

CHARACTERISTICS OF SERVANT LEADERSHIP CAN COMPLEMENT
THE ARMY LEADERSHIP REQUIREMENTS

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MASTER OF MILITARY ART AND SCIENCE
General Studies

by

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

CHARACTERISTICS OF SERVANT LEADERSHIP CAN COMPLEMENT THE ARMY LEADERSHIP REQUIREMENTS MODEL, by Major Shahin Uddin, 75 pages.

Within the current complex operating environment, the Army needs leaders who can care for their Soldiers by prioritizing their personal and professional developmental needs as a means of accomplishing the mission and improving the organization. Servant Leadership, a theory developed in the 1960s by Robert Greenleaf, could be a way of providing a style of leadership that places the focus on the subordinates.

This thesis explores how the process of U.S. Army leadership development might be improved if Servant Leadership characteristics were integrated into the Army Leadership Requirements Model (ALRM). The case studies of Jesus Christ and Southwest Airlines demonstrating and applying Servant Leadership characteristics were used as evidence to support the incorporation of Servant Leadership characteristics into ALRM.

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TABLE OF CONTENTS

	Page
MASTER OF MILITARY ART AND SCIENCE THESIS APPROVAL PAGE	iii
ABSTRACT.....	iv
ACKNOWLEDGMENTS	v
TABLE OF CONTENTS.....	vii
ACRONYMS.....	ix
ILLUSTRATIONS	x
TABLES	xi
CHAPTER 1 INTRODUCTION	1
Introduction.....	1
Problem Statement.....	4
Purpose of the Study.....	5
Research Question	6
Background.....	6
Limitations.....	8
Conclusion	9
CHAPTER 2 LITERATURE REVIEW	10
Introduction.....	10
Servant Leadership	10
Servant Leader Example.....	15
Servant Leadership at Southwest Airlines.....	20
Army Leadership Doctrine	25
Summary.....	32
CHAPTER 3 RESEARCH METHODOLOGY	34
Introduction.....	34
Data Collection	35
Data Analysis and Interpretation	36
Servant Leadership Study Summary.....	37
Servant Leadership Study 1	39
Jesus Christ	39
Servant Leadership Study 2	40

Southwest Airlines	40
Conclusion	40
CHAPTER 4 ANALYSIS	42
Introduction.....	42
Servant Leadership and Army Doctrine Analysis	43
Servant Leadership Analysis 1	47
Jesus Christ	47
Servant Leadership Analysis 2	50
Southwest Airlines	50
Summary and Conclusion	51
CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS	53
Introduction.....	53
Findings	54
Recommendations to Army Doctrine	56
Recommendations for Further Research.....	59
Summary	60
BIBLIOGRAPHY	62

ACRONYMS

ALRM Army Leadership Requirements Model

ILLUSTRATIONS

	Page
Figure 1. Jesus Washing the Feet of His Disciples	20
Figure 2. Traditional Leadership versus Servant Leadership.....	25
Figure 3. Army Leadership Requirements Model.....	30
Figure 4. Army Leadership Requirements Model.....	57
Figure 5. Army Servant Leadership Requirements Model	58

TABLES

	Page
Table 1. Description of Servant Leader Characteristics	7
Table 2. Servant Leadership Characteristics and Army Leadership Requirements Model Comparison (Template).....	38
Table 3. Evaluation of Case Study Leader (Template).....	39
Table 4. Servant Leadership Characteristics and Army Leadership Requirements Model Comparison	44
Table 5. Evaluation of Case Study Leader.....	50

CHAPTER 1

INTRODUCTION

Introduction

According to 17th Century English philosopher Thomas Hobbs, human beings are primarily motivated by self-interest and only through the development of social contracts will individuals set aside their self-interest and focus on a common or organizational goal. It is often said that we are born into a society that is selfish by nature. From the time we are born, we are encouraged to be self-interested. This is perhaps particularly true in school where our report cards reflect our personal achievements, and these in turn reward and encourage our interest in improving ourselves in pursuit of achieving higher grades. When entering the civilian workforce, we compete against our peers to get the better job and continue competing against them to get the promotions. However, Servant Leadership, introduced by Robert K. Greenleaf, is a philosophy and leadership model that is counter to this Hobbesian culture of self-interest.¹ Servant Leadership is often described as an others-focused model, meaning the leader is directing more energy toward meeting the needs of his or her followers. It is not until we are promoted to a position of leadership that we consider how we can be of service to others. At that time,

¹ Garrath Williams, "Thomas Hobbes: Moral and Political Philosophy," Internet Encyclopedia of Philosophy, accessed 16 February 2019, <https://www.iep.utm.edu/hobmoral/>.

we are expected to perform in a way that is counter to the self-interested ways we have been practicing for most of our lives up to that point.²

“The world is crying out for ethical and effective leadership that serves others, invests in their development and fulfills a shared vision.”³ This quote from a prominent Servant Leadership researcher and author suggests that people seek to be valued by others whether it be in business, the military, or some other organization. According to Shekari, no matter how much restructuring, reorganizing, or reengineering one does within an organization to be more productive, it will likely not be effective “unless change is first built on the preeminence of human resources.”⁴ This means that the process, and more importantly people, will be valued over tasks and organizational structure in accomplishing goals and achieving productivity.⁵

U.S. Army (here after, “Army”) leadership doctrine tends to emphasize the role of developing leaders who possess specific servant-like attributes and competencies such as empathy and interpersonal tact, who build trust and who are good stewards of the

² Louis P. Pojman and James Fieser, *Ethics Discovering Right and Wrong*, 7th ed. (Boston, MA: Wadsworth, 2012).

³ Hamideh Shekari, “Promoting Leadership Effectiveness in Organizations: A Case Study on the Involved Factors of Servant Leadership,” *International Journal of Business Administration* 3, no. 1 (5 January 2012): 54, accessed 16 February 2019, <http://www.sciedu.ca/journal/index.php/ijba/article/view/698/335>.

⁴ Ibid.

⁵ Ibid.

profession.⁶ Such leaders have the ability to understand and relate to the hardships their subordinates face, thus gaining the confidence of their subordinates. However, Army leadership doctrine tends to emphasize the leader's direct role and may be unnecessarily leader-centric for organizational leaders who are charged with leading in a manner that improves the organization by developing subordinates who are innovative and intrinsically motivated.

Servant Leaders are frequently described as those who prioritize their followers' personal and professional developmental needs over other considerations. "[Servant Leadership] is concerned with how leaders treat their subordinates and the outcomes that are likely to emerge."⁷ It requires being honest with the follower and treating them fairly. One of the defining behaviors and/or skills of Servant Leaders is that they listen to their followers and develop a lasting relationship with them.

As a model, Servant Leadership appears to be considered counterintuitive to a hierarchical leader-centric organization such as the Army. We want our leaders to lead and not serve; however, even in this military hierarchy there is a need for leaders to act as servants of the profession. Robert K. Greenleaf, recognized father of the term "Servant Leadership," and Peter G. Northouse, author of *Leadership in Theory and Practice*, would agree. There are various ideas about what Servant Leadership is; however, the one that is most frequently referenced was stated by Greenleaf:

⁶ Headquarters, Department of the Army (HQDA), Army Doctrine Reference Publication (ADRP) 6-0, *Mission Command* (Washington, DC: Government Printing Office, August 2012).

⁷ Peter Northouse, *Leadership Theory and Practice*, 6th ed. (Thousand Oaks: Sage, 2013), 223.

Servant Leadership begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead . . . The difference manifests itself in the care taken by the servant—first to make sure that other people’s highest priority needs are being served. The best test . . . is: do those served grow as persons; do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect of the least privileged in society; will they benefit, or, at least, will they not be further deprived.⁸

While there is no singular definition of Servant Leadership, one of the defining characteristics of this model is that it is others-focused.⁹

This chapter introduces and establishes the framework for a case study analysis that explores the possible benefits of incorporating specific Servant Leadership characteristics, developed by Spears and derived from Greenleaf’s observations on the topic, into the Army’s current leadership model. This (CH 1) provides background, establishes the research methodology, and identifies the research questions. The following section provides a brief description of the background for the study.

Problem Statement

It is not known how the process of Army leadership development might be improved if specific Servant Leadership characteristics were integrated into the Army Leadership Requirements Model (ALRM). Within the current complex operating environment, the Army needs leaders who can care for their Soldiers by prioritizing their personal and professional developmental needs as a means of accomplishing the mission

⁸ Robert Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (New York: Paulist Press, 1977), 15.

⁹ John Vickery, “Building Trust Through Servant Leadership” (Master’s Thesis, U.S. Army Command and General Staff College, Fort Leavenworth, KS, 14 June 2016).

and improving the organization.¹⁰ It can be argued that there are too many examples of leaders, both recently and historically, who were self-focused and performed in order to advance their personal goals, at times even sacrificing the welfare of their subordinates.¹¹ There are practical reasons associated with organizational performance and explored in these two case studies that suggest that the Army should be more supportive and place the needs of their Soldiers before their own.

Purpose of the Study

Leadership in the Army, according to FM 6-22, is “the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve the organization.” The key phrase in this description is the emphasis on improving the organization. The ALRM, first introduced in FM 22-100 in the 1990s, describes how a leader should be and how they should behave. While this is a sound model, it has been in place for nearly a decade and it could be updated by incorporating Servant Leadership characteristics. It might be interpreted that a leader could be characterized as self-focused, while a Servant Leader is others-focused.

Therefore, it was this researcher’s intent to examine leadership development using the case study methodology, ultimately to explore the relationship between ALRM and Servant Leadership characteristics.

¹⁰ Headquarters, Department of the Army (HQDA), Army Doctrine Reference Publication (ADRP) 6-22, *Army Leadership*, (Washington, DC: Government Printing Office, August 2012), 7-53.

¹¹ Randy Conley, “3 Sacrifices Leaders Must Make for Their People,” *Leading with Truth*, 29 May 2016, accessed 16 February 2019, <https://leadingwithtrust.com/2016/05/29/3-sacrifices-leaders-must-make-for-their-people/>.

Research Question

To explore the relationship between Servant Leadership and ALRM, the researcher developed the following research question: How could the process of leader development in the U.S. Army be improved by the integration of characteristics of Servant Leadership?

Background

The concept of Servant Leadership is timeless; however, the term as well as the philosophical concepts were developed by Robert K. Greenleaf in 1970. Since then many scholars have shared their ideas about Servant Leadership. They all have slight variations; however, they are all linked by the idea of serving others.

Table 1 shows the evolution of Servant Leadership as both a list of suggested leader characteristics and a conceptual leadership model. Although the concepts originated with Greenleaf's observations about the relationship among the leader's characteristics and behaviors towards their followers and organizational performance, it has developed into an internationally recognized theoretical leadership approach.¹² Researchers are still exploring ways to better articulate that concept to which Greenleaf gave birth. This table shows the year that each of the individuals listed formalized their idea of a Servant Leader expressed through a set of characteristics.

¹² Northouse, *Leadership Theory and Practice*, 224.

Table 1. Description of Servant Leader Characteristics

Year published	Author	Characteristics
1999	Laub	Developing people Sharing leadership Displaying authenticity Valuing people Providing leadership Building community
2002	Spear	Listening Empathy Healing Awareness Persuasion Conceptualization Foresight Stewardship Commitment to the growth of people Building community
2005	Dennis & Bocarnea	Empowerment Trust Humility Agape love Vision
2006	Barbuto & Wheeler	Altruistic calling Emotional healing Persuasive mapping Organizational stewardship Wisdom
2007	Wong & Davey	Serving and developing others Consulting and involving others Humility and selflessness Modeling integrity and authenticity Inspiring and influencing others
2008	Sendijaya, Sarros, & Santora	Transforming influence Voluntary subordination Authentic self Transcendental spirituality Covenantal relationship Responsible morality
2011	Van Dierendonck & Nuijten	Empowerment Humility Standing back Authenticity Forgiveness Courage Accountability Stewardship

Source: Created by author.

Of the various characteristics listed above, the 10 provided by Spears are commonly referred to by researchers. Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community are derived from Greenleaf's writing and have served as the basis for further analysis by various authors.

The Army continues to search for the means to achieve optimal performance and invests heavily in leadership development. For example, according to the Command and General Staff College Commandant, it costs the U.S. taxpayers \$261 million annually to operate the Command and General Staff Officer's Course. Readiness is the Army Chief of Staff's top priority; as a result, in achieving that performance, the Army needs leaders that effectively leverage the strengths of each Soldier so it can have a ready force.

Limitations

The researcher recognized that there is much written about leadership in general; however, Servant Leadership has been around since the 1970s. This served as a limitation because the researcher was restricted to only 40 years of data. The most significant delimitation was the choice to only look at two case studies when there are many more from which to choose. Though this limited the research, it also allowed the researcher to focus more and do a more in-depth analysis on these two case studies. Another delimitation the researcher had was that this was a systematic comparison of two cases; because of this, the researcher was not able to identify cause and effect relationships.

Conclusion

This study seeks to improve the U.S. Army leader development by integrating characteristics of Servant Leadership. The theory of Servant Leadership places the emphasis on the followers. It requires the leader to be invested in their subordinates in respect to the follower's growth and development, both personally and professionally. Chapter 2 provides a systematic review and analysis of current literature related to Servant Leadership and what leadership is according to Army doctrine. Exercising Servant Leadership has been shown to benefit the greater good by improving individual development and ultimately organizational performance. It's the idea of 'meeting the needs of others' that allows businesses and communities to achieve their full potential. This type of leadership makes employees feel valued, which creates the desire in them to work harder for that organization or leader.

Chapter 3 justifies and explains the research methodology as it applies to this study. Chapter 4 describes the analysis of the findings and the results of the study. This chapter also provides both a written and a graphical summary of the study results. Chapter 5 interprets, describes, and discusses the study results as they relate to the existing body of research, and makes specific recommendations for further research.

CHAPTER 2

LITERATURE REVIEW

Introduction

The purpose of this chapter is to examine the current literature associated with Servant Leadership characteristics. The concept of Servant Leadership, through the publication of an essay titled *The Servant as Leader*, was developed by Robert K. Greenleaf in 1970. Since that time many scholars have written and refined this thinking. This chapter begins by describing Servant Leadership and its origin. Following are examples of application of Servant Leadership characteristics at the individual and organizational levels. Lastly, the researcher discusses how the Army defines leadership. This chapter explores seminal Servant Leadership literature and the Army leadership doctrine. The literature illustrates the different characteristics of Servant Leaders.

Servant Leadership

Today, leadership behavior has a greater impact than it did in years past. As the world becomes increasingly interconnected, one person's actions can affect millions—even billions—of lives.¹³ That's why Servant Leadership is more important now than ever before. The population of the Army is constantly changing, especially with the addition of millennials—persons that were born between the years of 1981 and 1996—as the newest members of the organization. Therefore, one could conclude that now more

¹³ Ken Blanchard, "The Rise of the Servant Leader," Chief Learning Officer, 28 February 2018, accessed 16 February 2019, <https://www.clomedia.com/2018/02/28/rise-servant-leader/>.

than ever, the Army needs leaders who are capable, caring, and agile, which are all concepts consistent with Servant Leaders. Through the Army's instructional training it does a great job of building leaders that are capable and agile in performing any task the Army requires of them. However, the Army could improve in developing caring leaders: leaders that are truly invested in others and genuinely seek to serve others before themselves.

Robert Greenleaf coined the term "Servant Leadership" in his 1970 essay, which was inspired by reading the book *Journey to the East* by Hesse. In that story, Leo was the main character, who happened to be a servant along with other characters in the story. They all worked well together as a team. Though Leo was seen as a servant by the others, it was not until his disappearance that the others realized that things were not working as well without Leo around. This made the other servants realize that Leo was actually the leader of the group. Through his individual performance in serving others, he positively affected the performance of the organization. This inspired Greenleaf to identify someone that workers and servants could relate to and recognize as a Servant Leader. Since then many leadership scholars have expounded on that idea by developing identifiable characteristics for someone that can be considered a Servant Leader.

Greenleaf introduced his Servant Leadership concept based on his experience working at the management level for American Telephone and Telegraph Corporation (AT&T). It was through his publication of *The Servant as Leader*, *The Institution as Servant*, and *Trustees as Servants* from 1970-1972 that he "defined Servant Leadership as

not just a management technique but a way of life.”¹⁴ After retiring in 1964, Greenleaf began a new career, and for the next 25 years he developed and shared this new style of leadership—Servant Leadership.

After carefully examining Greenleaf’s work, Spears, former president of the Greenleaf Center for Servant Leadership, attempted to help users better understand and practically apply Servant Leadership concepts by outlining 10 characteristics from Greenleaf’s writings. These Servant Leadership concepts from *Leadership Theory and Practice* by Peter G. Northouse are as follows:

1. Listening. Two-way communication between leaders and followers that encompasses sending and receiving messages. Servant Leaders understand that listening is a critical tool that allows them to acknowledge the viewpoints of their followers. Listening is what Servant Leaders do before they communicate which enables them to create an environment where subordinates and supervisors can express ideas freely and without the fear of reprisal.
2. Empathy. Empathy is seeing the world from another person’s point of view or “walking in their shoes.” Servant Leaders demonstrate their understanding of the challenges their followers face by applying empathy. When Servant Leaders validate their followers, it makes them feel valued despite their

¹⁴ Denise Parris and Jon Peachey, “A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts,” *Journal of Business Ethics* (22 April 2012): 379.

uniqueness and diversity in thought. All this is done without compromising ethics all while maximizing all talents within the organization.

3. Healing. To heal is to restore or make another person whole again. Servant Leaders are invested in the well-being of their followers. They are there to provide assistance through all challenges. Greenleaf suggests that the process of healing goes both ways when leaders help their followers become whole and in some cases it requires the leader to show their “human side.”
4. Awareness. Awareness is being able to see yourself in the big picture or in relation to others. This is where Servant Leaders are attuned and amenable to their environment. Servant Leaders see challenges as opportunities to expand themselves intellectually.
5. Persuasion. Persuasion is the ability to convince others to make necessary changes by engaging in nonjudgmental argument. Servant Leaders do not let their position dictate how they conduct themselves within their organization.
6. Conceptualization. This is one’s ability to articulate a clear vision and goals for an organization. These are individuals who understand the poise between reality and dreaming so time is not wasted through unnecessary effort. They can think creatively and solve complex problems. Servant Leaders see the individuals they serve as opportunities for success.
7. Foresight. This is a Servant Leader’s ability to effectively and accurately assess the current situation, given their experience both personally and professionally, and predict what will occur next. Foresight enables the Servant Leader to reduce the likelihood of problems.

8. Stewardship. This is a Servant Leader's ability to take responsibility and ownership of the tasks and people assigned to them. It is the commitment to developing and improving people, both subordinates and seniors.
9. Commitment to the growth of people. Servant Leaders are genuinely interested in the personal and professional development of their followers and focus on facilitating each follower's ability to reach their optimal level of performance. The leader's commitment to the growth of people can begin with written or verbal counseling as a way to set expectations and later measure performance.
10. Building Community. Servant Leaders do this by bringing followers together under shared values while allowing them to express their own thinking. Other ways to build community include creating opportunities for followers to interact away from the workplace and have conversations unrelated to work.¹⁵

Though the above list is not all inclusive, it does clearly describe a leader that is outward focused with aspirations to make others and the community around them better. Spears also suggests that these characteristics can be organized into three distinct groups:

1. Servants – listening, empathy, and healing
2. Leaders – awareness, persuasion, conceptualization, and foresight

¹⁵ Larry Spears and George San Facon, "Holistic Servant Leadership," The Spears Center for Servant Leadership, June 2018, accessed 25 February 2019, <https://www.spearscenter.org/HSLEssay.pdf>.

3. Servant Leaders – stewardship, commitment to people, and build community.¹⁶

In an effort to better understand what Servant Leadership looks like in person and how it's applied, the researcher used two case studies to illustrate such behaviors. The case study of Jesus Christ serves as an example of how one person can embody the qualities of a Servant Leader. Southwest Airlines serves as an example of an organization that applies Servant Leadership principles. Both of these case studies illustrate a purposeful application of Servant Leadership and the effects of such application is admired and copied by individuals and organizations today.

Servant Leader Example

Servant Leadership places the personal and developmental needs of the follower first, therefore making the leader a servant first. The leader empowers the follower by involving him/her in the decision making and practicing authenticity.¹⁷ This sacrificial behavior contributes to the success of an organization. Perhaps the earliest example of Servant Leadership is identified in “biblical leadership and is best identified as exhibited by historical leaders like Jesus Christ . . . who exhibited sacrificial commitment to followers for the sake of the Gospel.”¹⁸ Jesus’s willingness to do what was asked of him

¹⁶ Nathan Washington, *Servant Leadership Characteristics Among Senior Executive Service Leaders in the U.S. Federal Government: A Phenomenological Study* (Minneapolis, MN: Capella University, 2015), 36.

¹⁷ Shanta Harper, “The Leader Coach: A Model of Multi-Style Leadership,” *Journal of Practical Consulting* 4, no. 1 (Fall/Winter 2012): 27.

¹⁸ Ibid.

by God to save humanity is the ultimate example of placing others first. This “Christ-centered Servant Leadership model is not just for Church leaders but Christian leaders in Kingdom enterprises and secular organizations too.”¹⁹

Jesus demonstrated care for people by meeting their needs in various ways during his ministry on earth, whether they were of a spiritual, physical, or emotional nature. Jesus met their needs by listening to them and in many cases having mercy on them as children of God. This allowed him to build a community of believers that were expected to care for one another just as Jesus did for them.

There are various ways Jesus met the spiritual needs of others, as illustrated in the Bible. In the Book of Psalms, it states, “Beloved, I hope you are prospering in every respect and are in good health, just as your soul is prospering.”²⁰ The Book of Acts says, “How God anointed Jesus of Nazareth with the Holy Spirit and power. He went about doing good and healing all those oppressed by the devil, for God was with him.”²¹ One of the more notable examples of meeting spiritual needs is in the Book of John:

On the first day of the week, Mary of Magdala came to the tomb early in the morning, while it was still dark, and saw the stone removed from the tomb. So, she ran and went to Simon Peter and to the other disciple whom Jesus loved, and told them, “They have taken the Lord from the tomb, and we don’t know where they put him.” So, Peter and the other disciple went out and came to the tomb. They both ran, but the other disciple ran faster than Peter and arrived at the tomb first; he bent down and saw the burial cloths there, but did not go in. When Simon Peter arrived after him, he went into the tomb and saw the burial cloths there, and the cloth that had covered his head, not with the burial cloths but rolled up in a

¹⁹ Thorsten Grahn, “Jesus: The Role Model for Christian Leadership,” Christian Leadership, 11 November 2011, accessed 16 February 2019, <http://christian-leadership.org/jesus-the-role-model-for-christian-leaders/>.

²⁰ 3 John. 1:2 (New American Bible Revised Edition).

²¹ Acts. 10:38.

separate place. Then the other disciple also went in, the one who had arrived at the tomb first, and he saw and believed. For they did not yet understand the scripture that he had to rise from the dead. Then the disciples returned home. But Mary stayed outside the tomb weeping. And as she wept, she bent over into the tomb and saw two angels in white sitting there, one at the head and one at the feet where the body of Jesus had been. And they said to her, “Woman, why are you weeping?” She said to them, “They have taken my Lord, and I don’t know where they laid him.” When she had said this, she turned around and saw Jesus there, but did not know it was Jesus. Jesus said to her, “Woman, why are you weeping? Whom are you looking for?” She thought it was the gardener and said to him, “Sir, if you carried him away, tell me where you laid him, and I will take him.” Jesus said to her, “Mary!” She turned and said to him in Hebrew, “Rabbouni,” which means Teacher. Jesus said to her, “Stop holding on to me, for I have not yet ascended to the Father. But go to my brothers and tell them, ‘I am going to my Father and your Father, to my God and your God’.” Mary of Magdala went and announced to the disciples, “I have seen the Lord,” and what he told her.²²

Physical needs that Jesus met include: raising Lazarus from the dead in the Book of John, chapter 11, verse 38; healing Naaman, the commander of the king of Syria’s army, of leprosy in the Book of 2 Kings, chapter five, verses 1-19; stopping the bleeding for a woman afflicted for 12 years with a hemorrhage in the Book of Matthew, chapter nine, verse 20; giving a man, who was lame since birth, the ability to walk in the Book of John, chapter five, verse eight. These are only fraction of the works Jesus did to meet the physical needs of his followers. Through his inspiration and instructions, the disciples did the same thing once they were commissioned.

Jesus’s emotional healing permeates the Bible as it is a byproduct of the physical healing he performs many times. The Samaritan woman at the well is an example of emotional healing. During this time period Jews and Samaritans did not associate with one another due to conflicts between the groups. While Jesus was traveling to Jerusalem, he became thirsty and stopped a well. He observed a woman drawing water out of the

²² John. 20:1-18.

well and asked her for a drink. Her response was, “How can you, a Jew, ask me, a Samaritan woman, for a drink? (For Jews use nothing in common with Samaritans.)”²³ Following that, Jesus was able to speak truth to her about her life and led her to the “life giving water:” a relationship with him.

One of the more notable examples of emotional healing in the Bible is when Jesus spoke his last words to his mother, Mary, before he died. Before hearing these words, Mary had observed her son being accused, charged, and punished for doing the work of God. She had felt devastating pain for her son who was undergoing so much suffering at the time. The last thing she observed was when the guards hoisted Jesus upon the cross and the side of his chest was pierced by the soldier’s lance. Knowing that he was getting ready to pass from this earth to be with God, he called Mary over, who was accompanied by John (one of the disciples), and spoke to her: “‘Woman, behold, your son!’ Then he said to the disciple, ‘Behold, your mother!’ And from that hour the disciple took her into his home.”²⁴

Perhaps the most climactic example of Jesus’s Servant Leadership is when he washed his disciples’ feet, illustrating that the leader or teacher of the group performs the act of service to his followers despite the appearance of the act. This act was especially important given the time period. People “walking in sandals on the filthy roads of Israel in the first century made it imperative that feet be washed before a communal meal, especially since people reclined at a low table and feet were very much in evidence.

²³ John. 4:9.

²⁴ John. 19:26-27.

When Jesus rose from the table and began to wash the feet of the disciples, he was doing the work of the lowliest of servants.”²⁵ Centuries after the death of Jesus, the teachings are still applicable today due to his effective implementation of servant-first leadership.

In the illustration below, Jesus is washing the feet of one of his disciples. Jesus knew that it was getting close to the time when he would die on earth to join God in heaven. With this in mind, following the Passover supper with his disciples, he got down from the table and washed each of his disciples’ feet. They were all puzzled by this act of selflessness as they were aware that Jesus was the son of God. Jesus explained that he was giving his disciples a model to follow where one must serve his followers in order to lead them. This demonstration of humility was not common during the time of Jesus; social classes were distinct and feet were only washed by those who were servants or slaves. By washing them himself, Jesus’s humility left a powerful impression upon his disciples and modeled for them a stance they should take in relation to others.

²⁵ “What Was the Significance of Jesus Washing the Feet of the Disciples?” Got Questions, accessed 16 January 2019, <https://www.gotquestions.org/Jesus-washing-feet.html>.



Figure 1. Jesus Washing the Feet of His Disciples

Source: Out of this World Leadership, “Jesus Models Servant Leadership,” accessed December 18, 2018, <http://www.outofthisworldleadership.com/blog-posts/jesus-christ-the-ultimate-servant-leader-continued/>.

Arguably, Jesus demonstrated a perfect example of the application of Servant Leadership characteristics through his words and deeds. From the various healings to washing the feet of his disciples, Jesus lived as a Servant Leader. His was an example of Servant Leadership at the individual level; as discussed next, Southwest Airlines applies the characteristics of Servant Leadership at the organizational level.

Servant Leadership at Southwest Airlines

Among various businesses throughout the world, Southwest Airlines is one that has implemented Servant Leadership into their business model. Since the business’

creation in 1967, it aspired to be a leading organization in aviation. This aspiration became a reality through the incorporation of Servant Leadership.

Selecting and recruiting is part of their Servant Leadership model; Southwest values attitude over experience, technical expertise, talent, or intelligence. They claim that they can train people to do the tasks like loading an airplane, serving passengers or taking reservations; however, a servant attitude and heart-based decision making is untrainable. “It takes a long time to grow business savvy at every level of a company. If you don’t begin early to invest in developing people, building mutual trust and respect, and engaging meaningful collaboration at all levels, you will not be able to leverage your employees’ potential when a major crisis hits. Servant-leadership offers a way for leaders to bring out the best in others by offering the best of themselves.”²⁶

An institutionalized Servant Leadership practice by Southwest is that every employee is required to take on a “grunt job” for six months at the beginning of their career with the company. This is done in an effort for the employees to learn, appreciate all that is involved, and to prove that they are committed to their jobs. This practice is applied at all levels of hiring.

Southwest Airlines expects their employees to take care of their customers and Southwest demonstrates that behavior by taking care of their employees. Employees are encouraged to express their individuality and it is valued. Southwest encourages

²⁶ Ann McGee-Cooper and Gary Looper, “Southwest Airlines: Does the Soft Stuff Work with Tough Problems?” *The Systems Thinker*, accessed 3 October 2018, <https://thesystemsthinker.com/southwest-airlines-does-the-soft-stuff-work-with-tough-problems/>.

customer-employee relationships and an authentic work environment.²⁷ Southwest achieves this authentic work environment through how the company values its employees. It has a profit sharing plan: when the company gains profit, it shares that profit with all its employees. It's the first company in the airline industry to offer this profit sharing. "Through the ProfitSharing Plan, Southwest Employees currently own more than four percent of the Company's outstanding shares."²⁸ The CEO of Southwest Airlines, Gary Kelly, states, "Our people-first approach, which has guided our company since it was founded, means when our company does well, our people do really, really well. Our people work incredibly hard and deserve to share in Southwest's success."²⁹ It's leadership like this that makes employees take pride in the company for which they work, and employees genuinely want to serve the customers and be themselves while doing it.

Southwest Airlines established five core principles that allow them to guide each employee's development to conduct themselves in a way that is identified with Servant Leadership:

²⁷ Quin Jackson, "Servant Leadership Spotlight: Southwest Airlines," *Business Buzz (blog)*, 3 October 2016, accessed 3 October 2018, <https://blogs.gcu.edu/colangelo-college-of-business/servant-leadership-spotlight-southwest-airlines/>.

²⁸ "Southwest Airlines Employees Earn \$543 Million in 2017 Profitsharing," Investor Relations, 8 February 2018, accessed 16 February 2019, <http://investors.southwest.com/news-and-events/news-releases/2018/02-08-2018-150118736>.

²⁹ Darren Dahl, "Why Do Southwest Airlines Employees Always Seem so Happy?" *Forbes*, 28 July 2017, accessed 15 February 2019, <https://www.forbes.com/sites/darrendahl/2017/07/28/why-do-southwest-airlines-employees-always-seem-so-happy/#578338a759b0>.

1. Be a follower and a leader. This empowers their employees to lead using their individual strengths.
2. Serve as a team. Southwest continues to message the “us” concept over “me.”
3. Appreciate every team member, task, role, and the job. To facilitate this, every employee must spend the first six months performing jobs other than what they are hired for in order to build understanding and appreciation for fellow employees.
4. Treat people like people. Southwest encourages individuality, personality, humanity, and diversity. Individuals are encouraged to be themselves.
5. Prioritize people over profit. Southwest serves and supports their employees first, then its customers, and success will follow.³⁰

Southwest Airlines believes their employees come first, and based on this mantra they believe that positive results will follow as their employees will work to please their customers. They create the most productive and supportive environment where their employees feel valued and capable. They believe when their employees feel valued and supported that would enable their employees to put their attention on the customers. The customers will have positive interactions with Southwest employees and this feeling will bring the customers back to the brand of Southwest.³¹

³⁰ Jim Steinmark, “What We Can Learn About Servant Leadership from Southwest Airlines,” Crimson Technology Partners, 3 January 2018, accessed 3 January 2019, <http://www.crimsontechpartners.com/can-learn-servant-leadership-southwest-airlines/>.

³¹ Ibid.

In the aftermath of the events of September 11, 2001, Southwest was the only major airline to turn a profit that year. Due to their leaders placing value on their employees, they regularly rank in the top 10 of the “100 Best Companies to Work for in America.” Leaders with the organization inspire loyalty by communicating openly and truthfully. They respect the life-work balance and foster a learning environment. Employees understand that their voices matter and they can exercise disciplined initiative, especially to help a customer, and the manager will have their back. Southwest management demonstrated putting the needs of their subordinates before their own by choosing to take a pay cut themselves when fuel prices rose instead of laying off employees.

Figure 2 below illustrates what Southwest applies and practices in their business. Traditional styles of leadership place the leader of an organization or team on top. They are usually followed by the management team, who supersedes the employees. This model is commonly known as *Primus Inter Pares*, meaning “first among equals.” Within this style of leadership, the customers are at the bottom. Servant Leadership, on the other hand, is quite the opposite with customers being the top priority. The employees are under the customers and management teams are below the employees. Leaders are at the very bottom in a Servant Leadership type of environment.

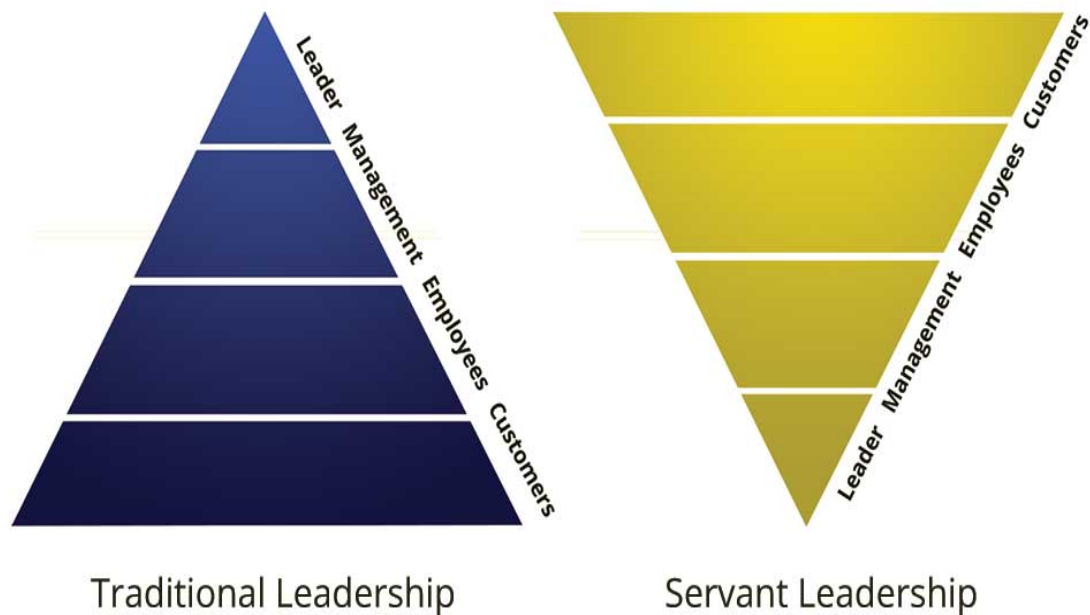


Figure 2. Traditional Leadership versus Servant Leadership

Source: Inside 6Q, “Traditional Leadership versus Servant Leadership,” accessed December 18, 2018, <https://inside.6q.io/servant-leadership-guide/>.

Army Leadership Doctrine

According to Army Doctrine Reference Publication 6-22, *Army Leadership*, leadership is defined as “the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.”³² According to Army Doctrine Publication, a U.S. Army Leader is “anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of

³² HQDA, ADRP 6-22, 1-1.

command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.”³³ A leader is unable to lead without a follower and the unspoken agreement that exist between them. Effective leadership and leader development require mutual recognition and acceptance of leader and follower roles.³⁴

The Army doctrine is not without some of the characteristics of Servant Leadership. Four of the ten characteristics mentioned by Spears are present within Field Manual 6-22:

1. Listening – Listening actively is “Focusing on the mentee’s main points and whole meaning. Watch body language, maintain eye contact, and understand which topics are difficult for the mentee to discuss. Showing someone that you are listening is a valuable skill. It shows you value what the person is saying and that you will not interrupt them. This requires patience and a willingness to delay judgment.”³⁵
2. Empathy – “Demonstrates an understanding of another person’s point of view. Identifies with others’ feelings and emotions. Displays a desire to care for Soldiers, Army Civilians, and others.”³⁶

³³ Headquarters, Department of the Army (HQDA), Army Doctrine Publication (ADP) 6-22, *Army Leadership* (Washington, DC: Government Printing Office, August 2012), 1.

³⁴ HQDA, ADRP 6-22, 1-5.

³⁵ Headquarters, Department of the Army (HQDA), Field Manual (FM) 6-22, *Leader Development* (Washington, DC: Government Printing Office, June 2015), 3-21.

³⁶ *Ibid.*, 6-3.

3. Persuasion – “The art of persuasion is an important method of extending influence. Proactively involving partners opens communication and helps to work through controversy in a positive and productive way. Building consensus through sharing ideas and seeking common ground helps overcome resistance to an idea or plan.”³⁷

4. Stewardship – “Leaders demonstrate stewardship when they act to improve the organization for not only the present but also the future Army. Acting to improve the organization involves prioritizing and managing people and resources when the effect may not be immediately evident. Leaders who steward the profession have a lasting concern over how their decisions affect the organization’s future.”³⁸

The ARLM is organized into two components: “attributes” refers to what a leader is and “competencies” refers to what a leader does. The attributes of character, presence, and intellect are what the Army wants in its leaders and they describe how one learns and behaves within an environment. Character “represents the values and identity of the leader” and is “comprised of a person’s moral and ethical qualities.”³⁹ Empathy is one of the subcategories of character in the ARLM and according to ADRP 6-22 it is defined as an ability to “genuinely relate to another person’s situation, motives, and feelings” and “anticipate what others are experiencing and to try to envision how decisions or actions

³⁷ HQDA, FM 6-22, 7-14.

³⁸ Ibid., 7-52.

³⁹ HQDA, ADRP 6-22, 1-5, 3-1.

affect them.”⁴⁰ Presence is defined as “not just a matter of showing up; it involves . . . leader projects to inspire others to do their best and follow their lead.”⁴¹ According to ADRP 6-22, intellect is defined as “draws on the mental tendencies and resources that shape conceptual abilities applied to one’s duties and responsibilities. Conceptual abilities enable . . . concepts and plans.”⁴²

The core leader competencies: “leads, develops, and achieves” can mature through schooling, self-development, realistic training, and professional experience. There are five subcategories under “Leads” in the ALRM (figure 3) and the first of those five are “Lead Others.” This subcategory includes working towards a common objective, achieving unit mission, accomplishing key tasks, inspiring, motivating, and influencing others to take the initiative.⁴³ These would be difficult to accomplish without the next subcategory of “Building Trust.” Through building trust, leaders are able to “mediate relationships and encourage commitment among followers.”⁴⁴ This trust begins by people respecting one another and “grows from common experiences and shared

⁴⁰ HQDA, ADRP 6-22, 3-3.

⁴¹ Ibid., 1-5.

⁴² Ibid., 5-1.

⁴³ Ibid., 6-7.

⁴⁴ Ibid., 6-8.

understanding.”⁴⁵ “Communicates,” the last subcategory, is defined as “clearly expressing ideas and actively listening to others.”⁴⁶

The second competency in the ALRM is “Develops.” The ideal measurement of this competency is that a leader leaves “and organization better than they found it,” all while being mindful of “self-development to prepare for new challenges.”⁴⁷ An element of leaving an organization better is creating a positive environment through shaping the culture by “taking care of people and maximizing their performance.”⁴⁸ Another subcategory of “Develops” is “Preparing Self” in which leaders are prepared to execute their responsibilities fully. They are continuing to assess themselves and improve in areas of identified weakness. Leaders are expected to “maintain self-discipline, physical fitness, and mental well-being.”⁴⁹ Leaders continue to develop others by encouraging their followers to seek increased responsibility within their organization, “making the organization more versatile and productive.”⁵⁰ The last subcategory of Develops is “Stewards of the Profession,” in which “leaders take care of the Army profession by applying a mindset that embodies cooperative planning and management of all

⁴⁵ HQDA, ADRP 6-22, 6-8.

⁴⁶ Ibid., 6-14.

⁴⁷ Ibid., 7-1.

⁴⁸ Ibid., 7-1.

⁴⁹ Ibid., 7-8.

⁵⁰ Ibid., 7-15.

resources . . . Army team. Leaders actively engage in sustaining full military readiness and preventing the loss of effectiveness as far into the future as possible.”⁵¹

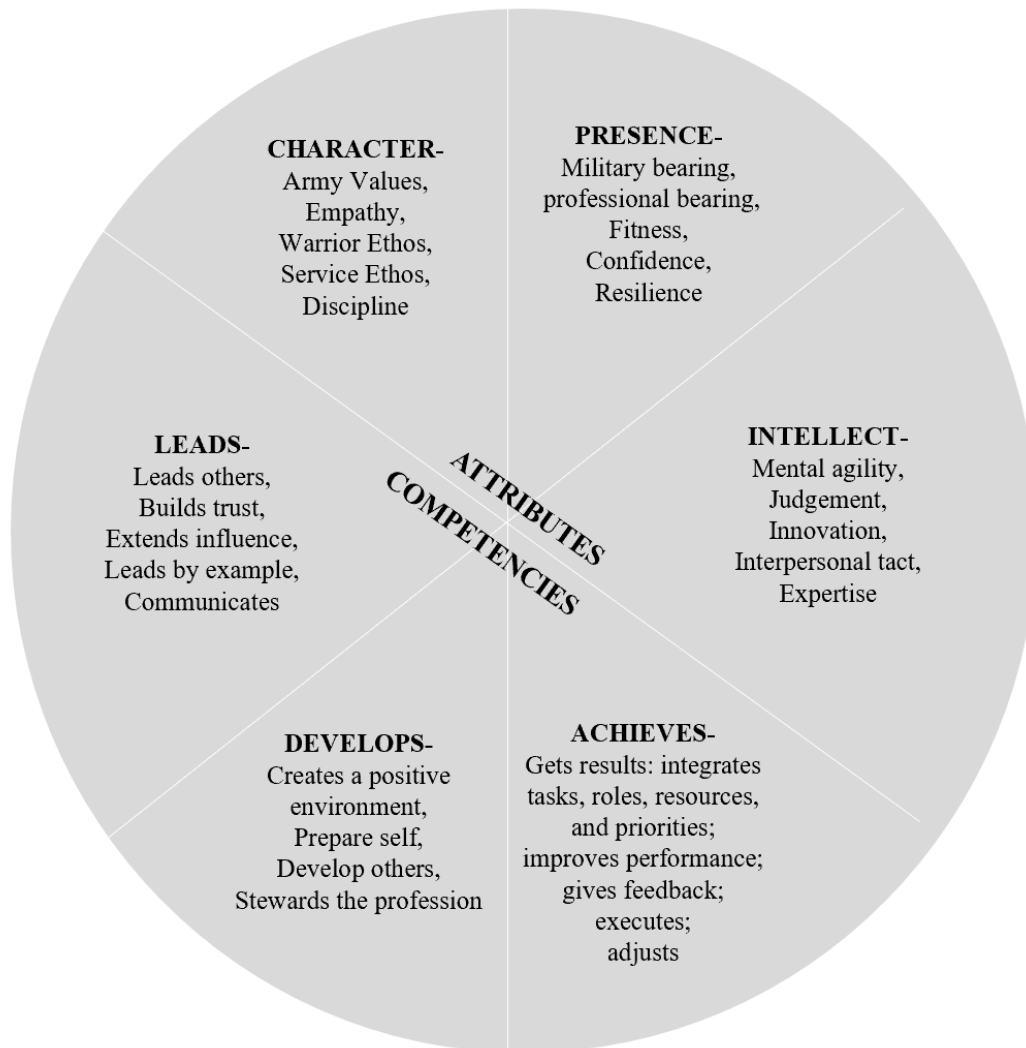


Figure 3. Army Leadership Requirements Model

Source: Headquarters, Department of the Army, Army Doctrine Reference Publication 6-22, *Army Leadership* (Washington, DC: Government Printing Office, August 2012), 1-5.

⁵¹ HQDA, ADRP 6-22, 7-16.

Army Field Manual 6-22 discusses the Army leader development in detail; it defines *Army Leader* as “by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals.”⁵² It states that “leaders have a direct responsibility to develop their subordinates”⁵³ and that they “must be committed to the development of others and themselves.”⁵⁴ In an effort to successfully do that, leaders must “set the conditions for development to occur.”⁵⁵

Another Army Profession Doctrine that helps build leaders for the Army is the Army Doctrine Reference Publication (ADRP) 1. According to ADRP 1, the Army is a professional organization which provides “a unique and vital service to society”⁵⁶ and “such work is beyond the ability of the members of society to perform for themselves.”⁵⁷ In order for the Army to provide this service, one of the things it is required to do is “uphold the discipline and standards of their art and science, including the responsibility for professional development and certification.”⁵⁸ This professional development begins when a Soldier enters the Army and is continuous throughout his or her career.

⁵² HQDA, FM 6-22, 1-2.

⁵³ Ibid., 1-1.

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ Ibid.

⁵⁸ Ibid.

Summary

In this chapter the researcher examined recent literature associated with Servant Leadership and Army doctrine. Greenleaf first introduced the concept of Servant Leadership in his 1970 essay, which was inspired by reading the book *Journey to the East* by Hesse. Jesus Christ was one of the first leaders that can be credited for application of such leadership. His short ministry on earth has had a lasting impact. Southwest Airlines has implemented Servant Leadership at the organizational level and the company has benefited enormously from such application. This is evident in the success of this company in its industry. Army doctrine defines its own idea of a leader and how it goes about developing them as such. The ALRM is a guiding tool for all to apply in their leader development. It consists of attributes and competencies with subcategories. One of the Army's primary sources for Leader Development doctrine is Field Manual 6-22. It states that leaders are individuals that inspire and influence people to accomplish organizational goals.

This study sought to improve the U.S. Army leader development by integrating characteristics of Servant Leadership. The theory of Servant Leadership places the emphasis on the followers. It requires the leader to be invested in their subordinates in respect to the follower's growth and development, both personally and professionally. This chapter began by describing Servant Leadership and its origin. This was followed by examples of application of Servant Leadership characteristics at the individual and organizational levels. Lastly, the researcher discussed how the Army defines leadership. Chapter 3 justifies and explains the research methodology as it applies to this study.

Chapter 4 describes the analysis of the findings and the results of the study. This chapter also provides both a written and a graphical summary of the study results. Chapter 5 interprets, describes, and discusses the study results as they relate to the existing body of research, and makes specific recommendations for further research.

CHAPTER 3

RESEARCH METHODOLOGY

Introduction

The purpose of this study was to make recommendations to the ARLM using characteristics of Servant Leadership. The current problem is that within the complex operating environment, we need leaders who are capable of caring for their Soldiers. It appears that too many contemporary leaders are self-focused and do things to advance their personal goals, at times even sacrificing the welfare of their subordinates. Leaders within the Army should be more supportive and place the needs of their Soldiers before their own. This study employed the qualitative case study comparison of Servant Leadership characteristics demonstrated by Jesus Christ and Southwest Airlines as a business. Case methodology, as described by Creswell (1996), enabled the researcher to study and evaluate complex phenomenon such as leadership development. Therefore, the researcher explored leadership development by comparing and contrasting a civilian organization which utilizes the characteristics of Servant Leadership and an individual that applies Servant Leadership characteristics, and ultimately have made recommendations about the possible inclusion of those principles in the ARLM.⁵⁹

This study was guided by one primary research question: How could the process of leader development in the U.S. Army be improved by the integration of characteristics

⁵⁹ John W. Creswell, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (Thousand Oaks, CA: SAGE, 2013).

of Servant Leadership? This study aimed to fill a gap in the shortage of Servant Leadership characteristics in Army doctrine.

Data Collection

The data collected in support of this study derived from books, journals, online articles, and government documents. Though there are many experts in this field, this study highlights researchers who were the most consistent in Servant Leadership. The researcher used the exemplary life of Jesus Christ and the business of Southwest Airlines as a case study because of their application and demonstration of Servant Leadership. The data collected was maintained in one file for quick reference and some pieces were printed for further examination as needed.

The data collection began with the topic search at Combined Arms Research Library online catalog. This produced several thousand articles, journals, books, and previously published Master of Military Art and Science theses. In an effort to narrow down the pool of data the researcher limited the publication date to be 2010 or later. In addition to this, the researcher conducted an online search of the topic of Servant Leadership and also discovered many articles written on the topic. After detailed examination, the researcher collected the most recent data for further analysis.

Collected data was retained on the researcher's computer with two-step authentication protection. This enabled the researcher to read, synthesize, and write while having access to all documents on the researcher's computer. In addition to the documents on the researcher's computer, the researcher also maintained hard copies of books to reference throughout the research.

Data Analysis and Interpretation

At the conclusion of the Literature Review, the reader will understand the linkage between the characteristics of Servant Leadership and the Army's doctrine on leaders and their development. Within Chapter 4, the relationship between Army Leadership and Servant Leadership will be discussed further. Also, in Chapter 4, the researcher examines Army Leadership doctrine – specifically the ARLM (ALRM) – and finds ways to make improvements to it. Lastly, the case study of Jesus Christ and Southwest Airlines will be used as evidence for applying characteristics of Servant Leadership to ALRM.

The case study regarding Jesus Christ was examined using the Bible, while Southwest Airlines used online resources. The different examples of Jesus Christ demonstrating servant-like behavior and Southwest Airlines' success from implementing Servant Leadership support the link between the theory of Servant Leadership and how the Army defines leaders.

At the conclusion of this thesis, the researcher generated his own theory of how characteristics of Servant Leadership could be integrated into Army Doctrine. The researcher used the case study of Jesus Christ and Southwest Airlines as evidence of how incorporation of Servant Leadership can positively change the U.S. Army. Additionally, the researcher has made recommendations on future research on the topic of Servant Leadership. The researcher used a comparison framework in table 2 to examine how Servant Leadership characteristics are present, verbatim, and how some of the characteristics can be connected to components of ALRM.

Servant Leadership Study Summary

Using this study, the researcher suggests that by incorporating characteristics of Servant Leadership in ALRM, the Army leader development could improve. In order to provide support for this recommendation, the researcher examined a historical leader, Jesus Christ, and a present-day business, Southwest Airlines, that apply Servant Leadership characteristics. Neither the historical figure nor the business applies Servant Leadership in a systematic way, or all elements of Servant Leadership therefore could be disputable. Despite counterarguments, their application of Servant Leadership is exemplary and worthy of emulation at both the individual and organizational levels.

In an effort to examine if Servant Leadership characteristics are present within the ALRM, the researcher created table 2. It identifies linkage between Servant Leadership characteristics and the attributes and competencies in the ALRM. While the linkage may not be directly word for word, terms are paired according to their defined meaning.

Table 2. Servant Leadership Characteristics and Army Leadership Requirements Model Comparison (Template)

		Army Leadership Requirements Model					
		Attributes			Competencies		
		Character	Presence	Intellect	Leads	Develops	Achieves
Servant Leadership Characteristics	Listening						
	Empathy						
	Healing						
	Awareness						
	Persuasion						
	Conceptualization						
	Foresight						
	Stewardship						
	Commitment to the growth of people						
	Building community						

Source: Created by author.

The author created table 3 to measure the employment of each Servant Leadership characteristic by the case study leader listed. This tool evaluates whether the case study leader's actions align with Servant Leadership characteristics.

Table 3. Evaluation of Case Study Leader (Template)

		Case Study Leader
		Jesus Christ
		Measurement Yes or No
Servant Leadership Characteristics	Listening	
	Empathy	
	Healing	
	Awareness	
	Persuasion	
	Conceptualization	
	Foresight	
	Stewardship	
	Commitment to the growth of people	
	Building community	

Source: Created by author.

Servant Leadership Study 1

Jesus Christ

One of the earliest examples of a Servant Leader is Jesus Christ. His three short years of ministry have rippling effects 2,000 years later. He came to this world to serve others with his deeds and ultimately gave his life for the sake of others. The researcher examined the years of Jesus' ministry and gleaned qualities that connect to Servant Leadership.

Servant Leadership Study 2

Southwest Airlines

When Southwest Airlines was founded in the 1960s, it aspired to be a leading airline company. However, this wasn't a reality until its senior executives decided to incorporate Servant Leadership characteristics into how they conducted themselves as individuals and as a business. The company implemented five principles for all employees to follow, along with other tools to make the business thrive. The researcher examined how the business applied Servant Leadership and how it could serve as an example for other organizations. Table 2 in chapter 4 will be used to examine how Servant Leadership characteristics are present, verbatim, and how some of the characteristics can be connected to components of ALRM.

Conclusion

This study seeks to improve the U.S. Army leader development by integrating characteristics of Servant Leadership. The theory of Servant Leadership places the emphasis on the followers. It requires the leader to be invested in their subordinates in respect to the follower's growth and development, both personally and professionally. Chapter 2 began by describing Servant Leadership and its origin. This was followed by examples of application of Servant Leadership characteristics at the individual and organizational levels. Lastly, the researcher examined how the Army defines leadership. This chapter justifies and explains the research methodology as it applies to this study.

Chapter 4 describes the analysis of the findings and the results of the study. This chapter also provides both a written and a graphical summary of the study results.

Chapter 5 interprets, describes, and discusses the study results as they relate to the existing body of research, and makes specific recommendations for further research.

CHAPTER 4

ANALYSIS

Introduction

This study seeks to improve the U.S. Army leader development by integrating characteristics of Servant Leadership. The theory of Servant Leadership places the emphasis on the followers. It requires the leader to be invested in their subordinates in respect to the follower's growth and development, both personally and professionally. The primary problem that exists is that there are leaders in the Army that fail to care for their subordinates. The analysis for this research answers the research question of: How could the process of leader development in the U.S. Army be improved by the integration of characteristics of Servant Leadership?

The purpose of this chapter is to describe the analysis of the findings and the results of the study. This chapter also provided both a written and a graphical summary of the study results.

In this chapter, the researcher employed the methodology described in chapter 3 to conduct cooperative analysis in order to demonstrate the effectiveness of Servant Leadership; using that demonstration as a denominial, the researcher made recommendations as to how to incorporate characteristics of Servant Leadership into the ALRM.

Servant Leadership and Army Doctrine Analysis

In chapter 2, the researcher examined Servant Leadership from when it was first introduced, as theory, by Greenleaf, to how it has evolved to modern day application by companies like Southwest Airlines. Thus, some researchers believe that Servant Leadership is a new concept, the effectiveness of this leadership theory has demonstrated to be very successful for organizations. Some researchers also discount the fact that Jesus Christ was one of the earliest examples on record of utilizing Servant Leadership characteristics. To maintain neutrality the Army cannot include Jesus Christ in the doctrine to illustrate an example for military leaders.

The Army Field Manual 6-22, published in 2015, includes four of the 10 characteristics of Servant Leadership mentioned by Spears. The ALRM, in ADRP 6-22 includes one of the 10 characteristics. Additionally, the attributes and competencies within ALRM can be loosely connected to the characteristics of Servant Leadership. Army manuals do not directly address Servant Leadership, as the term is contrary to what the Army expects of its leaders. Table 4 displays the Servant Leadership characteristics that are present in ALRM and those that can be linked together through definition.

Table 4. Servant Leadership Characteristics and Army Leadership Requirements Model Comparison

		Army Leadership Requirements Model					
		Attributes			Competencies		
		Character	Presence	Intellect	Leads	Develops	Achieves
Servant Leadership Characteristics	Listening				X	X	
	Empathy	X			X	X	X
	Healing	X				X	X
	Awareness			X	X	X	X
	Persuasion		X		X	X	X
	Conceptualization			X	X		X
	Foresight			X	X		
	Stewardship	X		X	X	X	X
	Commitment to the growth of people	X		X	X	X	
	Building community	X			X	X	

Source: Created by author.

The characteristics of Servant Leadership are present within ALRM's subcategories of attributes and competencies. Though the exact words from the characteristics of Servant Leadership do not exist with the exception of Empathy, through definitions and subcategories of ALRM the characteristics and the ALRM do align. The Servant Leadership characteristic of listening is similar to the following competencies:

1. "leads" within the subcategory of "communicates," and
2. "develops" within the subcategory of creates a "positive environment."

The Servant Leadership characteristic of empathy is similar to the attribute and competencies:

1. "character" within the subcategory of 'empathy,"

2. “leads” within the subcategory of “builds trust,” and
3. “develop” within the subcategory of “develops others.”

The Servant Leadership characteristic of healing is similar to the attribute and competencies:

1. “character” within the subcategory of “empathy,”
2. “develop” within the subcategory of “develops others,” and
3. “achieve” within the subcategory of “gets results.”

The Servant Leadership characteristic of awareness is similar to the attribute and competencies:

1. “intellect” within the subcategory of “sound judgement,”
2. “leads” within the subcategory of “extends influence beyond the chain of command,”
3. “develops” within the subcategory of “prepares self,” and
4. “achieves” within the subcategory of “gets results.”

The Servant Leadership characteristic of persuasion is similar to the attribute and competencies:

1. “presence” within the subcategory of “confidence,”
2. “leads” within the subcategory of “leads others,”
3. “develops” within the subcategory of “fosters esprit de corps,” and
4. “achieves” within the subcategory of “gets results.”

The Servant Leadership characteristic of conceptualization is similar to the attribute and competencies:

1. “intellect” within the subcategory of “innovation,”

2. “leads” within the subcategory of “extends influence beyond the chain of command,” and

3. “achieves” within the subcategory of “gets results.”

The Servant Leadership characteristic of foresight is similar to the attribute and competencies:

1. “intellect” within the subcategory of “innovation,”

2. “leads” within the subcategory of “extends influence beyond the chain of command,” and

3. “achieves” within the subcategory of “stewards the profession.”

The Servant Leadership characteristic of stewardship is similar to the attributes and competencies:

1. “character” within the subcategory of “army values,”

2. “intellect” within the subcategory of “expertise,”

3. “leads” within the subcategory of “leads by example,”

4. “develops” within the subcategory of “develops others,” and

5. “achieves” within the subcategory of “gets results.”

The Servant Leadership characteristic of commitment to the growth of people is similar to the attributes and competencies:

1. “character” within the subcategory of “empathy,”

2. “intellect” within the subcategory of “interpersonal tact,”

3. “leads” within the subcategory of “leads others,” and

4. “develops” within the subcategory of “develops others.”

The Servant Leadership characteristic of building community is similar to the attribute and competencies:

1. “character” within the subcategory of “Army values,”
2. “leads” within the subcategory of “building trust,” and
3. “develops” within the subcategory of “stewards the profession.”

These links are testament to the fact that the Army doctrine does, in fact, include concepts and characteristics of Servant Leadership.

The current attributes and competencies of ALRM do not appear to be sufficient enough to develop leaders that can be categorized as Servant Leaders. With the incorporation of the characteristics of Servant Leadership within ALRM, the development of Servant Leaders is more achievable. After careful examination, the researcher has incorporated all characteristics of Servant Leadership into the ALRM with the exception of one which was already present (Empathy).

Servant Leadership Analysis 1

Jesus Christ

Beginning after AD 26 and ending in AD 30, Jesus Christ performed his ministry.⁶⁰ During this period, Jesus exercised servant-style leadership numerous times to meet the needs of his followers while demonstrating to them how to serve others. Though much is not written about Jesus’s life prior to his ministry when he was in his early 30s, it can be understood that he lived a life that was focused on others. One of the most

⁶⁰ “How long was Jesus’ ministry?” Got Questions, accessed 16 January 2019, <https://www.gotquestions.org/length-Jesus-ministry.html>.

pronounced examples of Servant Leadership that Jesus displayed was when he washed the feet of his apostles. According to the book of John, “Jesus got up from the meal, took off his outer clothing, and wrapped a towel around his waist. He poured water into a basin and began to wash his disciples' feet, drying them with the towel. After washing their feet Jesus asked, ‘Do you understand what I have done for you? You call me “Teacher” and “Lord,” and rightly so, for that is what I am. Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. I have set you an example that you should do as I have done for you’.”⁶¹ This act of washing the apostles’ feet was very symbolic as this was common practice upon entering a home during Jesus’s time period. This task was typically performed by a servant or a slave. So, when Jesus did this, his disciples were stunned by the act of humility. He demonstrated to them that his basic motivation was love by voluntarily becoming their servant, and this served as an example for them to follow.

Jesus clearly demonstrated the application of the characteristics of Servant Leadership mentioned by Spears throughout his ministry. One can argue that his deeds and actions were aligned with the characteristics of Servant Leadership that contributed to his success during his mission on earth as he spread the gospel. His keen ability to listen to others created an environment for others to freely express ideas without fear. Jesus displayed empathy and healing when he cured 10 men of leprosy on his way to Jerusalem according to Luke chapter 17, verses 11 through 19. He displayed awareness and conceptualization when he spoke about being on earth to accomplish the mission that

⁶¹ John. 13:1-13, 1671.

was assigned to him by God and how he instructed his disciples to continue the mission after his passing. He used persuasion to convince his disciples to follow him to assist him in accomplishing the mission with which God had entrusted him. Jesus displayed great foresight when he spoke of what would happen to him on this earth so that this mission could be successfully completed. Jesus took responsibility for the work of his disciples, good and bad, and in doing so he demonstrated stewardship. As Jesus recruited new disciples he was committed to their growth by teaching and training them to be ambassadors for God. Through his life-giving service here on earth he built a community of believers who continue to do his work in the present day.

Arguably, Jesus can be credited as the greatest leader in history. His three short years of public ministry created a church that has existed for over 2000 years, reaching billions of people. His demonstration of Servant Leadership is emulated throughout churches across the world. His application of Servant Leadership is evaluated below in table 5.

Table 5. Evaluation of Case Study Leader

		Case Study Leader
		Jesus Christ
		Measurement Yes or No
Servant Leadership Characteristics	Listening	Yes
	Empathy	Yes
	Healing	Yes
	Awareness	Yes
	Persuasion	Yes
	Conceptualization	Yes
	Foresight	Yes
	Stewardship	Yes
	Commitment to the growth of people	Yes
	Building community	Yes

Source: Created by author.

Servant Leadership Analysis 2

Southwest Airlines

When it comes to utilization of Servant Leadership characteristics in the business field, one of the standout examples is Southwest Airlines. Southwest Airlines has found application of Servant Leadership to be very effective for their organization. Due to its application at the executive level, the company has seen exponential growth in how their employees feel valued and subsequently performing well doing their duties therefore reaching customer satisfaction to a degree that other businesses could not achieve.

One of the practical ways that Southwest Airlines implemented this was by ensuring that every employee joining the team experienced the same rigor, despite their position for which they were hired. Every employee is required to work a “grunt job” for

six months prior to moving into the actual position for which they were hired. The purpose of this is to ensure that every employee understands and appreciates what those individuals do at the lower level, in addition to testing their commitment to the business.

Southwest Airlines' implementation of Servant Leadership from the top down places emphasis on their employees in regard to their personal and professional development and needs. This is evident in the five principles that were developed for the company: Be a follower and a leader; Serve as a team; Appreciate every team member, task, role, and the job; Treat people like people; Prioritize people over profit. These principles serve as the cornerstone for everything Southwest employees do. Southwest just doesn't hire individuals and automatically expect them to perform exceptionally while applying the company's principles; they have developed the Southwest Airlines University to train every employee that joins their team.

Summary and Conclusion

One of the President's goals, outlined in the National Defense Strategy, is improving readiness of our military. A subset of this task is to ensure that our military leaders are taking care of our Soldiers by meeting their personal and professional needs. Such acts can be described as Servant Leadership. The researcher examined Servant Leadership and Army doctrine in chapter 2.

Though Greenleaf initially published the theory of Servant Leadership, the earliest example of the application of Servant Leadership was demonstrated by Jesus Christ. A common theme among all this research is that one must be a servant first in order to truly lead. The manifestation of service is leadership.

Army doctrine includes traits that can be linked to characteristics of Servant Leadership. The qualities of a leader described in Army doctrine are broad and vague, therefore making it somewhat difficult for Soldiers and leaders to apply or evaluate against. The 10 characteristics of Servant Leadership as stated by Spear are very specific and narrow, allowing anyone to apply them easily and use them as a measurement tool.

The research question: how could the process of leader development in the U.S. Army be improved by the integration of characteristics of Servant Leadership?

In response, the guiding doctrine can be more direct and focused. Though links can be established between the characteristics of Servant Leadership and Army doctrine, it does not provide the necessary clarity to influence the greater Army. The Army needs to incorporate the specific characteristics of Servant Leadership into ALRM to increase its output of Servant Leaders. More Servant Leaders will benefit the Army by being subordinate-focused, both personally and professionally. This will drive the subordinates to perform their personal best to meet the mission requirements, as illustrated in Southwest Airlines in chapter 2. Chapter 5 will discuss the findings of this study, including the benefits of incorporating characteristics of Servant Leadership into ALRM and making recommendations for future studies.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of this study was to conduct a case study comparison to see if the Army leader development could be improved with the integration of characteristics of Servant Leadership. At present, the problem is that an Army leader is characterized as self-focused while a Servant Leader is others-focused. Army doctrine, by definition, can be linked to Servant Leadership; however, the concept is contrary to what the Army expects of its leaders. Army doctrine is more mission-focused, unlike Servant Leadership which is more people-focused. Despite these differences, there are links between Army doctrine and the characteristics of Servant Leadership.

In chapter 1, the researcher introduced the topic, the purpose of the study, presented the problem statement, the research question, and the limitations during the research. Chapter 2 provided a systematic review and analysis of current literature related to Servant Leadership and what leadership is according to Army doctrine. Chapter 3 justified and explained the research methodology as it applied to this study. In chapter 4 the researcher examined how characteristics of Servant Leadership exist within Army doctrine and how Servant Leadership is applied at the individual and organizational level.

Within the current complex operating environment, the Army needs leaders who can care for their Soldiers by prioritizing their personal and professional developmental needs as a means of accomplishing the mission and improving the organization.⁶² It can

⁶² HQDA, FM 6-22, 7-53.

be argued that there are too many examples of leaders, both recently and historically, who were self-focused and performed in order to advance their personal goals, at times even sacrificing the welfare of their subordinates. To explore the relationship between Servant Leadership and ALRM, the researcher developed the following research question: How could the process of leader development in the U.S. Army be improved by the integration of characteristics of Servant Leadership? In this chapter the researcher will discuss the key findings, recommend changes to the ALRM and share suggestions for future research based on these findings.

Findings

Within the multidimensional complex operating environment, leaders are expected to perform better than they have in the past and produce greater results. However, the leadership foundation is built upon the attributes and competencies found in the ALRM. The benefit of incorporating Servant Leadership characteristics into Army leadership development is unknown at this time. The Army needs leaders that are invested in the development of their subordinates both personally and professionally. To explore the possibility of incorporating Servant Leadership characteristics into Army doctrine, the researcher developed the following thesis question: How could the process of leader development in the U.S. Army be improved by the integration of characteristics of Servant Leadership?

The researcher examined two case studies that illustrate the application of Servant Leadership characteristics at the individual level and at the organizational level. The research illustrated that the application of the Servant Leadership characteristics at both levels is feasible and could be effective in incorporating them into ALRM. This is evident

by the fact that four of the 10 characteristics of Servant Leadership are already present in Army doctrine word for word, and the reminder can be drawn from the attributes and competencies in ALRM.

Though research is ongoing, the researcher provides support for several findings through this study thus far. The first, which is consistent with other research, is that a Servant Leader spends most of their energy focusing outwardly, specifically to make others or their organization better. Commitment to the growth of people requires a leader to develop their subordinates. This development is not achievable if the leader does not take the time to listen to his subordinates and persuade the subordinate to desire that change. Through these activities the leader can build a community and more importantly teach others to serve like the leader.

The second finding is based upon the analysis conducted in chapter 4 that Army doctrine can be linked to Servant Leadership. It is not through the direct attributes or competencies in ALRM, but rather through some of the subcategories for each. This linkage is a very positive indicator as it is telling how the Army already encourages some behaviors that are in line with Servant Leadership.

The third finding is that Servant Leadership, applied at the individual level, is very effective based on the case study of Jesus Christ. His application of Servant Leadership is indicative of the effectiveness of this concept despite the challenges he faced during his ministry. His efforts in placing others before himself are remembered and imitated today by over one billion Christians as well as by countless non-Christians, who respect him as a model.

The fourth and final finding is that Servant Leadership, applied at the organizational level, is also very effective based on the case study of Southwest Airlines. The business's practice of placing their employees before the management has paid dividends and boosted the company's success. The employees feel valued; therefore, they take ownership of what they are doing and provide the best service available to their customers, causing their customers to return to the brand time and again.

Recommendations to Army Doctrine

The focus of this research was Servant Leadership characteristics and Army doctrine, with an aim to see if the Army leader development program can improve with the incorporation of characteristics of Servant Leadership in ALRM.

As discussed in chapter 4, there are links to ALRM and characteristics of Servant Leadership; however, the benefit to the Army is greater if it incorporates all of the Servant Leadership characteristics within ALRM. Based on the study that has been conducted thus far, the researcher recommends the following model for incorporating characteristics of Servant Leadership into ALRM:

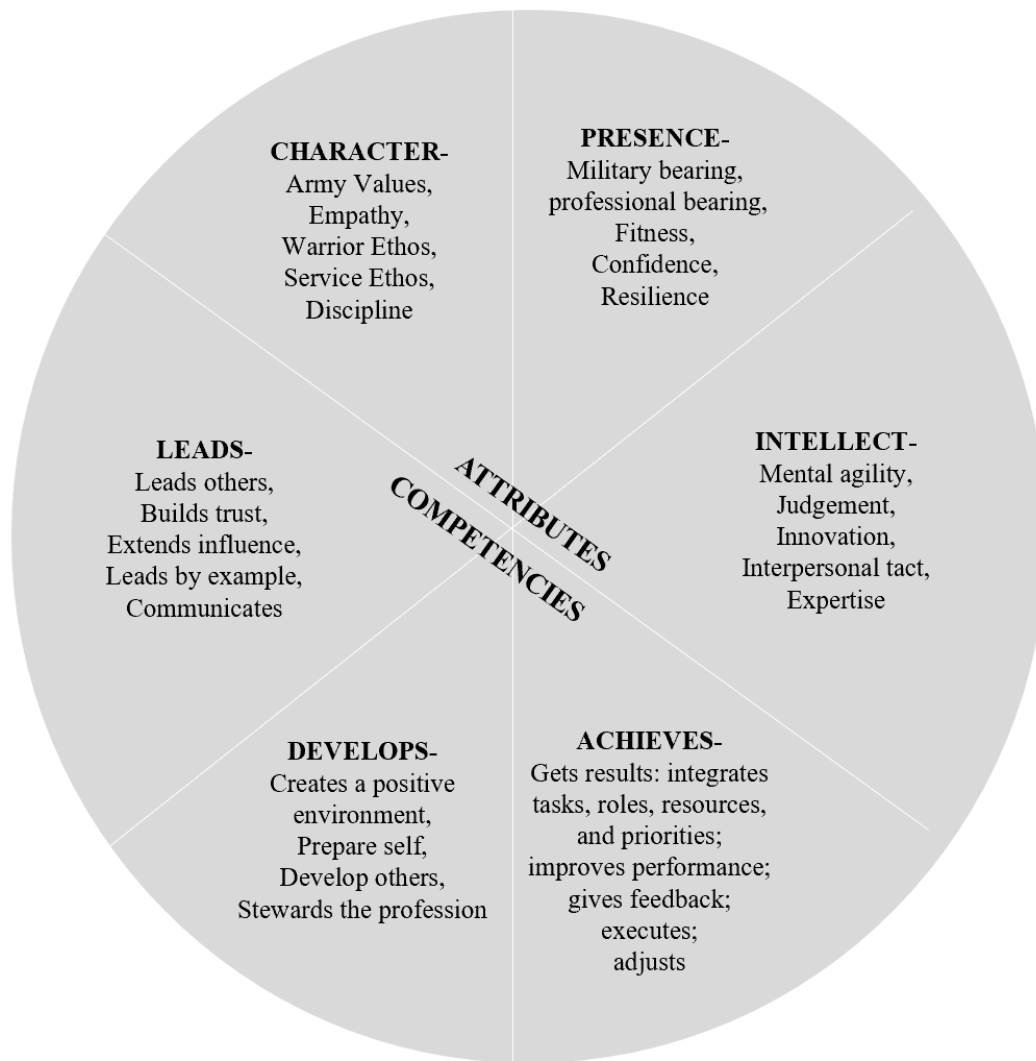


Figure 4. Army Leadership Requirements Model

Source: Headquarters, Department of the Army, Army Doctrine Reference Publication 6-22, *Army Leadership* (Washington, DC: Government Printing Office, August 2012), 1-5.

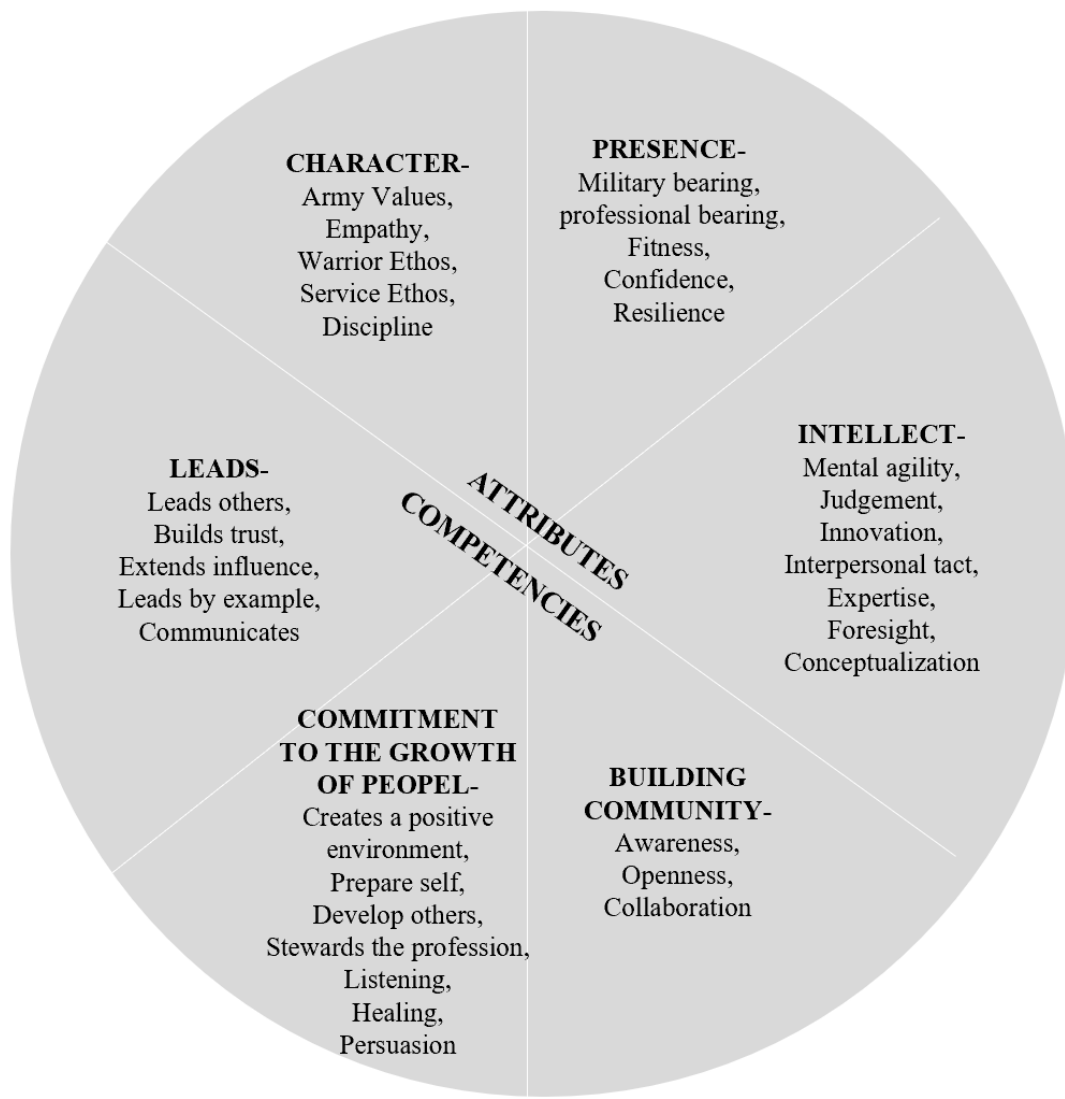


Figure 5. Army Servant Leadership Requirements Model

Source: Headquarters, Department of the Army, Army Doctrine Reference Publication 6-22, *Army Leadership* (Washington, DC: Government Printing Office, August 2012), 1-5; modified by author.

Figure 4 above is what the current ALRM looks like. Figure 5 is the researcher's recommendation for updates to ALRM. Below is the list of recommend changes:

1. Title of the figure.

Currently: Army Leadership Requirements Model

Recommended: Army Servant Leadership Requirements Model

2. Competency number two.

Current: Develops

Recommended: Commitment to the growth of people

3. Competency number three.

Current: Achieves

Recommended: Building community

4. Subcategories for the attribute of intellect.

Recommend adding: Foresight and Conceptualization

5. Subcategories for commitment to the growth of people

Recommend adding: Listening, healing, and persuasion

6. Subcategories for attributes of building community.

Recommend adding: Awareness, openness, and collaboration

Recommendations for Further Research

As discussed in chapter 1, the most significant delimitation was the comparison of only two case studies. The researcher recognizes that this topic requires further study of various aspects of Servant Leadership. Below are the recommendations for further research.

The first recommendation is that more study is required on the actual application of ALRM in the Army and how it is measured. One approach would be to gather data from Soldiers of all ranks to articulate their understanding and application of ALRM.

This research would help doctrine developers better understand the effectiveness of their published theories and framework.

The second recommendation is to conduct a study to better understand why the Army is hesitant to employ the term “Servant Leadership” in their doctrine. Better understanding of the organization’s reluctance could result in incorporating the term Servant Leadership into Army doctrine and producing leaders that are more others-focused.

The third recommendation is that another researcher could do quantitative research focused on military officer subjects using a Servant Leadership questionnaire.

The fourth recommendation is that another researcher could expand on this approach and include additional case studies.

Summary

To meet one of the top priorities of readiness of the President and the U.S. Army Chief of Staff, there is a need for leaders that can focus on developing their subordinates and improve the organizations to which they are assigned. With Soldiers being the most valuable resource in the Army, they deserve the very best leaders. These are leaders that are interested in their growth and development, both personally and professionally. The investment in followers ultimately meets mission requirements because a valued follower feels like part of the team and therefore will work tirelessly to not let the team down. This study has shown in the case study comparison that application of Servant Leadership is very effective at the individual and organizational level. The case studies of Jesus Christ and Southwest Airlines, coupled with other studies conducted on Servant Leadership,

should show leaders that Servant Leadership is a very effective way to lead individuals and organizations.

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