Date: February 17, 2015

ROSE STATE COLLEGE

Division Course Syllabus

Division: Humanities
Course Title: Servant-Leadership
Course Prefix and Number: LEAD 133

Semester and Year Submitted: Spring 2015
Credit Hours: 3

Prepared by: James J. Cook

Hours Per Week: Class 3 Lab 0

Course Description (as it appears in Catalog):

This course examines the philosophy and practice of servant-leadership. Students will examine the importance of personality, values, and emotional intelligence to leadership effectiveness, the philosophy underlying servant-leadership, characteristics of the servant-leader, leadership attributes that are complementary to servant-leadership, and how servant-leadership principles can be used in one’s personal and professional life.

Prerequisites: None

Text(s):

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
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Copyright Date: 2002


Reading Level: 12

Supplemental Materials: (Other books, audio visual aids, etc.)

The 21 Indispensable Qualities of a Leader, John Maxwell
The Leadership Experience, Richard L. Daft
Articles and selected readings from books by authors such as Warren Bennis, Stephen Covey, Max DePree, Robert Greenleaf, J.P. Kotter, J.M. Kouzes, John Maxwell, Barry Posner, and Larry Spears
Course Rationale:
The notion of “servant-leader” was popularized by the writings of Robert K. Greenleaf. Since the introduction of the term in 1970, the servant-leader concept has continually gained support with both profit and non-profit organizations. Major American companies that have adopted servant-leadership as part of their corporate philosophy or as a foundation for their mission statement include Toro Company, Synovus Financial Corp., ServiceMaster, The Men’s Wearhouse, Southwest Airlines, and TDIndustries. In contemporary society, graduates of our colleges and universities will be better prepared for the modern workforce with an exposure to the principles of servant-leadership that emphasize inclusion, personal responsibility, consensus-building, teamwork, civility, and social consciousness. This course will equip students with a thorough understanding of the critical characteristics central to the development of servant-leaders, e.g., listening, empathy, awareness, persuasion, stewardship, commitment to the growth of people, and building community. Additional leadership attributes that are closely affiliated with and supportive of the key characteristics outlined by Greenleaf will also be closely examined. These supportive attributes include vision, honesty, commitment, courage, initiative, passion, generosity, communication, competence, and self-discipline.

Expected Course Outcomes:
Upon completion of the course, students should be able to
1. Explain how one’s personality, values, and attitudes influence leadership and relationships.
2. Discuss the concept that an effective leader must lead with both head and heart.
3. Define and give examples of moral and ethical leadership.
4. Describe the history and philosophy of servant-leadership.
5. Explain the ten major characteristics of servant-leadership.
6. List and explain at least ten leadership attributes that enhance one’s ability to lead effectively and to exhibit the major characteristics of servant-leadership.
7. Develop a personal plan for improving performance on servant-leadership qualities and characteristics.
8. Function as a servant-leader at work, at home, and in the community.

Learning Objectives:
Unit I: The Leader as an Individual [Course Outcome #1]
1. Discuss the importance of self-awareness.
2. Identify the major personality dimensions.
3. Discuss how personality influences leadership.
4. Discuss how values guide thoughts and behaviors.
5. Define attitudes and explain their relations to leader behavior.
6. Identify individual differences in cognitive style.
7. Discuss how to lead and work with people with different personalities and traits.

Unit II: The Mental and Emotional Side of Leadership [Course Outcome #2]
1. Discuss how mental models guide behavior and relationships.
2. Explain how one can overcome blind spots in a leadership role by developing independent thinking, open-mindedness, systems thinking, and personal mastery (clarity of mind and clarity of objectives.)
3. Define emotional intelligence.
4. Explain the consequences of leading with love and of leading with fear.

Unit III: Moral and Ethical Leadership [Course Outcome #3]
1. Define moral leadership.
2. Cite the differences between ethical and unethical leadership.
3. List ten actions of a moral leader.
4. Explain the concept of leading with courage.

Unit IV: The Foundations of Servant Leadership [Course Outcomes #4]
1. Explain the relationship of Jesus to the development of servant-leadership.
2. Discuss the background of the founder of modern servant-leadership, Robert K. Greenleaf.
3. List the pros and cons of the practice of servant-leadership.
4. Cite examples of how servant-leadership principles are being used in businesses, education, and charitable organizations.

Unit V: The Foundational Principles of Servant-Leadership [Course Outcome #5]
1. Explain the servant-leadership characteristic of listening.
2. Explain the servant-leadership characteristic of empathy.
3. Explain the servant-leadership characteristic of healing.
4. Explain the servant-leadership characteristic of awareness.
5. Explain the servant-leadership characteristic of persuasion.
6. Explain the servant-leadership characteristic of conceptualization.
7. Explain the servant-leadership characteristic of foresight.
8. Explain the servant-leadership characteristic of stewardship.
9. Explain the servant-leadership of commitment to the growth of others.
10. Explain the servant-leadership principle of building community.

Unit VI: Becoming a Servant-Leader from the Inside Out [Course Outcomes #6 and #7]
1. Discuss the importance of character as a desired leadership quality.
2. List four actions to improve one’s character (honesty/integrity).
3. Discuss the importance of commitment as a desired leadership quality.
4. Cite three things one can do to improve the level of commitment.
5. Discuss the importance of being a good communicator.
6. List four things one can do to improve communication skills.
7. Discuss the importance of competence as a desired leadership quality.
8. List five things one can do to improve competency levels.
9. Explain why courage is needed for effective leadership.
10. List four truths about courage.
11. Discuss why generosity is an important leadership characteristic.
12. List five things that can be done to cultivate one’s quality of generosity.
13. Explain why having initiative is important for effective leadership.
14. Identify three actions that can be taken to improve initiative.
15. Discuss why active listening is important for effective leaders.
16. List the four groups that an effective leader will listen to.
17. List four benefits of having passion for your chosen endeavor.
18. Discuss three ways to enhance your passion.
19. Explain why the ability to accept responsibility is critical to leadership success.
20. List four characteristics of people who embrace responsibility.
21. Discuss why self-discipline is a desirable quality.
22. Describe actions to improve self-discipline.
23. Explain the importance of being able to formulate and articulate a vision.
24. Describe the actions one can take to formulate and clarify a vision.

Methods of Instruction:
Students will have reading assignments covering the texts and selected articles. Students will be required to complete instructor-provided Study Guides that cover assigned reading material. Class lectures, discussions, and the completion of self-assessment instruments will be utilized. A written plan of personal development will be required.

Assessment:
Students will be required to demonstrate their knowledge of the course content, as identified in the learning objectives, via completion of Study Guides, by performance on written examinations, through active participation in class discussions, and in the development of a personal written plan of improvement on the characteristics of servant-leaders.

Suggested Weight of Assessment Techniques:
50% - Written examinations over course content
20% - Study Guide completion
20% - Attendance and active participation in classroom discussion and exercises
10% - Written plan of personal improvement on the characteristics of servant-leaders

Personal Development Plan: Based on this semester’s study of Greenleaf’s characteristics of servant-leadership and Maxwell’s most desirable characteristics of caring leaders, students will develop a personal plan of improvement for submission on the last day of class before finals week. The typed plan should identify each of the characteristics studied during the semester and offer a list of specific actions that students will take to enhance performance on each of the characteristics. The specific format of the plan will be discussed during the semester.