



## Introduction – Volume 3, Issue 2

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As always we want to thank you for picking up, downloading, or accessing this copy of *Servant Leadership: Theory & Practice (SLTP)*. We are pleased to offer four articles for your research, education, or entertainment. We recognize that your time is valuable and that you have a choice of resources to consult in your pursuit of the foregoing. As a writer and researcher, my goal has always been to only publish works that the audience will have been glad to have read. It is the same for me as the editor of *SLTP*. It is my goal that our audience will be glad to have read our publications. I believe the four articles herein will meet that criterion.

The first three articles herein share a common thread – servant-leadership-in... servant leadership in teaching students, servant leadership in leading churches, servant leadership in coaching athletes. This idea of servant-leadership-in has struck me personally this year as I have contemplated the ideas of being not just a servant leader, but a servant parent, and servant husband as well. Am I the servant leader at home that I try to be at work? The first three articles offered herein remind us that the idea of servant may have relevance in any context.

First, author Cora Hui asserts that “Servant Leadership Cultivates Grit and Growth Mindset in Learners.” Hui synthesizes the work of Hays (2008) and Chan (2015) in the context of Spears’ (2010) characteristics of a servant leader and concludes that Duckworth, Peterson, Matthews, and Kelly’s (2007) construct of grit, “perseverance and passion for long-term goals (p. 1087)” is cultivated in students by servant leader teachers.

As our next author, Timothy Brubaker explores “Charisma Versus Service” in church leaders. Through his study of 204 regular church attenders who live in the United States, Brubaker’s data supported the hypothesis that parishioner perceptions of servant leadership are a stronger predictor of extraordinary involvement (operationalized by Podsakoff, MacKenzie, Moorman, and Fetter’s [1990] altruism and civic virtue subscales to organizational citizenship behaviors) than are their perceptions of charismatic leadership.

In our third article herein, Marty Durden discusses “The Coach as Servant Leader.” Whereas Brubaker made comparison across leadership styles – charismatic leadership versus servant leadership – Durden makes comparison within the construct of servant leadership itself. Durden begins by building upon current literature across academic and athletic writings that establishes servant leadership as a beneficial coaching style. He then asks the question, “If servant leadership is important in motivating athletes, which servant leadership behaviors do student athletes perceive as the most powerful motivators?” Using Patterson’s (2003) seven characteristics of servant leadership, Durden found the student athletes generally regarded trust as a relatively more important motivator than the other six characteristics -- altruism, empowering others, love, service, humility and vision.

Our final author, James Elliker, offers a bit of a warning regarding the natures of servant leadership and organizations. It is not uncommon to hear objections regarding servant leadership’s applicability in “real world” organizations. Elliker does a fine job of preliminarily unpacking how servant leadership may actually conflict with the *raison d’être* of organizations. Elliker doesn’t leave us without hope, though. He also provides practical strategies for addressing these possible areas of conflict.

That’s our lineup for Volume 3, Issue 2 of *SLTP*. We hope you enjoy it.

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