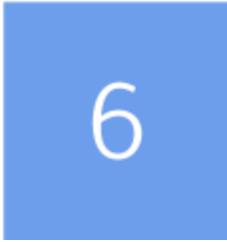


MODULE



# Servant Leadership & Path-Goal Theory

*"Everybody can be great because everybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and your verb agree to serve...You only need a heart full of grace, a soul generated by love."*

- Martin Luther King Jr.

## Time Period and Situation

The term "servant leader" was first documented by Robert K. Greenleaf in 1970, who credits the formulation of the term to the 1956 novel *The Journey to the East* (Northouse 226). Right at the tail end of WWII, the 1950s made way for the Civil Rights Movement. For context, this time period brought about the invention of TV and widespread use of cars in America, the Korean War, and the Cold War. Throughout the Civil Rights Movement, Martin Luther King's success as one major face of the movement became accredited to his devotion to servant leadership that became a highlight of the era.

Path Goal Theory first emerged in leadership texts in the early 1970s (Northouse 115). Leading up to this point, the Civil Rights movement still had a heavy presence in society, and technological advancements landed the first man on the moon ("1960s").

## Agenda

1. Theories
  - a. Servant Leadership
  - b. Path Goal Theory
2. Servant Leadership Examples
  - a. Jesus Christ
  - b. Albert Schweitzer
3. Path Goal Leadership Examples
  - a. Columbia Records
  - b. Steve Jobs

## Student Objectives:

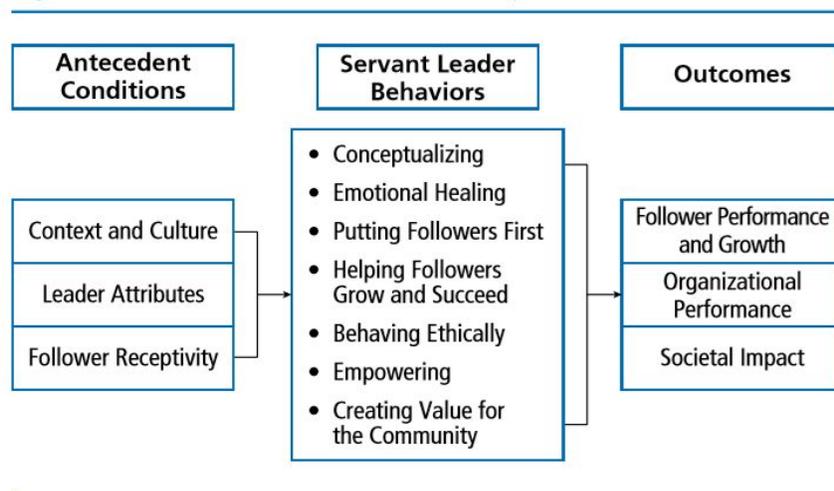
1. Students will understand the definition of servant leadership
2. Students will understand the definition of path-goal theory

## Theories

### 1. Servant Leadership

- a. Leadership based on putting the needs of the followers first and emphasizing follower development instead of focusing on oneself. Servant leaders are ethical and seek to serve the greater good (Northouse 225-226).
- b. In *The Journey to the East*, a servant accompanies a group of travelers. The servant does their chores and boosts moral through song. Although on the surface the servant does not seem crucial, when the servant becomes lost, the travelers become disordered and abandon the journey, showing how the servant was leading the group through his selfless care of the travelers (Northouse 227).
- c. Model of Servant Leadership (Northouse 232)

**Figure 10.1 Model of Servant Leadership**

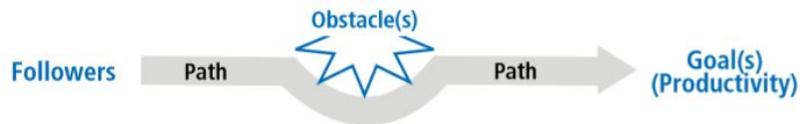


SOURCE: Adapted from Liden, R. C., Panaccio, A., Hu, J., & Meuser, J. D. (2014). Servant leadership: Antecedents, consequences, and contextual moderators. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations*. Oxford, England: Oxford University Press; and van Dierendonck, D. (2011). Servant leadership: A review and syntheses. *Journal of Management*, 37(4), 1228-1261.

### 2. Path Goal Leadership

- a. Path Goal theory puts and emphasis on the leader's style, characteristics of followers, and the setting. The leader focuses on how they providing elements they think the followers could use to better attain their goals (Northouse 115-116).
- b. Model of Path-Goal Theory (Northouse 116)

**Figure 6.1** The Basic Idea Behind Path–Goal Theory



**Path–Goal Leadership**

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

- c. Within Path Goal, leader behavior is divided into four categories: directive, supportive, participative, and achievement oriented. The outcome of the followers depends on the leader’s behavior (Northouse 117).
- i. Directive: leader gives instructions, expectations, how to do it, and time constraints. Leader sets clear standards, rules, and regulations (Northouse 117).
  - ii. Supportive: leader goes out of their way to make work pleasant for the followers, treat followers as equals, and strive to be friendly and approachable (Northouse 117–118).
  - iii. Participative: followers are heavily involved in decision making. Leader consults with followers, consider follower ideas and opinions, and integrates suggestions (Northouse 118).
  - iv. Achievement Oriented: leader encourage followers to perform at the highest level by establishing high standards and showing confidence that followers are capable of achieving those high standards (Northouse 118).
- d. Model of Leader Behavior

**Table 6.1** Path–Goal Theory: How It Works

Leadership Behavior	Follower Characteristics	Task Characteristics
<b>Directive</b> Provides guidance and psychological structure	Dogmatic Authoritarian	Ambiguous Unclear rules Complex
<b>Supportive</b> Provides nurturance	Unsatisfied Need affiliation Need human touch	Repetitive Unchallenging Mundane
<b>Participative</b> Provides involvement	Autonomous Need for control Need for clarity	Ambiguous Unclear Unstructured
<b>Achievement Oriented</b> Provides challenges	High expectations Need to excel	Ambiguous Challenging Complex

i.

## Examples of Servant Leadership

### Jesus Christ (exact dates unknown)

**Resources:**

1. Pelican, Jaroslav Jan and Sanders. E. P., "Jesus." *Encyclopedia Britannica*, Encyclopedia Britannica, 21 August 2018. Accessed 24 June 2019.
2. "Feeding the Five Thousand." BibleGateway. Accessed 24 June 2019.
3. Chappell, Bill. "World's Muslim Population will Surpass Christians this Century, Pew Says." *The Two Way*, National Public Radio, 2 Apr. 2015. Accessed 24 June 2019.

**CORE Crash Course (CCC):**

Whether you believe in Jesus or not, his role in the Christian faith is one of servant leadership. Jesus (also known as Jesus Christ, Jesus of Galilee, and Jesus of Nazareth), born in Bethlehem and crucified in Jerusalem, is believed by many to be the son of God, sent down to Earth to die for humanity's sins. Jesus was believed to be free of sin, and he performed many miracles and lived his life serving the people of the Middle East. He is believed to have done things like heal the sick, make the blind see, and raise the dead (Pelikan). One well known miracle, documented by all four of the gospels in the bible, is "The Feeding of the 5,000." Here, Jesus is presented with 5,000 hungry people, but only 5 loaves of bread and 2 fish. By a miracle, he is able to produce loaves and fish to feed all 5,000 people ("Feeding the Five Thousand"). Through his service, Jesus gained the support of many people throughout his life, and inspire more than 2 million people to dedicate their lives to service today (Chappell).

**Discussion Questions:**

1. How do followers benefit from a servant leader?
2. Can you learn to be a servant leader or do you inherently seek (or inherently not seek) service?
3. How do you decide what actions are considered "service"?

### Albert Schweitzer (1875-1965)

**Resources:**

1. "Albert Schweitzer Biographical." *The Nobel Prize*, The Nobel Foundation. Accessed 24 June 2019.

**CORE Crash Course (CCC):**

Albert Schweitzer studied philosophy and theology at the University of Strasbourg earning degrees in 1899 and 1900 respectively. In 1906 he published *The Quest of the Historical Jesus*, bringing him fame as a theological scholar. In 1905 he began studying medicine and earned his doctorate in 1913. From there, he founded a hospital in French Equatorial Africa. After spending a brief amount of time in an internment camp as a prisoner of war (sent in 1917, released 1918), he spent the remainder of his life in French Equatorial Africa, expanding the hospital to 70 buildings which could care for 500 patients at a time. On top of being a doctor and surgeon at the hospital, Schweitzer was a pastor, administrator of his village, author, and musician. As a doctor, surgeon, and pastor, his leadership is characterized by his dedication to serving others and his community ("The Nobel Prize").

**Discussion Questions:**

1. If you do not intend to be a leader and are instead focused on service (servant leadership) are you still a leader?
2. Are there situations where servant leadership would not be successful?
3. Can there be situations where there are two leaders, a servant leader and a second, more obvious leader?
  - a. If so how would this dynamic play out?

## Examples of Path-Goal Leadership

### Columbia Records (1887-Present)

#### Resources:

1. "Columbia Records." Sony Music Entertainment. Accessed 24 June 2019.
2. "Artists." Columbia Records. Accessed 24 June 2019.
3. Baumbauch, Robert. "Hail, Columbia". *Intertique*, 1998.
4. Thill, Scott. "June 21, 1948: Columbia's Microgroove LP Makes Albums Sound Good". *WIRED*, 2010.
5. *Women in Music - Overcoming Obstacles and Taking Career Control*.  
<https://www.libertyparkmusic.com/women-music-metoo-iwd/>. Accessed 18 July 2019.

#### CORE Crash Course (CCC):

Columbia Records, founded in 1887, is a record label of Sony Music Entertainment ("Columbia Records"). In the 1940s, they created the innovative LP (Long-Players) records, which extended the play time (Thill). Columbia Records has signed well known artists such as Beyonce, Frank Sinatra, and John Mayer. For example, Columbia Records have a significant role in allowing Beyoncé to advertise her music without hurdles and attain her goal of educating others about feminism and the Black Lives Matter movement. As a record label, they cater to the individual artists and their needs in order to bring the artist success. In terms of their relationship with the public, they keep an open line of communication (participative leadership) and in the early 1900's were able to lower prices (Baumbauch).

#### Discussion Questions:

1. Does motivation matter for leadership?
  - a. In the case of Columbia Records, the motivation for making artists successful and catering to the people is to benefit Columbia Records

### Steve Jobs (1955-2011)

#### Resources:

1. "Steve Jobs - Timeline of the Former CEO." The Telegraph, 6 Oct. 2011. Accessed 24 June 2019.
2. 2019.
3. Newcomb, Alyssa. "Apple is worth \$1 trillion." NBC News, 4 Aug. 2018. Accessed 24 June 2019.
4. Isaacson, Walter. "The Real Leadership Lessons of Steve Jobs." Harvard Business Review, 2012. Accessed 24 June 2019.

#### CORE Crash Course (CCC):

Steve Jobs was the co-founder and CEO of Apple until shortly before his death in 2011

(“Steve Jobs”). He was able to take a project started in his garage and transform it into the company that is worth 1 trillion dollars today (Newcomb). His organization and command of the people around him is what allowed Apple to be so successful. Jobs was often criticized for being too brutal on the people that worked for him, and in response he said, “Look at the results, these are all smart people I work with, and any of them could get a top job at another place if they were truly feeling brutalized. But they don’t.” On top of that, Jobs’s main focus was staying focused. He only allowed the company to work on a few projects at a time, motivating employees to stay focused but also fight for their projects to be the best. As a leader in the company, Jobs knew how hard he could push his employees and what kind of things would get them to get their best work done (Isaacson).

**Discussion Questions:**

1. How far can a leader go to motivate their team?
  - a. Is coercive power effective? Is it right to use to motivate a group?
2. In path-theory, what is the importance of the balance between the extent of a leader’s achievement-oriented behavior and the followers’ health?
  - a. Is it ethical to compromise the health of the followers in order to achieve a goal?
3. Is there any type of leadership style that is better than the others? Or is there a situation in which Servant Leadership is better than others?

## Facilitation Notes

1. Write the opening quote on the board as a point of discussion if it suits your class dynamics.

## Activities

### Introducing Path Goal Theory

**Materials:** 2 (or more) blindfolds

**Directions:** Rearrange the chairs and tables so that it would be hard to get anywhere. Pick 4 volunteers from the class, two to be blindfolded and two to help. Choose a starting point and an ending point (ex. Corner of the room to the door). Pair the 4 volunteers so that one partner has a blindfold and the other does not. The goal of the partners is to get the blindfolded partner across the room. The catch is, the partner that is doing the guiding can not touch the blindfolded partner (do ask the class to be quiet for the duration of the activity). Whoever reaches the end point first wins.

Most likely, the partner will try to guide the blindfolded person using just their words. At the conclusion of the activity, help the class analyze the actions of the volunteers and reveal that it would have been much easier if the guiding partner had just moved the chairs and tables out of their partner’s way. Use this discussion to segway into path goal theory.

### An Introduction to Servant Leadership (5-10 min)

**Purpose:** The purpose of this activity is to introduce students to servant leadership using an IMSA edition of the “Dollar Value” game with some small modifications.

**Materials:** 5 sheets of paper, 5 pens/pencils (assuming there are 5 groups of 4 students)

**Directions:** Assuming there are 20 students in the class, ask the students to form five groups of four people. After the groups have been formed, distribute one sheet of paper and one pencil to each group. Once the materials have been distributed, inform the class that each group has been given an imaginary one dollar bill, and ask each group to think about how their one dollar bill can be spent to benefit the IMSA community.

After approximately five to ten minutes of discussion, ask the groups to share their ideas with the class. When the groups have shared their ideas, ask the class if there are any parallels between serving and leading. Then, emphasize the importance of service to leadership, and transition into a discussion about servant leadership.

## References

1. <https://www.history.com/topics/1960s>
2. "Servant Leadership Quotations | Serve to Lead Group." *Serve to Lead | James Strock*, <https://servetolead.org/books/leadership-quotations/servant-leadership-quotations/>. Accessed 18 July 2019.
3. Northouse
4. "Servant Leadership Games." *Career Trend*, <https://careertrend.com/list-6753156-servant-leadership-games.html>. Accessed 18 July 2019.