

Servant leadership at Heritage Bible College: a single-case study

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Abstract

This case study used the variables of both Patterson's and Winston's models of servant leadership and examined the attitudes of employees at Heritage Bible College toward their leader to determine if the leader was a servant leader and if the variables of the two models helped explain the process by which leaders and followers serve each other in the organization. Thirteen employees and the leader provided data triangulated by three methods of data collection: the researcher's observations over a two-year period, the data from the Servant-Shepherd Leadership Indicator, and responses to ten in-depth interview questions. This case study supports the use of Patterson's and Winston's models of servant leadership, or at least confirms the specific variables examined by the interview question/topics: trust, empowerment, vision, altruism, intrinsic motivation, commitment, and service.

Keywords

Leadership

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