



Servant Leadership:
Theory & Practice
Volume 4, Issue 2, 9-12
Fall 2017

The Far-Reaching, Universal Appeal of Servant Leadership

(Introduction – Volume 4, Issue 2)

Phillip Bryant, Columbus State University

Executive Editor, SLTP

If you are holding a hard copy of *Servant Leadership: Theory & Practice (SLTP)*, Volume 4, Issue 2, you are one of the 250 valued colleagues we know have such an interest in our work that you will enjoy receiving your copy of *SLTP* in the mail. Thank you for your loyal and continued support. Though you are a valued group of colleagues, our hard copy readers are not an exclusive group. We hope that you will encourage your colleagues in the field of ethical and servant leadership to hit us up for their own free copies. We are happy to share.

If you have downloaded us electronically, thank you! Your download is one of more than 3,465 downloads of *SLTP* since our inaugural issue three years ago. As you can deduct, we are averaging over 3,000 downloads per year thanks to readers such as yourself! Each download represents a reader from at least 455 unique institutions – institutions such as Grand Canyon University, Baylor University, the Department of Veterans Affairs, the University System of Georgia, and The Cleveland Clinic, to name just a few – helping us accomplish our mission (to advance servant leadership, both as a field of academic study and as a management practice) and reach our vision (to become the first choice journal for authors and researchers of servant leadership and related fields). It's not only institutions in the United States interested in our work. Though the vast majority of our readers are from the United States, the United Kingdom and Canada, we have readers as far reaching as the Hagatna Municipality in Guam, Sarawak, Malaysia; and Ho Chi Minh, Viet Nam. I am convinced that servant leadership truly is of universal relevance!

If you are new to *SLTP*, you may be wondering which of our articles thus far have been the most impactful. Including the present issue, we've published 28 peer reviewed articles, and my subjective answer is that I've enjoyed reading every one and they've all

impacted me. But for a more objective measure of impact, I've consulted scholar.google.com (Google Scholar) for some insight. Google Scholar lists four articles out of our 28 published as cited 10 or more times.

Brian Carroll and Kathleen Patterson's (2014) "Servant leadership: A cross cultural study between India and the United States" was instrumental in convincing this editor that servant leadership is a truly universal construct. Their "results suggest that [Patterson's (2003) servant leadership] model is appropriate for both cultures and that there are no differences in perceptions of servant leadership cross-culturally... (Carroll & Patterson, 2014, p. 16)."

Mark Green, Richard Rodriguez, Carol Wheeler, and Barbara Baggerly-Hinojosa's (2015) "Servant leadership: A quantitative review" has been cited at least 10 times. "This article provides a review of six instruments that measure constructs related to servant leadership, and summarizes 84 statistical results from 20 quantitative, peer-reviewed studies (Green, et al, 2015, p. 76)." If you are a researcher steeped in servant leadership, but wondering which of the many servant leadership measurements is right for your study, this is a great place to begin.

Steve Brown's and my "Getting to know the elephant: A call to advance servant leadership," "...examines the challenges facing servant leadership as a theoretical construct..." (Brown & Bryant, 2015, p. 10) at least as he and I saw it a couple of years ago. This article marks a nice starting point for servant leadership enthusiasts embarking on more studious research.

Lora Reed's (2015) "Servant leadership, followership, and organizational citizenship behaviors" currently holds *SLTP*'s record for the article with the most citations – 12 according to Google Scholar. Her study of 897 respondents from 3 different countries "demonstrates a strong positive relationship between servant leadership and OCB items (Reed, 2015, p. 88)." Authors may wish to consult at least a couple of these four articles for style and content cues before submitting their work to *SLTP*.

What about those articles in this issue? Will any of the following join the ranks of the above as most often cited *SLTP* articles? We will know in the course of time.

Herein you will find Stefanie Ertel's "Why servant leadership?" In this essay, Ertel takes a global-cultural approach to servant leadership and nestles it in the context of multiple global religions and asserts servant leadership's relevance within each.

We then migrate from Ertel's theoretical perspective of servant leadership to Wilbur Reid's practical perspective found in his "Service and humility in leadership." Reid's study of 267 respondents shows that servant leadership, along with its near cousins – transformational and level 5 leadership – has a positive predictive relationship with performance results.

Also contributing to our understanding of the impact of servant leadership in practice are Paul von Fischer and David De Jong's "The relationship between teacher perception of principal servant leadership behavior and teacher job satisfaction." Their data suggested that teachers who perceive their principal as a servant leader experience more job satisfaction.

As this edition begins with Ertel's theoretical look at servant leadership and then migrates into the realm of practice with Ertel and Reid's contributions, Michelle Hughes' "Elevate dispositions for teacher leadership" takes us back out to the theoretical level while still remaining in the domain of teachers and education. Her essay offers multiple practice contexts in which developing teachers can hone their educational skills for the overall development of their students.

As always, we appreciate your readership, authorship, and reviewership. Keep serving in your field of study and practice.

REFERENCES

- Brown, S., & Bryant, P. (2015). Getting to know the elephant: A call to advance servant leadership through construct consensus, empirical evidence, and multilevel theoretical development. *Servant Leadership: Theory & Practice*, 2(1), 10-35.
- Carroll, B. C., & Patterson, K. (2014). Servant leadership: A cross cultural study between India and the United States. *Servant Leadership: Theory & Practice*, 1(1), 16-45.
- Green, M. T., Rodriguez, R. A., Wheeler, C. A., & Baggerly-Hinojosa, B. (2015). Servant leadership: A quantitative review of instruments and related findings. *Servant Leadership: Theory & Practice*, 2(2), 76-96.
- Patterson, K. A. (2003). Servant leadership: A theoretical model (Doctoral dissertation, Regent University).
- Reed, L. (2015). Servant leadership, followership, and organizational citizenship behaviors in 9-1-1 emergency communications centers: Implications of a national study. *Servant Leadership: Theory & Practice*, 2(1), 71-94.