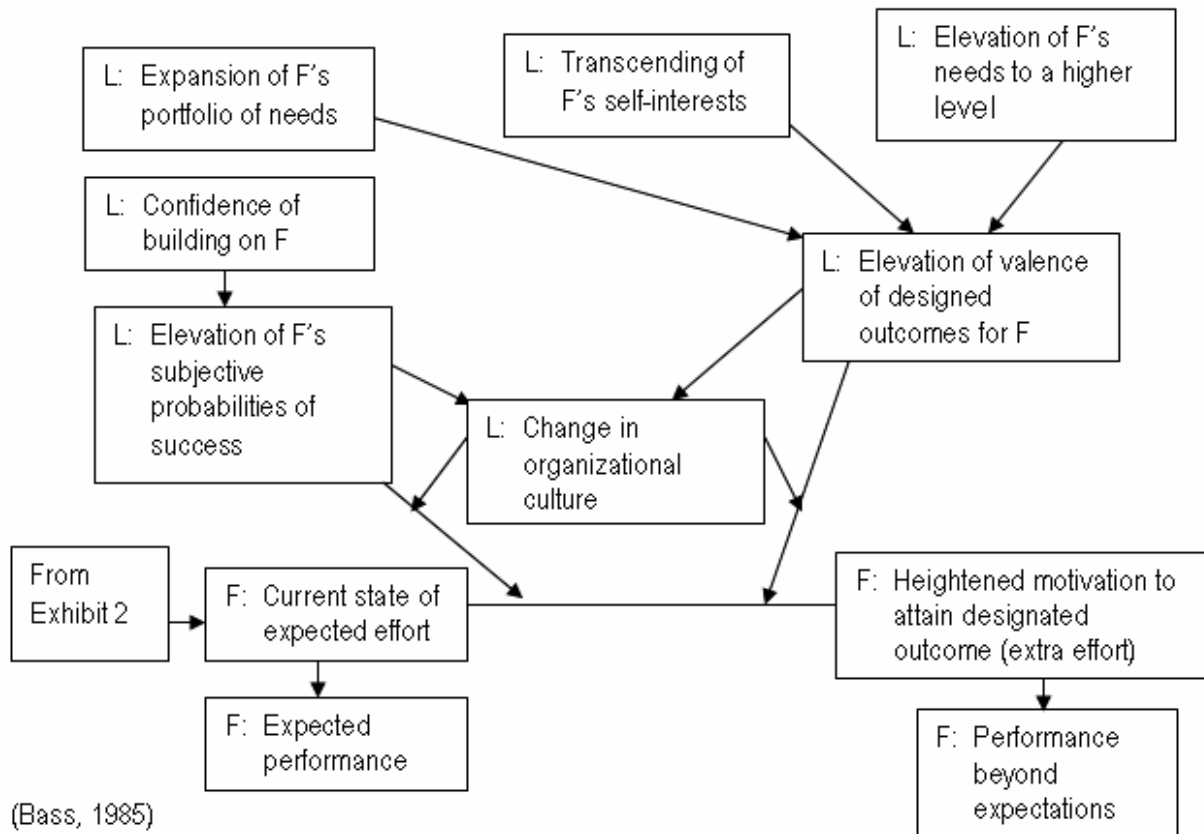
In contrast to focusing on where the organization is today and only maintaining the status quo (the end result of transactional leadership), transformational leaders look at where the organization should be heading and determine how to handle internal and external change and employee needs to reach that goal (Avolio, Waldman, & Yammarino, 1991; Pawar & Eastman, 1997; Tichey & Devanna, 1986). Transformational leadership is an expansion of transactional leadership (Bass & Avolio, 1994). In the field of leadership studies, transformational leadership has been the theory of choice for the past several decades (Patterson, 2003; Pawar & Eastman, 1997; Rainey & Watson, 1996). The theory originated with Burns (1978), was expanded by Bass (1985), and has been further refined by Bass and Avolio (1994).

As conceived by Burns (1978), the transformational leader asks followers to transcend their own self-interests for the good of the group, organization, or society; to consider their long-term needs to develop themselves, as opposed to their immediate needs; and to become more aware of what is really important. Through this interaction, followers are converted into leaders. Bass and Avolio (1988) conclude that transformational leadership is closer to the *ne plus ultra* that people have in mind when they describe their ideal leader and is more likely to provide a role model with whom subordinates want to identify.

Burns (1978) touts Mahatma Gandhi as the best modern-day example of a transformational leader because he aroused and elevated the hope and demands of millions of his countrymen whose lives were transformed in the process. Yukl (1998) reports that transformational leadership focuses on a leader's understanding of their affect on how followers feel trust, admiration, loyalty, and respect toward the leader and how followers are motivated to do more than expected. This type of leader broadens and elevates the interest of his followers by modeling the expected behavior and "stirring" followers to look beyond their own immediate, personal needs to embrace the needs of others (Ackoff, 1999; Avolio, Waldman, & Einstein, 1988; Bass, 1990; Bennis, 1989a; Hunt, 1991; Keeley, 1995; Keller, 1995; Miles, 1997, 1998; Sosik, 1997; Yukl, 1998).

Bass and Avolio (Bass, 1985a; Bass & Avolio, 1990) developed Burns' (1978) ideas and posited the formal concept of transformational leadership. Transactional leadership is based on bureaucratic authority, focuses on task completion, and relies on rewards and punishments (Tracey & Hinkin, 1998). Transformational leadership differs substantially from transactional leadership. It is concerned more about progress and development. Furthermore, transformational leadership enhances the effects of transactional leadership on followers (Bass, 1985b, 1990a).

Figure 4. Transformational leadership (L=Leader; F=Follower)



With transformational leadership, the leader's focus is directed toward the organization, but leader behavior builds follower commitment toward the organizational objectives through empowering followers to accomplish those objectives (Yukl, 1998). While transactional leaders focus on exchange relations with followers, transformational leaders inspire followers to higher levels of performance for the sake of the organization (Burns, 1998; Yukl). The very definition of transformational leadership states the building of commitment to the organizational objectives (Yukl). The primary focus is on the organization, with follower development and empowerment secondary to accomplishing the organizational objectives. The result, nonetheless, is enhanced follower performance (Burns; Yukl).

Their work built not only upon the contribution of Burns but also those made by Bennis and Nanus (1985), Tichy and Devanna (1986), and others. Bass (1990b) specified that transformational leadership occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group. (p. 21)

Bass (1990a) stipulates that this transcending beyond self-interest is for the "group, organization, or society" (p. 53). In essence, transformational leadership is a process of building commitment to organizational objectives and then empowering followers to accomplish those objectives (Yukl, 1998). The result, at least in theory, is enhanced follower performance (Burns, 1998; Yukl, 1998).

Burns (1978) considered leaders to be either transformational or transactional, while others view leadership as a continuum with transactional leadership at one end and transformational leadership at the other. Bass (1990a) said that transactional leadership occurs when leaders "exchange promises of rewards and benefits to subordinates for the subordinates' fulfillment of agreements with the leader" (p. 53). Whereas,

the transactional leader, according to Daft (2002), recognizes followers’ needs and then defines the exchange process for meeting those needs; both the leader and the follower benefit from the exchange transaction.

Transformational leaders, however, transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships are formed and by establishing a climate of trust where visions are shared (Bass, 1985a). Avolio, Waldman, and Yammarino (1991) established four primary behaviors that constitute transformational leadership:

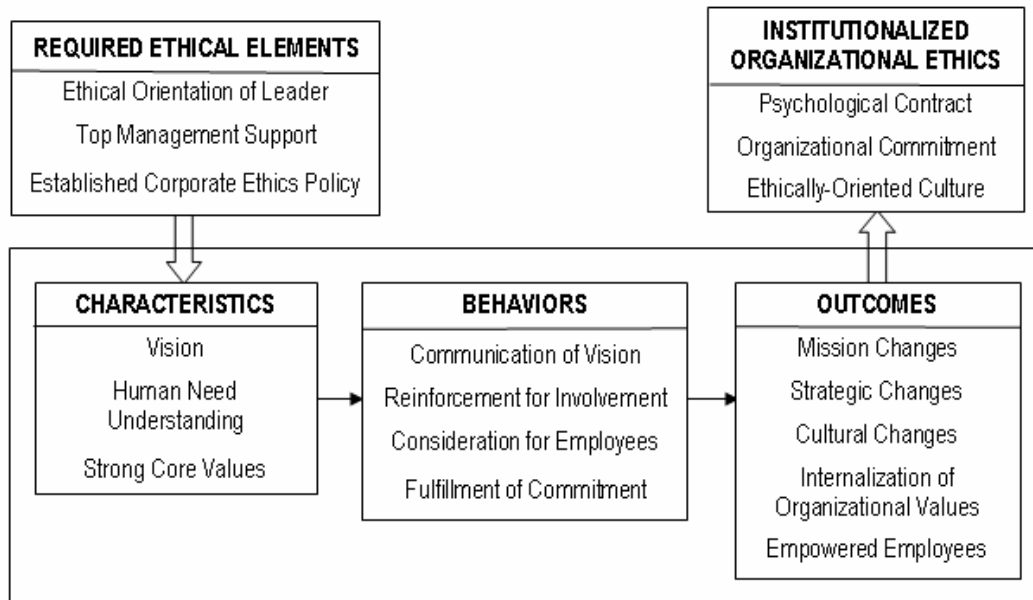
1. idealized influence (or charismatic influence),
2. inspirational motivation,
3. intellectual stimulation, and
4. individualized consideration.

Ultimately, transformational leaders can develop a very powerful influence over followers. For example, several research studies have documented the power of transformational leadership in establishing value congruency and trust (Jung & Avolio, 2000; Kirkpatrick & Locke, 1996; Podsakoff, Mackenzie, & Bommer, 1996; Shamir, 1995). Followers respect and trust transformational leaders, so they conform their values to those of the leaders and yield power to them.

Peters and Waterman (1982) assert that the true role of leadership is to manage the values of an organization; hence, all leadership is value-laden. For this reason, it is paramount that leaders using the transformational leadership theory understand how their values affect the organization (Grubbs, 1999). Likewise, Barnard (1968) also understood this concept when he wrote, “the endurance of an organization depends upon the quality of leadership; and that quality derives from the breadth of the morality upon which it rests” (p. 282).

Through the influence of a leader’s values, transformational leadership requires the leader to balance multiple constituency needs along with individual and organizational values and beliefs (Carlson & Perrewe, 1995).

Figure 5. Transformational leadership process



(Carlson & Perrewe, 1995)

The transformational leader articulates the vision in a clear and appealing manner, explains how to attain the vision, acts confidently and optimistically, expresses confidence in his followers, emphasizes values with symbolic actions, leads by example, and empowers followers to achieve the vision (Yukl, 2002).

Table 2 summarizes the four primary or functional areas of transformational leadership and identifies the attributes that, according to the literature, accompany these primary characteristics.

Table 2

Transformational leadership attributes

FUNCTIONAL ATTRIBUTES	ACCOMPANYING ATTRIBUTES
1) Idealized Influence/Charisma	1) Vision 2) Trust 3) Respect
	4) Risk-Sharing 5) Integrity
2) Inspirational Motivation	6) Modeling
	7) Commitment to Goals 8) Communication
	9) Enthusiasm
3) Intellectual Stimulation	10) Rationality
4) Individualized Consideration	11) Problem-Solving
	12) Personal Attention 13) Mentoring
	14) Listening 15) Empowering

Keller (1995) suggests that the transformational leader is able to help the employee achieve esteem and self-actualization needs. Consequently, the followers of transformational leaders are quicker to adapt to changing internal and external environments. Their ability to quickly adapt to change allows them to function well in an increasingly complex environment.

A leader must be fully committed to the transformation and the commitment must be visible to organizational members and external stakeholders. Table 3 summarizes some of the strategies and characteristics of transformational leaders proposed by different researchers.

Trust between a leader and his or her followers is a cornerstone of transformational leadership. Covey (1989) writes, "Trust is the highest form of human motivation because it brings out the very best in people" (p. 178). It creates a moral foundation for extraordinary, values-based transformational leadership, creating effective, sustaining leadership that leads to profitable and successful organizations (Ford, 1991). Leading from a moral basis allows full organizational transformation to occur as all of the leader's skills emerge to positively influence followers (Bottum & Lenz, 1998; Clawson, 1999). This moral basis starts, and ends, with trust. Trust relies on the leader's character, which makes values-based leadership possible (Maxwell, 1998).

Table 3

Transformational leadership strategies and characteristics

Bennis & Nanus (1985)	Bass (1985)	Kouzes & Posner (1987)
Attention through vision	Charisma	Challenging the process
Meaning through communication	Inspiration	Inspiring a shared vision
Trust through positioning	Intellectual stimulation	Enabling others to act
Deployment of self	Individualized consideration	Modeling the way
		Encouraging the heart

(Hersey, Blanchard, & Johnson, 1996)

The Servant Leader Focus on the Followers

Transformational leadership and servant leadership are both high-order evolutions in leadership paradigms. Both theoretical frameworks emphasize a high concern for people and for production. Servant leadership, however, involves a higher concern for people because the primary focus of the leader is upon his or her followers.

Block (1993) posits that there is a deep hunger within our society for organizations in which people are treated fairly and humanely and supported in their personal growth and where leaders can be trusted to serve the needs of the “many” rather than the “few.” Block called for a new model of leadership based on teamwork, community, values, service, and caring behavior. This approach to leadership based on the concepts of servanthood serendipitously serves organizations the best in the long run (Caldwell, Bischoff, & Karri, 2002).

Servant leadership is a logical extension of transformational leadership (Stone & Patterson 2004). Servant leaders lead an organization by focusing on their followers, such that the followers are the primary concern and the organizational concerns are peripheral. In contrast to transformational leadership, servant leaders focus first and foremost on their followers. Servant leaders do not have particular affinity for the abstract corporation or organization; rather, they value the people who constitute the organization.

This is not an emotional endeavor but rather an unconditional concern for the well-being of those who form the entity. This relational context is where the servant leader actually leads. Harvey (2001) states that "chasing profits is peripheral; the real point of business is to serve as one of the institutions through which society develops and exercises the capacity for constructive action" (pp. 38-39). The servant leader does not serve with a focus on results but rather on service. Lubin (2001) proffers that the servant leader's first responsibilities are relationships and people, and those relationships take precedence over the task and product. Servant leaders trust their followers to act in the best interest of the organization, even though the leaders do not primarily focus on organizational objectives.

According to Bass (2000), servant leadership is "close to the transformational components of inspiration and individualized consideration" (p. 33). However, the stress of servant leadership is upon the leader's aim to serve. This desire to serve people supersedes organizational objectives. Servant leadership is a belief that organizational goals will be achieved on a long-term basis only by first facilitating the growth,

development, and general well-being of the individuals who comprise the organization. Harvey (2001) contends that the servant leader's primary objective is the workers and their growth, then the customer base, and finally the organizational bottom line.

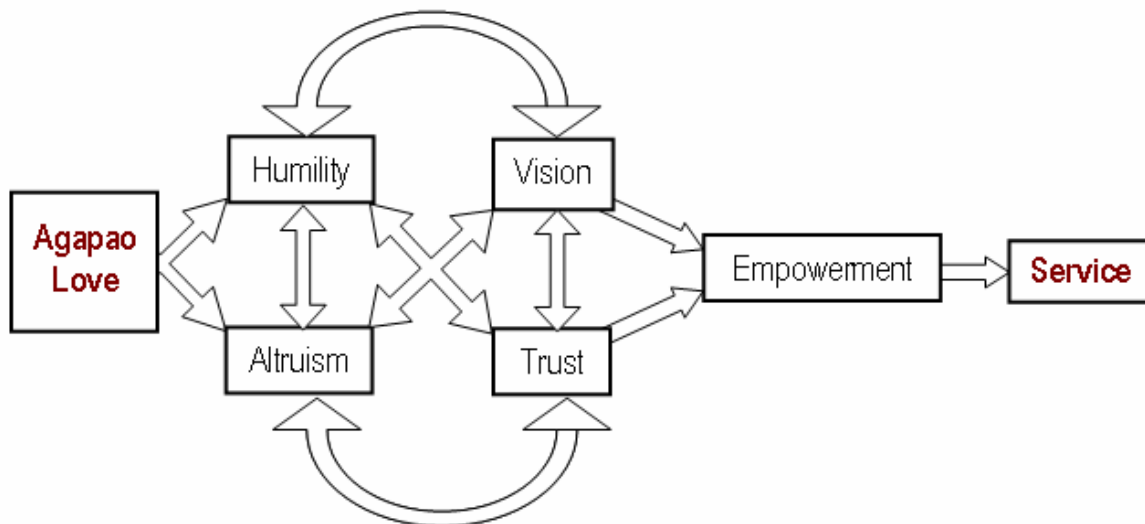
Robert K. Greenleaf (1904-1990) is credited with originating the servant leadership concept among modern organizational theorists (Spears, 1995, 1996). In Greenleaf's (1969,1977) opinion, leadership must primarily meet the needs of others. The focus of servant leadership is on others rather than upon self and on an understanding of the role of the leader as a servant (Greenleaf, 1977). Self-interest should not motivate servant leadership; rather, it should ascend to a higher plane of motivation (Greenleaf, 1977; Pollard, 1996). The servant leader's primary motivation is to serve and meet the needs of others, which should be the prime motivation for all leaders (Russell & Stone, 2002). Servant leaders develop people, helping them to strive and flourish (McMinn, 2001). Servant leaders provide vision, earn followers' credibility and trust, and influence others (Farling, Stone, & Winston, 1999).

According to Stone and Patterson (2004), the principal difference between transformational leadership and servant leadership is the leader's focus. The overriding focus of servant leaders is on service to their followers. The extent to which leaders are able to shift the primary focus of their leadership from the organization to the follower is the distinguishing factor in determining whether the leader may be a transformational or servant leader.

There is greater emphasis upon service of and to followers in the servant leadership paradigm. Servant leaders gain influence in a nontraditional manner that derives from servanthood itself (Russell & Stone, 2002). In so doing, they allow extraordinary freedom for followers to exercise their own abilities. They also place a much higher degree of trust in their followers than would be the case in any leadership style that required the leader to be somewhat directive.

Patterson's (2005) research has led to a servant leadership model encompassing seven virtuous constructs exhibited as behaviors by a servant leader and their interaction. These seven behaviors are agapao love, humility, altruism, vision, trust, empowerment, and service. These virtues become constructs when activated within the context of servant leadership behaviors. The model is based in virtuous construct of agapao love, although the desire to serve has to be present to be a possible outcome.

Figure 4. The theory of servant leadership model



The servant leader's motive is not to direct the activities of followers. Instead, the servant leader's behavior motivates, influences, inspires, and empowers followers to focus on ways to serve others better. It is a humble means for affecting follower behavior. Servant leaders rely upon service to establish the purposes for meaningful work and to provide needed resources. It is a characteristically unique method for stimulating and

influencing the behavior of others. Servant leaders, however, derive influence from service itself. They develop relationships where followers are encouraged to follow their lead of service. McKenna (1989) notes that servant-power is a category of influence outside the traditional kinds of power. Real servanthood is a leadership style that relies upon the influence of self-giving without self-glory.

Summary

According to Kuhn (1970), "in the development of any science, the first received paradigm is usually felt to account quite successfully for most of the observations" (p. 64). However, Kuhn shows when there are phenomena not explained by an existing theory, a new theory emerges. The literature on leadership offers different theoretical perspectives regarding the understanding of leaders (Bass, 1990; Daft, 2002; Yukl, 2002).

Just as Theory Y explained phenomena that Theory X did not, the theory of servant leadership functions today as a logical extension of transformational theory, based on Kuhn's position that a new theory develops when a theoretical position no longer explains phenomena. Such has been the nature of explaining the workplace since work first needed to be done. Through each phase of leader theory development, leader focus has influenced the nature of the theoretical constructs. Each element of workplace and leader behavior opens the door for empirical investigation, including the development of instruments to measure the theoretical constructs. According to Spector (1992), the theoretical constructs provide the path for scale development.

The overwhelming availability of data and information in the workplace could very well be the variable that next influences leader focus in a new or different direction. There will certainly be others, and only time will tell where the dynamics of the organization take us next. Future leader focus research will most certainly continue to consider the role of the follower as an integral part of the relationship.

The Industrial Revolution shifted America's economy from an agriculture base to an industrial one. Thereby, it ushered in a change in how leaders viewed and treated their followers. It created a paradigm shift to a new theory of leadership in which "common" people gained power by virtue of their skills (Clawson, 1999). New technology, data and information at our fingertips, and globalization of the workforce are reshaping human thought and action in the workplace. Leader focus is already being teased and coaxed to look off center from where it views the organization and its workers today, with the theorists pulling and tugging to see which constructs will fit best into the new framework.

References

- Ackoff, R. L. (1999, Jan.-Feb.). Transformational leadership. *Strategy & Leadership*, 27(1), 20-25.
- Adams, B., & Adams, C. (2000). Leaders as stewards. *Executive Excellence*, 17(1), 8.
- Akuchi, N. B. (1993). The servants and the superstars: An examination of servant leadership in light of Matthew 20:20-28. *Christian Education Journal*, 16(1), 39-47.
- Arensberg, M. B. F., Schiller, M. R., Vivian, V. M., Johnson, W. A., & Strasser, S. (1996). Transformational leadership of clinical nutrition managers. *Journal of the American Dietetic Association*, 96(1), 39-47.
- Autry, J. (1992). *Love and profit: The art of caring leadership*. New York, NY: Avon Books.
- Autry, J. (2004). Love and work: A conversation with James A. Autry. In L. C. Spears & M. Lawrence (Ed.), *Practicing servant leadership: Succeeding through trust, bravery, and forgiveness* (pp. 47-69). San Francisco: Jossey-Bass.
- Avolio, B. J., Walderman, D. A., & Einstein, W. A. (1988). Transformational leadership in a management game situation. *Group and Organizational Studies*, 13, 59-80.
- Avolio, B. J., Walderman, D. A., & Yanimarina, F. J. (1991). Leading in the 1990s: The four Is of transformational leadership. *Journal of European Industrial Training*, 15, 9-16.
- Avolio, B. J., Walderman, D. A., & Einstein, W. A. (1988). Transformational leadership in a management game situation. *Group and Organizational Studies*, 13, 59-80.
- Badaracco, J. L., Jr., & Ellsworth, R. R. (1989). *Leadership and the quest for integrity*. Boston: Harvard Business School Press.
- Baggett, B. (1997). *Power serve: 236 inspiring ideas on servant leadership*. Germantown, TN: Saltillo Press.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: W. H. Freeman and Company.
- Banutu-Gomez, M. B. (2004, March). Great leaders teach exemplary followership and serve as servant leaders. *Journal of American Academy of Business, Cambridge*, 4(1/2), 143.
- Barnard, C. I. (1968). *The functions of the executive*. Cambridge, MA: Harvard University Press.
- Bartlett, R. C. (1994). Take the high ground. *Executive Excellence*, 11(7), 18-21. Bass, B. M. (1985). Leadership: Good, better, best. *Organizational Dynamics*, 13(3), 26-40.
- Bass, B. M. (1990). *Bass and Stogdill's handbook of leadership: Theory, research, & managerial applications*. New York: The Free Press.
- Bass, B. M., Avolio, B. J., & Goodheim, L. (1987). Biography and the assessment of leadership at the world-class level. *Journal of Management*, 13, 7-9.
- Bass, B. M., Waldman, D. A., Avolio, B. J., & Bebb, M. (1987). Transformational leadership and the falling dominoes effect. *Group and Organizational Studies*, 12, 73-87.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: The Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage Publications.
- Bass, B. M. (2000). The future of leadership in learning organizations. *Journal of Leadership Studies*, 7(18).
- Batten, J. (1998). Servant-leadership: A passion to serve. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and servant-leadership* (pp. 38-53). New York: John Wiley & Sons, Inc.
- Beadles, N. A. (2000). Steward-leadership: A biblical refinement of servant leadership. *Journal of Biblical Integration In Business, Fall*, 25-37.
- Beers, R. A. (Ed.). (1991). *Life application study Bible*. Wheaton, IL: Tyndale House Publishers, Inc.
- Behling, O., & McFillen, J. M. (1996). A syncretical model of charismatic/transformational leadership. *Group & Organizational Management*, 2, 163-191.
- Behr, E. T. (1998). Acting from the center. *Management Review*, 87(1), 51-55.
- Bennis, W. (1989). *On becoming a leader*. Reading, MA: Addison-Wesley Publishing Company, Inc.
- Bennis, W. (1991, Winter). Managing the dream: Leadership in the 21st century. *Antioch Review*, 11-14.
- Bennis, W. (1997). *Managing people is like herding cats*. Provo, UT: Executive Excellence Publishing.
- Bennis, W. (1989a). *On becoming a leader*. Reading, MA: Addison-Wesley Publishing Company, Inc.
- Bennis, W., & Nanus, B. (1997). *Leaders: Strategies for taking charge*. New York, NY: Harper Collins Publishers.
- Berube, M. S. (Ed.). (1976). *The American heritage dictionary*. Boston: Houghton Mifflin Company.
- Blanchard, K. (1995). Servant leadership. *Executive Excellence*, 12(10), 12.
- Blanchard, K. (1998). Servant-leadership revisited. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and servant-leadership* (pp. 21-37). New York: John Wiley & Sons, Inc.
- Blanchard, K., & O'Connor, M. (1997). *Managing by values*. San Francisco: Berrett-Koehler Publishers.
- Blanchard, K. (2002). The heart of servant leadership. In L. C. Spears (Ed.), *Focus on leadership: Servant-leadership for the 21st century* (pp. ix-xii). New York: John Wiley & Sons, Inc.

- Blanchard, K., & O'Connor, M. (1997). *Managing by values*. San Francisco: Berrett-Koehler Publishers.
- Block, P. (1993). *Stewardship: Choosing service over self-interest*. San Francisco: Berrett-Koehler Publishers.
- Bole, W. (1994, April 30). Servant leadership, a '70s concept, opens doors to possibilities. *National Catholic Reporter*, 23, 4.
- Book, E. W. (1998, March). Leadership for the millennium. *Working Woman*, 29-33.
- Bottum, B., & Lenz, D. (1998). Within our reach: Servant leadership for the twenty-first century. In Spears, L. C. (Ed.), *Insights on leadership service, stewardship, spirit, and servant leadership*. (pp. 157-169). New York: John Wiley & Sons, Inc.
- Bower, M. (1997). Developing leaders in a business. *The McKinsey Quarterly*, 4, 14.
- Bowman, M. A. (1997). Popular approaches to leadership. In P. G. Northouse (Ed.) *Leadership: Theory and practice*. Thousand Oaks: Sage Publications.
- Bradford, D. L., & Cohen, A. R. (1984). *Managing for excellence*. New York: John Wiley & Sons.
- Braham, J. (1999, February 1). The spiritual side. *Industry Week*, 48-56.
- Braye, R. H. (2000). Servant-leadership: Belief and practice in women-led businesses. *Dissertation Abstracts Online*, 9981536.
- Briner, B., & Pritchard, R. (1998). *More leadership lessons of Jesus: A timeless model for today's leaders*. Nashville, TN: Broadman & Holman Publishers.
- Brody, D. (1995). First among equals: A corporate executive's vision and the reemerging philosophy of trustees as servant leaders. In L. C. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant leadership influenced today's top management thinkers* (pp. 129-132). New York: John Wiley & Sons, Inc.
- Brown, P. D. (1996). *Learning to lead from your spiritual center*. Nashville, TN: Abingdon Press.
- Buchen, I. H. (1998). Servant leadership: A model for future faculty and future institutions. *The Journal of Leadership Studies*, 5(1), 125-134.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row, Publishers.
- Byrne, F. M. (1997). The Biblical motif of the servant: A theology for mission. (Doctoral dissertation, Fuller Theological Seminary, 1997). Digital Dissertations UMI9713164.
- Caldwell, C., Bischoff, S. J., & Karri, R. (2002, March). The four umpires: A paradigm for ethical leadership. *Journal of Business Ethics*, 36(1/2), 153-163.
- Carless, S. A. (1998). Assessing the discriminant validity of transformational leader behavior as measured by the MLQ (Multifactor Leadership Questionnaire). *Journal of Occupational and Organizational Psychology*, 71 (4), 353-358.
- Carlson, D. S., & Perrewe, P. L. (1995). Institutionalization of organizational ethics through transformational leadership. *Journal of Business Ethics*, 14, 829-838.
- Carter, J. (1996). *Living faith*. New York, NY: Random House.
- Cedar, P. A. (1987). *Strength in servant leadership*. Waco, TX: Word Books.
- Cedar, P. A. (1987). *Strength in servant leadership*. Waco, TX: Word Books.
- Chewning, R. C. (2000 Spring/Summer). Leadership's role in servanthood. *Baylor Business Review*, 18(1), 15.
- Clawson, J. G. (1999). *Level three leadership: Getting below the surface*. Upper Saddle River, NJ: Prentice-Hall, Inc.
- Collins, J. (2001). *Good to great: Why some companies make the leap...and others don't*. New York: Harper Collins Publishing.
- Conger, J. (1989). Leadership: The art of empowering others. *Academy of Management Executives*, 3(1), 17-24.
- Conger, J. (1995). *Spirit at work: Discovering spirituality in leadership*. San Francisco: Jossey-Bass Publishers.
- Contee-Borders, A. K. (2003). A case study defining servant leadership in the workplace. (Doctoral dissertation, Regent University, 2002). Dissertation Abstracts International, 63/10, p. 3631.
- Covey, S. R. (1994a). New wine, old bottles. *Executive Excellence*, 11(12), 3-4.
- Covey, S. R. (1994b). Serving the one. *Executive Excellence*, 11(9), 3-4.
- Covey, S. R. (1996). Line-of-sight leadership. *Executive Excellence*, 13(4), 5-6.
- Covey, S. R. (1998). Servant-leadership from the inside out. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and servant leadership* (pp. xi-xvii). New York: John Wiley & Sons, Inc.
- Covey, S. R. (1989). *The 7 habits of highly effective people*. New York: Simon & Schuster.
- Covey, S. R. (1996a). Three roles of the leader in the new paradigm. In F. Hesselbein, M. Goldsmith, and R. Beckhard (Ed.), *The leader of the future: New visions, strategies, and practices for the next era*. San Francisco: Jossey-Bass Publisher.

- Covey, S. (2002). Servant-leadership and community leadership in the twenty-first century. In Spears, L. (Ed.). *Focus on leadership: Servant-leadership for the 21st Century* (pp. 27-34). New York: John Wiley & Sons, Inc.
- Cox, R. O. (1999, October). Quality in nonprofits: No longer uncharted territory. *Quality Progress*, 32(10), 57-61.
- Crom, M. (1998). The leader as servant. *The Leader*, 35(7), 6.
- Crosby, P. B. (1996). *The absolutes of leadership*. San Francisco: Jossey-Bass Publishers.
- Crabtree, M. (2000). *Characteristics of biblical leadership*. Unpublished manuscript, Regent University.
- Dalla Costa, J. (1998). *The ethical imperative: Why moral leadership is good business*. Reading, MA: Addison-Wesley.
- DellaVecchio, D. (2000, August). *Evolution of leadership and organizational development theory*. Unpublished manuscript. Virginia Beach, VA: Regent University, School of Leadership Studies.
- DePree, M. (1989). *Leadership is an art*. New York: Doubleday.
- DePree, M. (1997). *Leading without power: Finding hope in serving community*. San Francisco: Jossey-Bass Publishers.
- DePree, M. (1995). In L. C. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers*. (pp. ix-x). New York: John Wiley & Sons, Inc.
- DeStefano, J. (1988, March). Tracing the vision and impact of Robert K. Greenleaf. Paper presented at a conference sponsored by the Robert K. Greenleaf Center, Atlanta, GA.
- Dixon, D. L. (1998). The balanced CEO: A transformational leader and a capable manager. *Health Forum Journal*, 41(2), 26-29.
- Drucker, P. F. (1992). *Managing for the future*. New York: Brilliance.
- Drucker, P. F. (2004). The age of social transformation. *The Atlantic Monthly*, 274(3), 53-56ff.
- Egan, T. (1994). Samaritan leadership. *The Journal of Experiential Education*, 17(2), 13-17.
- Engstrom, T. W. (1976). *The making of a Christian leader*. Grand Rapids, MI: Zondervan Press.
- Fairholm, G. W. (1997). *Capturing the heart of leadership: Spirituality and community in the new American workplace*. London: Praeger.
- Farling, M. L., Stone, A. G., & Winston, B. E. (1999). Servant leadership: Setting the stage for empirical research. *The Journal of Leadership Studies*, 6(1/2), 49-72.
- Feagan, J. R., Orum, A. M., & Sjoberg, G. (1991). *A case for case study*. Chapel Hill: University of North Carolina Press.
- Fielder, F. E. (1978). The contingency model and the dynamics of the leadership process. In (Berkowitz, L., ed) *Advances in experimental social psychology*. New York: Academic Press.
- Ford, L. (1991). *Transforming leadership: Jesus' way of creating vision, shaping values and empowering change*. Downers Grove, IL: Intervarsity Press.
- Foster, B. A. (2000). Barriers to servant leadership: Perceived organizational elements that impede servant leader effectiveness. *Digital DissertationAbstract*, 0074230.
- Foster, R. A. (1995). Stewardship: Sign and substance of the Christian life as taught in the New Testament. *Southwestern Journal of Theology*, XLV(1), 15-22.
- Fraker, A. T., & Spears, L. C. (1996). *Seeker and servant: Reflections on religious leadership*. San Francisco: Jossey-Bass Publishers.
- Freedom Automotive New Employee Orientation Handbook*. (2001). Virginia Beach, VA: Freedom Automotive.
- Frick, D. M., & Spears, L. C. (Ed.). (1996). *On becoming a servant leader: The private writings of Robert K. Greenleaf*. San Francisco: Jossey-Bass Publishers.
- Frohlich, N., Oppenheimer, J. A., & Young, O. R. (1971). *Political leadership and collective goods*. Princeton: Princeton University Press.
- Frost, J. C. (1993). *Leadership for the twenty-first century*. Westport, CT: Praeger.
- Fryar, J. (2000a). *Servant leadership*. Unpublished manuscript.
- Fryar, J. (2000b). *Trust*. Unpublished manuscript.
- Gardner, J. W. (1990). *On leadership*. New York: The Free Press.
- Gaston, G. H. (1987). A model for leadership: Servant stewardship ministry. *Southwestern Journal of Theology*, 29(2), 35-43.
- Geier, J. G. (1967 December). A trait approach to the study of leadership in small groups. *Journal of Communications*.
- Giampetro-Meyer, A., Brown, T., Browne, S. J., & Kubasek, N. (1998). Do we really want more leaders in business? *Journal of Business Ethics*, 17(15), 1727-1736.

- Giddings, F. (1924). The study of cases. *Journal of Social Forces*, 2(5), 643-646.
- Glesne, C. (1999). *Becoming qualitative researchers: An introduction*. New York: Longman.
- Gini, A. (1998). Moral leadership and business ethics. In G. R. Hickman (Ed.), *Leading organizations: Perspectives for a new era*. Thousand Oaks: Sage Publications.
- Girden, E. R. (2001). *Evaluating research articles*. Thousand Oaks: Sage Publications.
- Glesne, C. (1999). *Becoming qualitative researchers: An introduction*. New York, NY: Longman.
- Goeglein, A. T. (1997). Values-based transformational leadership: The relationship between consciousness, values, and skills. *Dissertation Abstracts Online*, 9734282.
- Greenleaf, R. K. (1967). *Have you a dream deferred?* Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1970). *The servant as leader*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1972a). *The institution as servant*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1972b). *Trustees as servants*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1973). Types of leaders. In A. T. Fraker & L. C. Spears (Eds.), *Seeker and servant* (pp. 89-100). San Francisco: Jossey-Bass.
- Greenleaf, R. K. (1975). *Advises as servants*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York: Paulist Press.
- Greenleaf, R. K. (1978). *The leadership crisis*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1980). Servant: Retrospect and prospect. In L. C. Spears (Ed.), *The power of servant leadership* (pp. 17-60). San Francisco: Berrett-Koehler Publishers, Inc.
- Greenleaf, R. K. (1984). *Life's choices and markers*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1985). *The servant leader*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1987). *Spirituality as leadership*. Indianapolis: The Robert K. Greenleaf Center.
- Greenleaf, R. K. (1996a). Leadership and the individual: The Dartmouth lectures. In D. M. Frick & L. C. Spears (Eds.), *On becoming a servant leader* (pp. 284-338). San Francisco: Jossey-Bass Publishers.
- Greenleaf, R. K. (1996b). *On becoming a servant leader*. San Francisco: Jossey Bass Publishers.
- Greenleaf, R. K. (1996c). *Seeker and servant*. San Francisco: Jossey-Bass Publishers.
- Greenleaf, R. K. (1998). The leadership crisis. In L. C. Spears (Ed.), *The power of servant leadership* (pp. 27-60). San Francisco: Berrett-Koehler Publishers, Inc.
- Grubbs, J. R. (1999). The transformational leader. *Occupational Health & Safety*, 68(8), 22-26.
- Habecker, E. B. (2000). *Why servant leadership is not enough*. Paper presented at Regent University's 2000 Servant Leadership Conference, Virginia Beach, VA.
- Hare, S. (1996). The paradox of moral humility. *American Philosophical Quarterly*, 33, 235.
- Hatch, M. J. (1997). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford: Oxford University Press.
- Heckscher, C., & Donnellon, A. (Eds.). (1994). *The post-bureaucratic organization: New perspectives on organizational change*. Thousand Oaks, CA: Sage Publications.
- Heifetz, R. A. (1994). *Leadership without easy answers*. Cambridge, MA: Harvard University Press.
- Heifetz, R. A., & Laurie, D. L. (1997). The work of leadership. *Harvard Business Review on Leadership*, (pp. 171-198). Boston: Harvard Business School Publishing.
- Hersey, P. (1984). *The situational leader*. Escondido, CA: Center for Leadership Studies.
- Hersey, P., & Blanchard, K. (1996). Great ideas revisited. *Training and Development*, 50(1), 42-49.
- Hersey, P., Blanchard, K. H., & Johnson, D. E. (1996). *Management of organizational behavior: Utilizing human resources*. Upper Saddle River, NJ: Prentice Hall.
- Herzberg, F. (1966). *Work and the nature of man*. New York: World Publishing Co.
- Hesse, H. (1956). *The journey to the east*. New York: The Noonday Press.
- Hickman, C. (1989, December). Soul of leadership. *Executive Excellence*, 6(12), 15-16.
- Hickman, G. R. (Ed.). (1998). *Leading organizations: Perspectives for a new era*. Thousand Oaks, CA: Sage Publications.
- Holden, L. P. (1988). The team manager as visionary and servant. *Managers Magazine*, 63(11), 6-9.
- Horsman, J. H. (2001). Perspectives of servant leadership and spirit in organizations. *Dissertation Abstracts Online*, 8936785.
- House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis? *Journal of Management*, 23(3), 409-473.
- Howell, J., & Avolio, B. J. (1992). The ethics of charismatic leadership. *Academy of Management Executive*, 6(2).

- Hoyle, G. M. (1990). Servanthood. *Healthcare Financial Management*, 44(3), 10.
- Huey, J. (1994, February 21). The new post-heroic leadership. *Fortune*, 42-50.
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (1993). *Leadership: Enhancing the lessons of experience*. Homewood, IL: Richard D. Irwin, Inc.
- Hunt, J. G. (1991). *Leadership: A new synthesis*. Newbury Park, CA: Sage Publications.
- Jaworski, J. (1996). *Synchronicity: The inner path of leadership*. San Francisco: Berrett-Koehler.
- Jensen, B. (2000). *A review of the servant as leader*. Indianapolis: The Greenleaf Center for Servant Leadership.
- Jones, L.B. (1995). *Jesus CEO: Using ancient wisdom for visionary leadership*. New York, NY: Hyperion.
- Kaplan, S. (2000). Human nature and environmentally responsible behavior. *Journal of Social Issues*, 56, 491.
- Kearns, K. P. (1996). *Managing for accountability: Preserving the public trust in public and nonprofit organizations*. San Francisco: Jossey-Bass Publishers.
- Keeley, M. (1995). The trouble with transformational leadership: Toward a federalist ethic for organizations. *Business Ethics Quarterly*, 5(1), 67-96.
- Kennedy, R. G. (1995). Virtue and corporate culture: The ethical formation of baby wolverines. *Review of Business*, 17, 10.
- Keller, R. T. (1995, May/June). Transformational leaders make a difference. *Research Technology Management*, 38(3), 41-48.
- Kelley, M. (1998). The new leadership. In L. C. Spears (Ed.), *Reflections on leadership*. New York: John Wiley & Sons, Inc.
- Kiechel, K. (1992). The leader as servant. *Fortune*, 125(9), 121-122.
- Kim, D. H. (2004). Foresight as the central ethic of leadership. In L. C. Spears & M. Lawrence (Ed.), *Practicing servant leadership: Succeeding through trust, bravery, and forgiveness* (pp. 201-224). San Francisco: Jossey-Bass.
- Koestenbaum, P. (1991). *Leadership: The inner side of creation*. San Francisco: Jossey-Bass.
- Koestenbaum, P. (1991). *Leadership: The inner side of creation*. San Francisco, CA: Jossey-Bass.
- Koonce, R. (1997, August). Do you have a transformational leadership style? *Bank Marketing*, 29(8), 15.
- Kotter, J. P. (1990). *A force for change: How leadership differs from management*. New York: The Free Press.
- Kouzes, J. M., & Posner, B. Z. (1987). *The leadership challenge* (1st ed.). San Francisco, CA: Jossey-Bass Publishers.
- Kouzes, J. M., & Posner, B. Z. (1993). *Credibility: How leaders gain and lose it, why people demand it*. San Francisco, CA: Jossey-Bass Publishers.
- Kouzes, J. M., & Posner, B. Z. (1995). *The leadership challenge*. San Francisco: Jossey-Bass Publishers.
- Kouzes, J. M., & Posner, B. Z. (2001). *Leadership practices inventory: Participant's workbook*. San Francisco: Jossey-Bass Publishers.
- Kouzes, J. M., & Posner, B. Z. (2003). *Leadership practices inventory: Participant's workbook*. San Francisco, CA: Jossey-Bass Publishers.
- Kouzes, J. M., & Posner, B. Z. (2004). *Christian reflections on the leadership challenge*. San Francisco, CA: Jossey-Bass Publishers.
- Krishnapada, S. (1996). *Leadership for an age of higher consciousness*. New York: Hari-Nama Press.
- Krishnapada, S. (1996). *Leadership for an age of higher consciousness*. New York, NY: Hari-Nama Press.
- Kuhnert, K. W., & Lewis, P. (1987). Transactional and transformational leadership: Constructive/developmental analysis. *Academy of Management Review*, 12(4), 648-657.
- Lad, L. J., & Luechauer, D. (1998). On the path to servant leadership. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit and servant-leadership* (pp.54-67). New York: John Wiley & Sons, Inc.
- Laub, J. A. (1999). Assessing the servant organization: Development of the servant organizational leadership assessment (SOLA) instrument. *Dissertations Abstracts Online*, 9921922.
- Leduc, L. (2003, September). More light on the paradox. *Canada Magazine*, 136(7), pp. 31-32.
- Lee, C., & Zemke, R. (1993). The search for spirit in the workplace. *Training*, 30(6), 21-23.
- Lichtheim, M. (1973). *Ancient Egyptian literature. Vol. 1: The old and middle kingdoms*. Los Angeles: University of California Press.
- Lloyd, B. (1996). A new approach to leadership. *Leadership & Organization Development Journal*, 17(7), 29-32.

- Lopez, I. O. (1995). Becoming a servant-leader. The personal development path. In L. C. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers* (pp. 149-160). New York: John Wiley & Sons, Inc.
- Lubin, K. A. (2001). Visionary leader behaviors and their congruency with servant leadership characteristics. *Dissertation Abstracts Online*, 3022943.
- Machiavelli, N. (1989). *The Prince*. Chicago: University of Chicago Press.
- Mackay, J. A. (1969). *Christian reality and appearance*. Richmond, VA: John Knox Press.
- Manz, C. C. (1998). *The leadership wisdom of Jesus: Practical lessons for today*. San Francisco: Berrett-Koehler Publishers, Inc.
- Marcel, G. (1962). *Man against society*. Baton Rouge, LA: Charleston Press.
- Mark, R. (1996). *Research made simple: A handbook for social workers*. Thousand Oaks, CA: Sage Publications.
- Mark, R. (1996). *Research made simple: A handbook for social workers*. Thousand Oaks, CA: Sage Publications.
- Maslow, A. H. (1959). *New knowledge in human values*. New York: Harper & Row Publishers, Inc.
- Maxwell, J. A. (1996). *Qualitative research design: An interactive approach*. Thousand Oaks, CA: Sage publications.
- Maxwell, J. C. (1998). *The 21 irrefutable laws of leadership: Follow them and people will follow you*. Nashville, TN: Thomas Nelson Publishers.
- Maxwell, J. C. (2004). In J. M. Kouzes and B. Z. Posner (Eds.), *Christian reflections on The Leadership Challenge* (pp. ix-xi). San Francisco: Jossey-Bass, Inc.
- Maynard, G. F., & Poole, Dennis L. (1998, November). Stewardship: distinguishing characteristic of not-for-profit health care. *Health and Social Work*, 23(4), 243-249. Retrieved May 31, 2004 from Expanded Academic [online database].
- Mayo, E. (1933). *The human problems of an industrial civilization*. New York: The McMillan Company.
- McAllister-Wilson, D. (2004). Reflections on inspire a shared vision. In J. M. Kouzes and B. Z. Posner (Eds.), *Christian reflections on the Leadership Challenge* (pp. 55-88). San Francisco: Jossey-Bass, Inc.
- McBee, S. (2002). *To Lead is to Serve*, New York: Shar McBee Publishing
- McBrien, R. P. (1993, February). In search of spiritual leadership. *National Catholic Reporter*, 29(16), 2.
- McCullum, J. (1995). Chaos, complexity, and servant-leadership. In L. C. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant leadership influenced today's top management thinkers* (pp.241-256). New York: John Wiley & Sons, Inc.
- McGee-Cooper, A. (1998). Accountability as covenant: The taproot of servant leadership. In Spears, L. C. (Ed.), *Insights on leadership: Service, stewardship, spirit, and servant-leadership* (pp. 77-84). New York: John Wiley & Sons, Inc.
- McGee-Cooper, A., & Trammell, D. (1995). Servant leadership: Is there really time for it? In L. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant leadership influenced today's top management thinkers* (pp. 138-149). New York: John Wiley & Sons, Inc.
- McGee-Cooper, A., & Trammell, D. (2002). From hero-as-leader to servant-as-leader. In L. Spears (Ed.), *Focus on leadership: Servant-Leadership for the 21st Century*. (pp. 141-151). New York: John Wiley & Sons, Inc.
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.
- McKenna, D. L. (1989). *Power to follow grace to lead: Strategy for the future of Christian leadership*. Dallas, TX: Word Publishing.
- Melrose, K. (1995). *Making the grass greener on your side*. San Francisco: Berrett-Koehler Publishers.
- Melrose, K. (1996). Leader as servant. *Executive Excellence*, 13(4), 20.
- Merriam, S. B. (1988). Case study research in education: A qualitative approach. San Francisco: Jossey Bass.
- Miles, M. B., & Huberman, A. M. (1984). *Qualitative data analysis: A sourcebook of new methods*. Beverly Hills: Sage Publications.
- Miles, R. H. (1997). *Leading corporate transformation: A blueprint for business renewal*. San Francisco, CA: Jossey-Bass Publishers.
- Miller, C. (1995). *The empowered leader: 10 keys to servant leadership*. Nashville, TN: Broadman & Holman Publishers.
- Mintzberg, H. (1999). Managing quietly. *Leader to Leader*. Retrieved online from <http://www.pfdf.org/leaderbooks/L2L/spring99/mintzberg.html>.

- Mitroff, I., & Denton, E. A. (1999). *A spiritual audit of corporate America*. San Francisco: Jossey-Bass Publishers.
- Morgan, G. (1997). *Images of organizations*. Thousand Oaks, CA: Sage Publications.
- Nair, K. (1994). *A higher standard of leadership: Lessons from the life of Gandhi*. San Francisco, CA: Berrett-Koehler Publishers.
- Northouse, P. G. (1997). *Leadership: Theory and practice*. Thousand Oaks: Sage.
- Nott, P. (1986). Towards a theology of leadership. *The Expository Times*, 97, 138-142.
- Nouwen, H. J. M. (1989). *In the name of Jesus: Reflections on Christian leadership*. New York: The Crossroad Publishing Company.
- Novak, M. (1996). *Business as a calling: Work and the examined life*. New York: The Free Press.
- Ortberg, N. (2004). Reflections on enable others to act. In J. M. Kouzes and B. Z. Posner (Eds.), *Christian reflections on the Leadership Challenge* (pp. 85-98). San Francisco: Jossey-Bass, Inc.
- Osborne, R. (1995, May). How Toro saved its soul: CEO Ken Melrose finds profit in principle. *Industry Week*, 38-41.
- Osland, J. S., Kolb, D. A., & Rubin, I. M. (2001). *Organizational behavior reader* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Oster, M. J. (1991). *Vision-driven leadership*. San Bernadino, CA: Here's Life Publishers.
- Parston, G. (1997). Producing social results. In Hesselbein, F., Goldsmith, M. and Beckhard, R., eds., *The organization of the future* (pp. 341-348). San Francisco: Jossey-Bass Publishers.
- Patterson, K. A. (2003). *Servant leadership: A theoretical model*. (Doctoral dissertation, Regent University, 2003). Digital dissertations. (UMI No. 3082719)
- Patton, M. Q. (2002). *Qualitative research & evaluation methods*. Thousand Oaks: Sage Publications.
- Pawar, B. S., & Eastman, K. K. (1997, January). The nature and implications of contextual influences on transformational leadership: A conceptual examination. *Academy of Management Review*, 1, 80-119.
- Peck, M. S. (1995). Servant-leadership training and discipline in authentic community. In (Spears, L., ed), *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers* (pp. 87-98). New York: John Wiley & Sons, Inc.
- Peters, T. J., & Waterman, R. H., Jr. (1982). *In search of excellence*. New York: Harper & Row.
- Pielstick, C. D. (2000). Formal vs. informal leading: A comparative analysis. *Journal of Leadership Studies*, 7, 99.
- Pilch, J. J., & Malina, B. J. (Eds.). (1998). *Handbook of Biblical social values*. Peabody, MA: Hendrickson Publishers.
- Plas, J. M., & Lewis, S. E. (2001). *Person-centered leadership for non-profit organizations: Management that works in high pressure systems*. Thousand Oaks: Sage Publications.
- Podsakoff, P. M., MacKenzie, S., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22(2), 259-298.
- Pollard, W. C. (1996). The leader who serves. In Hesselbein, Goldsmith, and Beckhard (Ed.), *The leader of the future* (pp. 241-248). San Francisco: Jossey-Bass.
- Polle, M. S. (2002). One university's response to the anti-leadership vaccine: Developing servant leaders. *Journal of Leadership Studies*, 8(3), 117-131.
- Porter, B. E. (2000, Fall). A response to "stewardship-leadership: A biblical refinement of servant leadership." *Journal of Biblical Integration in Business*, 39-48.
- Pugh, D. S., & Hickson, D. J. (Eds.) (1993). *Great writers on organizations: The omnibus edition*. Brookfield, VT: Dartmouth Publishing.
- Rainey, H. G., & Watson, S. A. (1996). Transformational leadership and middle management: Towards a role for mere mortals. *International Journal of Public Administration*, 19, 763-801.
- Reagan, R., Anderson, A., Shultz, G. P., Skinner, K. K., & Anderson, M. (2001). *Reagan, in his own hand: The writings of Ronald Reagan that reveal his revolutionary vision for America*. New York: Free Press.
- Rinehart, S. T. (1998). *Upside down: The paradox of servant leadership*. Colorado Springs, CO: NavPress Publishing Group.
- Robbins, S. P. (1993). *Organizational behavior*. Englewood Cliffs, NJ: Prentice Hall.
- Rokeach, M. (1969). *Beliefs, attitudes, and values: A theory of organization and change*. San Francisco: Jossey-Bass.
- Rokeach, M. (1979). *Understanding human values: Individual and societal*. New York: The Free Press.

- Rost, J. C. (1993). Leadership definitions: The 1980s. In (Rost, J.C., ed.) *Leadership for the 21st Century*. New York: Praeger.
- Rosthorn, J. (2000, September). Business ethics auditing: More than a stakeholder's toy. *Journal of Business Ethics*, 27(9), 11. Retrieved May 1, 2004, from Expanded Academic [online database].
- Russell, R. F. (2000). *Exploring the values and attributes of servant leaders*. (Doctoral dissertation, Regent University, 2000). Digital Dissertations. (UMI No. 9999498)
- Russell, R. F. (2001). The role of values in servant leadership. *Leadership and Organizational Development Journal*, 22, 76-84.
- Russell, R. F., & Stone, A. G. (2002). A review of servant leadership attributes: Developing a practical model. *Leadership & Organization Development Journal*, 23(3), 145-157.
- Salamon, L. M. (1999). *America's nonprofit sector: A primer*. New York: Foundation Center.
- Sandage, S. J., & Wiens, T.W. (2001). Contextualizing models of humility and forgiveness: A reply to Gassin. *Journal of Psychology and Theology*, 29, 201.
- Sanders, J. O. (1994). *Spiritual leadership*. Chicago: Moody Press.
- Sanders, T. (2003). *Love is the killer app: How to win business and influence friends*. New York: Three Rivers Press.
- Schein, E. H. (Ed.). (1992). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass Publishers.
- Seitz, S., & Pepitone, S. (1996). Servant leadership: A model for developing college students. *Metropolitan Universities*, 6(4), 113-122.
- Seltzer, J., & Bass, B. M. (1990). Transformational leadership: Beyond initiation and consideration. *Journal of Management*, 16(4), 693-703.
- Sendjaya, S., & Sarros, J.C. (2002, Fall). Servant leadership: Its origin, development, and application in organizations. *Journal of Leadership and Organizational Studies*, 9(2), 57.
- Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. New York, NY: Doubleday.
- Senge, P. M. (1995). Robert Greenleaf's legacy: A new foundation for twenty-first century institutions. In (Spears, L., ed), *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers* (pp. 217-240). New York: John Wiley & Sons, Inc.
- Sergiovanni, T. J. (1993). Frames of leadership. *International Journal of Educational Reform*, 2(1), 20-26.
- Serving all people all the time. (1999). *Chain Store Age*, 75(13), 46-49.
- Sherman, S. (1994, August). Leaders learn to heed the voice within. *Fortune*, 93.
- Smolenyak, M., & Majumdar, A. (1992). What is leadership? *The Journal for Quality and Participation*, 14(4), 28-32.
- Sosik, J. J. (1997). Effects of transformational leadership and anonymity on idea generation in computer-mediated groups. *Group & Organizational Management*, 22(4), 460-487.
- Sosik, J. J. (2000). The role of personal meaning in charismatic leadership. *The Journal of Leadership Studies*, 7(60).
- Spears, L. (1995). *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers*. New York: John Wiley & Sons, Inc.
- Spears, L. (1996). Reflections on Robert K. Greenleaf and servant-leadership. *Leadership & Organization Development Journal*, 17(7), 33-35.
- Spears, L. C. (1998a). Creating caring leadership for the 21st Century. *The Not-for-Profit CEO monthly letter*, 5(9), 1-4.
- Spears, L. C. (Ed.). (1998b). *The power of servant leadership*. San Francisco, CA: Berrett-Koehler Publishers, Inc.
- Spears, L. C. (1998c). Tracing the growing impact of servant leadership. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and servant-leadership* (pp.1-12). New York: John Wiley & Sons, Inc.
- Spears, L. C. (2002). Tracing the past, present, and future of servant leadership. In L. C. Spears and M. Lawrence (Ed.), *Focus on leadership: Servant-leadership for the 21st Century* (pp. 1-16). New York: John Wiley & Sons, Inc.
- Spears, L. C. (2004). The understanding and practice of servant leadership. In L. C. Spears and M. Lawrence (Ed.), *Practicing servant leadership: Succeeding through trust, bravery and forgiveness* (pp.9-24). San Francisco: Jossey-Bass.
- Spears, L. C., & Lawrence, M. (2004). *Practicing servant leadership: Succeeding through trust, bravery, and forgiveness*. San Francisco: Jossey-Bass

- Spencer, H. (1884). *The study of sociology*. New York: D.A. Appleton.
- Srivastva, S. (1983). *The executive mind*. San Francisco, CA: Jossey-Bass Publishers.
- Steinbeck, J. (1952). *East of eden*. New York: Penguin Books.
- Stodgill, R.M. (1974). *Handbook of leadership* (1st ed). New York: Free Press.
- Stone, A. G., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*, 25(4), 349–361.
- Story, C. L. (2000). *Jotham's fable: Leadership called to serve*. Unpublished manuscript, Regent University.
- Story, M. (2002). A breakfast briefing that unscrambled Auckland's road-jam. *New Zealand Management*, 49, 39.
- Strauss, L., & Cropsey, J. (1987). *History of political philosophy* (3rd ed.). Chicago: University of Chicago Press.
- Swindoll, C. R. (1981). *Improving your serve*. Dallas, TX: Word Publishing.
- Tacetta-Chapnick, M. (1996). Transformational leadership. *Nursing Administration Quarterly*, 21(1), 60-66.
- Tacetta-Chapnick, M. (1996). Transformational leadership. *Nursing Administration Quarterly*, 21(1), 60-66.
- Tatum, J. B. (1995). Meditations on servant-leadership. In L. C. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant leadership influenced today's top management thinkers* (pp. 308-312). New York: John Wiley & Sons, Inc.
- Taylor-Gillham, D. (1998). Images of servant leadership in education. *Dissertation Abstracts Online*. (UMI No. 9839549)
- Tesone, D. V. (2000). Leadership and motivating missions: A model for organizations from science literature. *Journal of Leadership Studies*, 7(1), 60-71.
- Tice, L. (1996). Traits of limitless leaders. *Association Management*, 48(1), 16.
- Tichy, N. M., & Devanna, M. A. (1986). *The transformational leader: The key to global competitiveness*. New York: John Wiley & Sons, Inc.
- Tracey, J. B., & Hinkin, T. R. (1994). Transformational leaders in the hospitality industry. *Cornell Hotel & Restaurant Administration Quarterly*, 35(2), 18-24.
- Troy, C. W. (2004, June 3). Non-profits becoming an ever-growing segment of the economy. *Journal Record*, p. 1.
- Tucker, B. A., Stone, A. G., Russell, R. F., & Franz, G. P. (1999). *The importance of leader visibility in servant leadership*. Unpublished manuscript, Regent University.
- Turner, W. B. (2000). *The learning of love: A journey toward servant leadership*. Macon, GA: Smyth and Helwys Publishing.
- VanKuik, A. (1998). The meaning of servant leadership. *Dissertation Abstracts Online*. (UMI No. 0612320294)
- Vanourek, R. A. (1995). Servant-leadership and the future. In L. C. Spears (Ed.), *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers* (pp. 298-308). New York: John Wiley & Sons, Inc.
- Vaughn, F. (2002). What is spiritual intelligence? *Journal of Humanistic Psychology*, 42(2), 16-34.
- Veith, G. E. (1994). *Postmodern times: A Christian guide to contemporary thought and culture*. Wheaton, IL: Crossway Books.
- Vermel, A. (1996, November). An open letter to the board of directors. *Fund Raising Management*, 27(9), 48.
- Walker, J. (2003, July/August). A new call to stewardship and servant leadership. *Nonprofit World*, 21(4), 25.
- Walker, P. D. (1997). A case study of servant leadership. (Doctoral dissertation, University of San Francisco, 1997). *UMI ProQuest Digital Dissertations*. (UMI No. 9728827)
- Walls, W. J. (2000). *Anatomy of a collaboration: An act of servant-leadership*. Indianapolis: The Greenleaf Center for Servant Leadership.
- Ward, T. W. (1996). Servants, leaders and tyrants. In D. H. Elmer & L. McKinney (Eds.), *With an eye on the future: Development and mission in the 21st century* (pp. 2742). Monrovia: PA: MARC Publications.
- Warren, R. (2002). *The purpose driven life*. Grand Rapids: Zondervan.
- Webber, M. (1947). *The theory of social and economic organization*. New York: The Free Press.
- Weitzman, M. S., & Jalandoni, N. T. (2002). *The new nonprofit almanac and desk reference*. San Francisco: Jossey-Bass Publishers.
- Wenderlich, R. L. (1997). *The ABC's of successful leadership: Proven practical attitudes, behaviors & concepts based on core values that result in successful leadership*. Ellicott City, MD: Success Builders, Inc.
- Wheatley, M. J. (1994). *Leadership and the new science*. San Francisco, CA: Berrett-Koehler Publishers.
- Whetstone, J. T. (2002, October). Personalism and moral leadership: The servant leader with a transforming vision. *Business Ethics: A European Review*, 11(4), 385-393.

- Wicker, C. (1998). Seeking the soul of business. In L. C. Spears (Ed.), *Insights on leadership; Service, stewardship, spirit and servant-leadership*. (pp. 246-250). New York: John Wiley & Sons, Inc.
- Wilkes, C. G. (1996). *Jesus on leadership: Becoming a servant leader*. Nashville, TN: LifeWay Press.
- Williams, L. E. (1998). *Servants of the people: The 1960's legacy of African American leadership*. New York: St. Martin's Press.
- Winston, B. E. (1999). *Be a manager for God's sake: Essays about the perfect manager*. Virginia Beach, VA: Regent University School of Business Press.
- Winston, B. E. (2003a). *A complete definition of leadership*. Retrieved online September 30, 2004, from www.brucewinston.com.
- Winston, B. E. (2003b). *Extending Patterson's servant leadership model: Explaining how leaders and followers interact in a circular model*. Unpublished manuscript presented at Servant Leadership Research Roundtable, Regent University, Virginia Beach, VA.
- Wis, R. M. (2002). The conductor as servant leader. *Music Educator's Journal*, 89, 17.
- Woerner, B. J. (1997). Leading by serving. *Christian American*, 5(9), 18-19.
- Wren, J. T. (1995). *The leaders companion: Insights on leadership through the ages*. New York: The Free Press.
- Wright, W.L. (1987, September). Escape from mediocrity. *Personnel Management*, 32(9), 109-119.
- Yin, R. K. (1994). *Case study research: Design and methods*. Thousand Oaks: Sage Publications.
- Youssef, M. (1986). *The leadership style of Jesus*. Wheaton, IL: Victor Books.
- Yu, J. (1998). Virtue: Confucius and Aristotle. *Philosophy East and West*, 48, 323.
- Yukl, G. (2002). *Leadership in organizations*. Upper Saddle River, NJ: Prentice Hall.