

## Experiential Learning for Servant Leadership

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Servant Leadership Research Roundtable – August 2004

Don Page, PhD  
Master of Arts in Leadership Program  
Trinity Western University  
page@twu.ca

This paper presents experiential learning exercises as a means of introducing and reinforcing servant leadership practices in organizations. When practiced regularly, these exercises are a means of overcoming the problem of people not applying what they have learned through servant leadership and leadership workshops and training.

As a teacher of leadership, I have always been concerned about how much of what I teach actually makes a difference in the lives of my students and their leadership opportunities. In the past 10 years, I have been able to observe and evaluate this in my undergraduate leadership students, who are supposed to practice leadership on campus, and with my graduate students, who are in established leadership positions in the fields of business, health care, education, non-profit international development, Christian ministry, and university student affairs. I have also been the founder and program director for the Council of Christian Colleges and Universities' Executive Leadership Development Institute, which prepares new university presidents and chief academic officers, and the Leadership Development Institute for developing emerging academic leaders at the departmental and faculty levels. In addition to these long-term roles, I have conducted over 100 leadership workshops of 1 to 5 days duration for such diverse groups as university faculty, school principals, church leaders, police forces, fire departments, hi-tech businesses, and non-profit organizations. All of this came after almost three decades and several careers of leading hundreds of people in multi-million dollar organizations. Each leadership opportunity was a distinct experience as the circumstances, culture, tasks, and people were different, and so it is with my present mantle.

Leadership development is not like a sausage factory where you go in one end and come out the other a leader. Leadership requires adaptation to specific and changing circumstances which makes leadership development a journey rather than a destination. Leadership is also being increasingly built on relationships and, as several recent longitudinal studies have shown, companies with progressive and developmental human resource practices are significantly more profitable and growth-oriented over the long term (Kanter, 1984, p. 19). Leadership cannot be learned only in the classroom. Leadership is more than a position. It is a responsibility that is conferred on a person by someone in authority or by those whom he or she leads. As research from the Center for Creative Leadership in Greensboro, North Carolina, has demonstrated, leadership development may be informed by study and practice, but it becomes a reality only when it is applied in the actual exercise of leadership. Ultimately, there is no substitute for learning leadership skills through on-the-job training and learning (McCall, 1988, 1998). But most leaders need help in converting those experiences into valuable lessons for their leadership, and that is where leadership guidance, understanding, and development are required beyond the job. When an action-oriented leader gets under pressure, he or she usually reverts to

# Experiential Learning For Servant Leadership

**Frank H. Freeman, Sara N. King**



## **Experiential Learning For Servant Leadership:**

Enhancing Team Effectiveness Jason Roger Weber, 2023 The practice of improving team behavior that translates into greater team effectiveness is a topic that researchers have examined through several lenses As with the variations in how leadership theory can apply to teams methods for improving team effectiveness are also numerous The goal for this study is to identify the impact of servant leadership training on team effectiveness Irving and Longbotham 2006 provide a framework of servant leadership themes adherence to which should achieve that increase in effectiveness Kolb s 1984 Experiential Learning Theory ELT informed the design of the training McLeod 2017 and the Team Effectiveness Questionnaire TEQ was the primary assessment tool With a sample size of 20 teams consisting of the staff of an academic health sciences center the eight domains within the TEQ were the variables analyzed through a paired samples t test Examining total team scores and domain scores from between group variance and within group variance provided the total variance within each domain and team After completing this study teams that engaged with the servant leadership themes saw an increase in team and domain scores 2.98 average between post and pre TEQ Teams that did not receive additional training on those themes saw some team and domain score improvements 1.63 average between post and pre TEQ This study adds to the literature by demonstrating the effect of applying servant leadership themes on team effectiveness through an educational development program and self directed learning

Experiential Learning Creating Leadership Development Among Fraternity and Sorority College Student Leaders Anna Marie Limbaugh, Washington State University. Department of Educational Leadership and Counselor Psychology, 2013

*Leadership in a New Era* John Renesch, 1994-01-01 Leadership in a New Era is a collection of vision and wisdom for tomorrow s business leaders presented by a group of outstanding men and women in a joint collaboration This rare combination of business executives professional consultants successful authors and leadership scholars has come together with a common theme new times call for new leadership Their collective voice calls for a fundamental transformation in the way we lead the way we see leaders the way we allow ourselves to be led and how we think about leadership Topics include Difficult Issues and Challenging Times The Leader s New Responsibility Leadership in an Era of Paradox New Thinking for New Leaders and Implementing New Leadership Contributions by such successful authors on the subject of New Leadership as Warren Bennis Leaders and On Becoming a Leader Margaret Wheatley Leadership and the New Science James Autry Love Profit and Work Life Max DePree Leadership is an Art and Leadership Jazz and Ann Morrison The New Leaders and Breaking the Glass Ceiling highlight this rich collection of essays which is edited by John Renesch business futurist and author of Getting to the Better Future This book was created for the individual who recognizes that he or she could be doing more to improve or even transform their own role in their organizations or their organization s role in the world Whether the reader is a middle manager a CEO a sales rep or an accountant he or she will find incredible value from the treasure chest of ideas shared by these authors

Synergist, 1979 **Leading Business**

**Beyond Profit** Michiel Frederick Coetzer Ph.D.,2019-01-01 Poor and ineffective leadership is evident in all spheres of life especially in business A possible reason for the current leadership crises is the application of ineffective and self serving leadership practices that only aim to achieve selfish and short term objectives at the detriment and longevity of people business society as well as the environment This book proposes a more effective and proven leadership approach to sustain people business society and the environment namely servant leadership It describes the dimensions and functions of a servant leader in detail and provides practical resources to apply servant leadership in any organization This book also provides several systematic leadership frameworks to empower people and to build high performing and significant organizations Leaders consultants and practitioners can use this book as a guide to implement servant leadership in a company to ultimately create a more profitable significant and sustainable organization *Educating Nurses for Leadership* Harriet R. Feldman, PhD, RN, FAAN,2005-04-18 Winner of an AJN Book of the Year Award Nurses are presented with the challenge of leading a variety of groups in our healthcare environment ranging from patients and families to communities and organizations While there appears to be little time for leadership development leadership skills are in great demand This first book of its kind fills the leadership development void not perviously addressed in nursing education *Combining Service and Learning* Jane C. Kendall,1990 Reflections on Leadership Larry C. Spears,1995-05-29 I believe that Bob Greenleaf s essay The Servant as Leader is the most singular and useful statement on leadership that I have read in the last 20 years Despite a virtual tidal wave of books on leadership during the last few years there is something different about Bob Greenleaf s essay something both simpler and more profound For many years I simply told people not to waste their time reading all the other managerial leadership books If you are really serious about the deeper territory of true leadership I would say read Greenleaf from Chapter 20 by Peter M Senge Director of the Center for Organizational Learning at MIT s Sloan School of Management and author of The Fifth Discipline The Art and Practice of the Learning Organization There is a building momentum for enlightened leadership in the for profit world the social sector and many areas of government today Good books that deal with the beliefs and convictions that nurture this movement are not easy to find This is one Reflections on Leadership is a worthy and worthwhile gift to all those who attach high value both to their responsibilities and to the people with whom they work from the Foreword by Max DePree Chairman and CEO of Herman Miller Inc and author of Leadership Is an Art and Leadership Jazz I could give you three examples of major businesses who have used this business of servant leadership training at times of terrible crisis and have worked themselves out of the crisis Practicing servant leadership had absolutely enormous incredible benefits for them and then they threw it away Because as soon as the crisis passed they said why exert ourselves The great problem is not how to teach servant leadership in the first place but to get organizations to continue to use it and embed it in part of their culture from Chapter 7 by M Scott Peck author of The Road Less Traveled Reflections on Leadership is fitting tribute to a man whose own sense of service has given all of us hope that at

long last leaders will recognize that power of purpose is far stronger than power of position After nearly 30 years Robert K Greenleaf s work has struck a resonant chord in the minds and hearts of scholars and practitioners alike His message lives through others the true legacy of a servant leader Jim Kouzes Chairman and CEO of TPG Learning Systems and coauthor of The Leadership Challenge and Credibility We are each indebted to Greenleaf for bringing spirit and values into the workplace His ideas will have enduring value for every generation of leaders Peter Block Founding Partner Designed Learning Inc and author of The Empowered Manager Flawless Consulting and Stewardship Choosing Service Over Self Interest In the twenty five years since Robert K Greenleaf first articulated his vision of servant leadership the world has seen a steady expansion in the influence of the man and his ideas Hailed as the grandfather of the modern empowerment movement in business leadership Greenleaf described true leaders as those who lead by serving others empowering them to reach their full potential He saw the ideal leader as one who transforms and integrates an organization a steward with a commitment to the growth of people and the building of a community Reflections on Leadership demonstrates the scope of Greenleaf s impact on contemporary management theory and offers key essays by Greenleaf and his leading business and intellectual disciples They include such influential thinkers as M Scott Peck author of The Road Less Traveled and Peter Senge author of The Fifth Discipline Despite all the buzz about modern leadership techniques no one knows better than Greenleaf what really matters Working Woman magazine Reflections on Leadership opens with two remarkable essays by Greenleaf himself One of them Reflections from Experience published here for the first time presents Greenleaf s prophetic observations on the use of executive power in an organization In Life s Choices and Markers Greenleaf recounts five significant influences that led him to develop his revolutionary ideas on the nature of leadership Servant leadership deals with the reality of power in everyday life its legitimacy the ethical restraints upon it and the beneficial results that can be attained through the appropriate use of power The New York Times In Reflections on Leadership a host of notable management thinkers explore the implications of the servant leadership concept in such areas as Business ethics Team building and servant leadership Corporate risk taking Spirit in the workplace Becoming a servant leader The future of leadership For those who have already benefited from Greenleaf s ideas and wish to deepen their understanding this is an essential book It is also the ideal introduction for those eager to draw on a source of wisdom that has inspired so many others

Insights on Leadership Larry C. Spears,1998 In this sequel to Reflections on leadership many of today s most respected business thinkers share their insights into key aspects of Robert Greenleaf s revolutionary thinking Jacket *Educational Foundations* ,1996 *Michigan Journal of Community Service Learning* ,1996 **Leadership Education 1992-1993** Frank H. Freeman,Sara N. King,1992 The SOURCE BOOK is a reference volume that provides readers with current information on the latest resources in leadership development The fourth in a series the 1992 1993 edition offers two new sections along with updates to previous editions Leadership Technologies a new section on instruments simulations

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