

**The Leader As Servant**  
**ED 645-1**  
**Fall - 2010**  
**Ambrose (3 Hours Credit)**

Terry Young, Adjunct Professor, PhD

Class Times: Tuesday – 6:30 to 9:30pm

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Class Location: Room 2133

Office Location: Adjunct Office – 2<sup>nd</sup> Floor of Ambrose

### **Course Description**

This course will wrestle with a way of leading that has been the focus of much dialogue and debate in recent leadership studies. The core question of this course will be – How does one lead with a servant mindset, and how is such leadership practiced in the real world of power, position, and politics? The concept of servant leadership, rooted in the model of Jesus, portrays real influence in the world as something that begins at the heart level with a commitment to serve, inspire, challenge, and lift others to a greater experience of life and effectiveness in the world. Though it is one thing to espouse this commitment; it's another thing to practice the skills to make this actually happen. Regardless of leadership context, this course experience will seek to clarify the philosophy and practice at the heart of leading others as a servant.

### **Course Objectives:**

- To grasp a biblical perspective on servant-hood and the application of this perspective to one's personal leadership context
- To distinguish between popular and/or secular notions of servant leadership AND the servant leadership taught and modeled by Jesus
- To journey with a single text of the New Testament in order to explore its depth and to translate this deep reflection into a tool for ministry
- To explore and comprehend the most important research on servant leadership and to synthesize this research into a working model for influence in the world
- This working model will be manifest in the shaping of a personal philosophy for leading as a servant so as to move participants in this course towards the embracing of a “leader as servant” posture in whatever context they may lead and
- To explore several examples of organizations that base their practice on a SL (Servant Leader) model and where “abundant” or “positively deviant” environments are evidenced
- To utilize an approach to leadership learning called “case-in-point” – this is an approach that uses our own personal experience as a key source for learning about servant leadership

### **Required Texts:**

Blanchard, K & Hodges, P. (2005). Lead like Jesus: Lessons from the greatest leadership role model of all time. Nashville, TN: Word.

DePree, Max (1997). Leading without power: Finding hope in serving community. San Francisco: Jossey Bass.

Greenleaf, Robert (1977). Servant leadership: A journey into the nature of legitimate power and greatness. Mahwah, NJ: Paulist Press.

Kahane, Adam (2010). Power and love: A theory and practice of social change. San Francisco: Berrett Koehler.

O'Toole, James (1995). Leading change: Overcoming the ideology of comfort and the tyranny of custom. San Francisco: Jossey Bass.

Wilkes, C. Gene (1998). Jesus on leadership: Discovering the secrets of servant leadership from the life of Christ. Wheaton, IL: Tyndale House.

### **PLUS**

Other Reading Materials – A compilation of materials that will complement the required texts. These materials will complement the required texts, serve as the basis of class team dialogues, and fulfill the required reading goal for a three hour graduate level course.

### **Recommended Texts for Your Library:**

Carson, D. A. (1993). The cross and Christian ministry: Leadership lessons from I Corinthians. Grand Rapids: Baker Books.

George, Bill (2007). True north: Discover your authentic leadership. San Francisco: Jossey Bass.

Hunter, J. C. (1998). The servant: A simple story about the true essence of success. New York: Crown Business.

Trompenaars, Fons (2010). Servant leadership across cultures: Harnessing the strength of the world's most powerful management philosophy. New York: McGraw Hill.

Stott, J. (2002). Basic Christian leadership: Biblical models of church, gospel and ministry. Downers Grove, IL: Inter Varsity Press.

## Assignment Summary:

#1 – **Living “with a text” Journal** – For the next thirteen weeks I want you to fully live with a chosen text of scripture that relates directly to servant leadership. You are to read this text daily and then reflect and write on your insights, thoughts, and discoveries. Dig deep in terms of the context, flow, specific words. You can doodle, mind map, bullet point, cut and paste images, or simply journal your thoughts as you live in and with this text over the course of this class. You are also encouraged to observe leadership around you – where do you see this text “living” OR “not-living”. We will take time in our final class sessions to share our discoveries.

Text choices –Matthew 5:3-12; Mark 10:35-45; John 13; I Corinthians 4:1-7; I Corinthians 13:4-9; Philippians 2:5-11; I Thessalonians 5:12-24; II Timothy 2:1-13; II Peter 5:1-4 or text of your choice that focuses on servanthood / service and leading / influencing.

Due Date: Your Journal will not leave your hands. We will simply share our discoveries in our final class together. *This will be our “final exam” but without a list of questions.*

#2 – **Write a Personal Reflection Paper** on DePree or Kahane or Greenleaf. This paper is your reflection on the principles in your chosen book. Pick three to four concepts and personally interact with the author’s perspective. Conclude by how this work has challenged your thinking and practice of servant leadership for the future. This paper is to be no more than seven pages double spaced and formatted accordingly.

Due Date: October 19, 2010

#3 – **Compile a TOP TEN Lessons Paper** on James O’Toole – Leading Change. As you read O’Toole record the top ten lessons or principles that you would take from this book for the practice of your leadership. Summarize the lesson or principle and then reflect and write why this point is important to you and to the living out of servant leadership. This paper is to be no more than two pages single spaced. We will share our learning on O’Toole by distributing everyone’s two-pager to the entire class team.

Due Date: November 16, 2010

#4 – **Training Sessions on Servanthood (Note: Assignment 4 is linked to Assignment 1)** – From your “living with a text” experience further develop these reflections on your chosen text into two separate but related training sessions for a leadership group. This can be creatively framed but must be two sessions that would require 30-45 minutes to present and lead. It can be a workshop or seminar format, retreat sessions, a bible study, or a formal teaching/preaching format. The goal of this assignment is to provide you with a transferable learning tool that you can apply to a future context. The assignment submission must be a one page outline of each session plus whatever other materials you would use – handouts, power point slides, videos, visuals, or other instructional assists.

Due Date – November 30, 2010

**#5 – Servant Leader Presentation** – You will be given freedom to choose a biblical, historical, or contemporary leader that exemplifies the core qualities of servant leadership. You will be given 15-20 minutes to present your project to the rest of the class and the profile must include the following elements – Who was or is this person? What was the context of their leadership? How did/does their life exemplify servant leadership? Please provide a one to two page summary of your chosen servant leader.

Due Date: Cases will be presented on November 9, 16, or 23 – Specific assignments to be determined by September 28<sup>th</sup>

**#6 – Personal Philosophy on Servant Leadership** – As a result of your reading, reflecting, and journey through this course how would you frame your personal philosophy and guide for practice as a servant leader. I want you to wrestle with this and then articulate in no more than six pages double spaced your vision of servant leadership, the core characteristics that you believe must exemplify such leadership, and your greatest challenges in leading as a servant.

Due Date – December 7, 2010

**#7 – Reading Report & Participation Assessment** – A reading report will be given to you that will provide a means of assessing your reading of the texts and other articles that make up this course. This will be posted on Moodle for you to complete and return.

Due Date – December 7, 2010

### **Determination of Course Engagement**

1. Living “with a text” Journal – 10 Points – We will personally reflect on this in the final week of the course.
2. Reflection Paper on Kahane or DePree or Greenleaf – 15 Points – Due October 19
3. Top Ten Lessons from O’Toole– 10 Points – Due November 16
4. Training Sessions on Servanthood – 15 Points – Due November 30
5. Servant Leader Presentations – 20 Points – Scheduled for November 9, 16, 23
6. Philosophy Paper – 15 Points – Due December 7
7. Reading Report – 15 Points – Due December 7

**We will meet . . .**  
**Tuesdays – 6:30pm to 9:30pm**  
**September 14 to December 7, 2010**

*The week by week sequence will be posted on Moodle.*

*All assignments should be submitted through Moodle.*

*All assignments will be returned through Moodle.*

*Watch Moodle for updates or changes on the forum page*

## The Leader As Servant References

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- Autry, J. (2001). The servant leader: How to build a creative team, develop great morale, and improve bottom-line performance. Roseville, CA: Prima Publishing.
- Banks, R. & Ledbetter, M. (2004). Reviewing leadership: A Christian evaluation of current approaches. Grand Rapids: Baker.
- Barna, G. (Ed.). (1997). Leaders on leadership. Ventura, CA: Regal.
- Bass, B. (1990). Bass and Stogdill's handbook of leadership: Theory, research, and managerial applications. New York: Free Press.
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- Blanchard, K., & Hodges, P. (2003). The servant leader: Transforming you heart, head, hands and habits. Nashville: Countryman.
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- Boyatzis, R. & McKee, A. (2005). Resonant leadership. Boston: Harvard Business School Press.
- Bruce, A. B. (1971). The training of the twelve. Grand Rapids: Kregel.
- Bushe, G. (2001). Clear leadership: How outstanding leaders make themselves understood, cut through the mush, and help everyone get real at work. Palo Alto, CA: Davies-Black.
- Carson, D. A. (2003). The cross and Christian ministry: Leadership lessons from I Corinthians. Grand Rapids: Baker.

- Carucci, R. (2006). Leadership divided: What emerging leaders need and what you might be missing. San Francisco: Jossey-Bass.
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- Cohen, W. A. (2010). Heroic leadership: Leading with integrity and honor. San Francisco: Jossey-Bass.
- Collins, J.C. (2001). Good to great: Why some companies make the leap – and others don't. New York: Harper.
- DePree, M. (1993). Leadership jazz: The art of conducting business through leadership, followership, teamwork, tough and voice. New York: Dell.
- DePree, M. (1997). Leading without power: Finding hope in serving community. San Francisco: Jossey-Bass.
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- Friberg, K. & J. (2004). GUTS! Companies that blow the doors off business-as-usual. New York: Doubleday
- Gardner, J.W. (1990). On leadership. New York: The Free Press.
- Greenslade, P. (1984). Leadership, greatness and servanthood. Minneapolis: Bethany House.
- Guinness, O. (1998). The call. Nashville: Word.
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