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, Case studies

Citation
https://doi.org/10.1108/01437730410561486

To read the full version of this content please select one of the options below

You may be able to access this content by logging in via Shibboleth, Open Athens or with your Emerald Account.

To rent this content from Deepdyve, please click the button.

If you think you should have access to this content, click the button to contact our support team.