The essays presented in this journal were originally written as a part of the capstone experience in the Organizational Leadership Program. These essays represent the student’s perspectives on contemporary topics in the field of Organizational Leadership. In this, our 7th volume, we feature 5 works which are reflective of the range of contemporary leadership issues which students in our program examine critically.

We are pleased to present these five essays which demonstrate the thoughtful insights of our students regarding the application of leadership in various organizational settings.

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Empowering and Developing Leaders in the Hospitality Industry

Through the Situational Approach to Leadership by Joseph Kady ‘19

Abstract

The hospitality industry is one of the highest employers in the United States today. However, this industry has high job dissatisfaction among employees resulting in high turnover and lower job productivity. Lack of career/job development opportunities given to employees is a major cause of this job dissatisfaction. With the use of the situational approach to leadership, this problem can be fixed. A situational approach accepts that a leader’s behavior is contingent on variations in the situation. (Johnson, Hackman, 2018.) For example, they might be attributed to task and relational structure, superior-subordinate interactions, the motivation of followers, or any other situational factor that one could think of. (Johnson, Hackman, 2018.) I will argue that the situational approach to leadership is not just a theory to be used in the present, but it can be used as a framework for leaders to empower followers and develop them into leaders. The situational approach makes the empowerment process easier by developing follower commitment and competence and increases overall job productivity. Due to lack of job empowerment causing job dissatisfaction in the hospitality industry, the situational approach could be a major stepping stone towards a lower turnover rate. Therefore, the use of the situational approach by leadership is not just a framework for leaders to choose a certain leadership style; it is a tool to that can be used to empower/develop future leaders.
There are many different situational leadership models. However, Hersey and Blanchard’s Situational Leadership Approach will be the framework examined in this paper. This approach “posits that different situations call for different styles of leadership. Hersey and Blanchard suggest that the readiness level of followers plays and important role in selecting appropriate leadership behavior” (Johnson, Hackman, 2018, p. 85). Hersey and Blanchard divide leader behavior into task and relationship dimensions. The appropriate degree of task and relationship behavior exhibited by a leader depends on the readiness of followers. What this means is that the type of leadership style one chooses (more task focused, or relationship focused), is contingent on the follower readiness level.

The situational leadership model is made up of two parts. The first is the follower readiness scale. The follower readiness scale is rated by two components: competence and commitment. “Competence is the knowledge and skills a follower brings to a specific goal or task. Commitment is the follower’s motivation and confidence on that goal or task” (Mwai, 2011, p. 5). In the image down below, follower readiness is depicted with an arrow going from right (lowest level of follower readiness) to left (highest level of follower readiness). The lowest level, contains, “Low competence/ High commitment; the follower lacks ability but is motivated (D1): For example, a new member of staff for a certain task, who does not have any past experience on a certain task but is excited about the job and willing to learn.” (Mwai, 2011, p. 5) The second lowest level contains “Some competence/Low commitment; the follower has some ability but is not motivated (D2): Follower has a little experience on the task but due to unmet expectation he/she loses his motivation to work on the task” (Mwai, 2011, p. 6) The third includes “Moderate competence/ Variable commitment; follower has ability, but is not confident to utilize it (D3). These followers often know what to do but are in self-doubt, which makes them insecure about performing the task given” (Mwai, 2011, p. 6). The fourth includes “High competence/ High commitment; follower has competence to perform and is confident (D4). They are high in knowledge as well as the ability to work unsupervised” (Mwai, 2011, p. 6).

The second part of the situational leadership model is leadership style. The leadership styles are also made up of two components. These two components are directive behavior and supportive behavior. Directive behavior is a task focused behavior. Supportive behavior is a relationship focused behavior. There are four leadership styles: directing, coaching, supporting and delegating. Directing style (S1) is “where the leader provides specific directions about roles and goals and closely tracks the follower’s performance in order to provide frequent feedback on results” (Mwai, 2011, p. 6). Coaching style (S2) is “when the leader explains why, solicits suggestions, praises behaviors that are approximately right and continues to direct task accomplishment” (Mwai, 2011, p. 7). Supporting style (S3) is when “the leader and the follower make decisions together. The role of the leader is to facilitate, listen, encourage and support the follower” (Mwai, 2011, p. 7). Lastly, Delegating style (S4) is “when the leader empowers the employee to act independently with the appropriate resources to get the job done. The leader shares responsibility for the goal setting and is available but does not interfere with the followers’ work” (Mwai, 2011, p. 8).
The lowest level D1, states that followers with low competence and high commitment are the least developed followers. If the follower is rated as a D1, leaders should take a Directing leadership style (S1) which rates high on directive behavior and low on supportive behavior. On the other end of the spectrum (D4), followers have high competence and high commitment. Leaders should therefore use a Delegating style which has low directive behavior and low supportive behavior. Leaders are able to take this approach because the follower already has the competence and commitment to complete the task. This model is important because, “As stated by Hersey and Blanchard (2001), Situational Leadership model concludes that no unique leadership style is suitable for all situations. This is due to the fact that, leaders must meet employee’s needs and wants to ensure their satisfaction, as increased satisfaction in work, and leaders’ interest in fulfilling his follower’s interests and wants, are proven to affect employee’s productivity positively. The second reason is the leader’s need to keep up-to-date with his/her employee’s development, as his knowledge in his work increases in time, commitment to get tasks done gets stronger, and ability to perform tasks gets better” (Ghazzawi et al., 2017). When using this model from an empowerment perspective, the follower readiness scale could depict the level of development/empowerment they are at. The overall goal is for the follower to reach D4.
Once they are at D4, two things will occur. Their job productivity will be at its highest, and they will have the commitment and competence needed to be empowered into a leader. The leadership styles could be used as framework by leaders until this goal is achieved.

**Situational Approach to Leadership in the Hospitality Industry**

Due to the ongoing influx, and outflux of employees in the hospitality industry, most employees are at different levels of performance readiness. Because the hospitality industry is one of the largest employers in the service industry, employees can join an organization with a high amount of experience, or none at all. Due to the influx/outflux of employees with drastic differences of experience (readiness level), the Hersey and Blanchard’s situational model gives leaders a framework on what leadership style to use for each employee.

Twenty-nine percent of the youth work in the service sector and two-thirds of all older teenagers are employed in retail, food, and food preparation. (Besen-Cassino, 2014). Therefore, large portions of employees joining the hospitality industry are ranked D1 on the performance readiness scale due to their lack of experience. Leaders could therefore assess their performance readiness and choose a directive style of leadership. As employees become more competent and committed, their performance readiness scale will gradually increase from D1 to D2 and so on. Leaders can then become more supportive and less directive as the employee’s performance readiness reaches D4. Once they are at D4, the employee will be completely competent and committed, and the leader will be able to use a more delegated approach to leadership.

Paul Hoffman, the author of Followership spoke upon how it is important for leaders to become mentors of “proteges”. He states that “Becoming a protege elevates a follower among peers and elevates a follower among leaders. Although the follower still follows, the follower makes a conscious choice to improve work skills, enhance knowledge of organizational politics, and expand understanding of values, vision, and organizational mission. Over time, the protege begins acting like a leader from within the ranks of followers” (Hoffman, 2009). Hoffman’s ideas give a prime example of why it is important to develop follower’s competence and commitment. Even if the leader is not fully empowering the employee just yet, encouraging employees and helping them improve will make them a leader among those who have similar performance readiness. Consequently, performance readiness of employees is constantly changing, which is why it is important for leaders to constantly assess employees and change their leadership style when needed. As previously stated, there are also many employees that join a hospitality organization with an abundant amount of experience. Therefore, many employees are rated higher on the performance readiness scale. Although this type of employee may be more competent, employees may lack the commitment factor of performance readiness. The leader can then apply a supportive approach to leadership (S3), empowering them enough to have both high competence and commitment (D4). Leadership opportunities such as management positions are a prime example of how leaders can empower followers with more decision making and turn them into self-leaders. A self-leader can be defined as a follower who acts on their own. (Johnson, Hackman, 2018, According to researchers, “self-led employees are more .....
self-confident, satisfied with their jobs, productive, and successful” (Johnson, Hackman, 2018, p. 166). Lack of productivity and high turnover is a major problem for the hospitality industry. Using the situational approach to leadership, leaders can empower followers who are high on the performance readiness scale into self-leaders. This will increase job satisfaction and productivity, as well as decrease turnover. The hospitality industry has constantly been doing research to find out the reason for the high turnover rate and the cause of worker dissatisfaction. A “recent survey conducted by Culinary Agents revealed that career development opportunities were very important to kitchen and dining room employees. Managers use results from surveys like this to make organizational changes. One restaurant, for instance, implemented a Sous Chef Supper Series” (Kinicki, Fugate, 2018, p. 51). A Sous Chef is the chef directly under the executive chef. They are the head manager in the kitchen and run the day to day activities for back of house employees when the executive chef is not there. Although they do the most work in the kitchen, the sous chef does not get to choose the menu while the executive chef does. For our perspective, the sous chef would be a D3, with the ability to be a D4. The Sous Chef Supper series is a perfect example of empowerment/job development through the use of situational leadership. The Sous Chef Supper Series allows the sous chef to introduce original dishes to the public. The executive chef empowers the sous chef to decide on his own on what dishes could be served to the public. Regarding the situational leadership model, the executive chef traditionally uses a coaching style of leadership. This is a high directive and high supportive model. The executive chef would talk with the sous chef, but the executive chef would still make the decision on the menu. Since sous chefs have high competence and moderate commitment, a coaching style of leadership would result in job dissatisfaction. It was stated that “in an organizational setting, distributing power increases the job satisfaction and performance of employees” (Johnson, Hackman, 2018, p. 158). Therefore, using a delegating style of leadership (low supportive and directive behavior), would empower the follower (sous chef) and increase their job satisfaction/commitment, resulting in the them achieving D4 of the performance readiness scale.

Conclusion

If used correctly, the situational approach to leadership is a perfect framework for leaders to follow when empowering and developing followers into leaders. Specifically, this approach is suitable for leaders to use in the hospitality industry. Two of the major problems that the hospitality industry faces are lack of job productivity and high turnover. Job dissatisfaction is the root of this problem due to the lack of career/job development opportunities.
This problem can be solved using the situational approach to leadership in many ways. This model measures the follower’s competence, as well as their commitment. This model also contains leadership styles that can be used, whether they be directive or supportive. In order to use this model properly, the leader will assess the follower’s performance readiness, and then complement their readiness with the proper leadership style. The reason the situational approach to leadership is very important in the hospitality industry is because the performance readiness of followers is very different. For example, there are many youth workers with no hospitality experience who will rank low on the performance readiness scale. Therefore, the leader will need to use a more directive leadership style until the employee ranks higher on the performance readiness scale. As the employee becomes more developed, the leader can continue to empower the employee until they can use a delegating approach. On the other hand, there are also many employees who have an abundant amount of experience in the hospitality industry. Therefore, the leader would assess that the experienced employee is rated higher on the performance readiness scale. From here, the leader could use an S3(Supporting), S4 (Delegating) leadership style, empowering the follower into a leader. Lack of job development and empowerment in the hospitality industry, can cause an abundant amount of problems in the workplace. Nevertheless, with the use of the situational approach to leadership, leaders can continually assess the situation at hand, and use the appropriate leadership style in order to re-

References


The Value of Love as a Leader by Silvia Algaba

The lessons taught throughout my career as a leadership student were invaluable. Of the time spent growing from self-reflection to gaining understanding of basic foundational requirements of the leader, there was one concept that revolutionized my thought process in regards to leadership— that is the “we” concept. As a leader the “we” concept involves placing the needs of others before my own. I realized this included seeking to help others around me, as more important than simply getting the task done. This also involves inspiring and motivating others for good. The idea is was common in various approaches to leadership. For example, both the transformational leader, servant leader and authentic leader place the needs of their team, before task. These leaders place a just balance between people and task-orientation, with a greater emphasis on people. Understanding that the goal of an organization rests on the strength of their team, is further support to focus on the health of the individuals whom make up the team. These leaders place sincerely value the time of individuals, their thoughts, their motives. In the face of mistakes, inability or lack of awareness, these leaders extend forgiveness and grace. I have concluded, these qualities aligned with what I have learned about love.

Often read at weddings, 1 Corinthians 13, provides a widely accepted definition to what love is. The Apostle Paul, “Love is patient and kind; love does not envy or boast; it is not arrogant or rude. It does not insist on its own way; it is not irritable or resentful; it does not rejoice at wrongdoing, but rejoices with the truth”. Love is the greatest gift; love comforts us, strengthens us, inspires us. It is a gift, when extended as a leader, has the ability to develop and sustain, professionally. As we dissect the transformational, authentic and servant leader, there is a clear parallel to the characteristics of love.

Love as a Transformational Leader: Empowerment, Forgiveness and Confidence

A highly valued and profitable product is generally the goal for most organizations. Recently, many companies have placed a greater emphasis on distinguishable branding and an exceptional customer experience. To achieve, smaller victories in various components of the business, the product must be quickly produced and without error. This requires workers to be fully engaged and competent. The leaders must be inspired and high-achieving. How does an organization succeed in small arenas in order to reach the larger goal? One commonly accepted concept of a great product or service is
they are highly effective. The customer must love the experience, while the employee enjoys their work to be effective. The employees’ supervisors and managers must be motivated and fully inept to drive both the customer experience and work environment. The leader’s ability to set a vision and purpose with meaning and to inspire follower to achieve the goal through motivation that includes concern for their followers. There is a sense of sincerity, service, empowerment, forgiveness and confidence in love that are ideal characters of the transformational leader.

Love as a Servant Leader: Patient and Kind

The servant leader focuses on the well-being of others by serving their needs. Ultimately, this leadership style is highly successful in organizations as helping individuals feel empowered and cared for helps to their performance. On their website under “Culture”, Southwest Airlines proudly celebrates their vision and values. Under “Values” they discuss three beliefs; living with a fun-loving attitude, a Warrior Spirit and exemplifying a servant’s heart. Their ideology in living with a servant’s heart is living in a way to display acceptance and embracing the Southwest Family, respecting others and following “The Golden Rule”. Southwest founder, Herb Kelleher “built his entire business on love”. He believes that an example of this is the fact that in their decades of service, they have not laid anyone off as they believe in preserving the well-being of others as best as possible. This is reflective of servant like leadership. Roshan Thiran (2018) explains Kelleher’s belief in the core value of “leading with love”, that is truly caring, serving and loving people – both employees and customers. The theory to serve others before oneself, is a reflection of the Golden Rule and is what Kelleher aims for. The heart of the servant leader is that of love. In its simplest form to love others is to place others before oneself. In the compilation of Leadership Classics, Sen Sendjaya and James C. Sarros (2010) state, “The servant leader’s deliberate choice is to serve others”. It is not aimless servant-hood, or this ideal of giving to their every desire, but rather servicing the other individual for their good, for their improvement and their development. Sarros and Sendjaya (2010) continue to suggest it is not merely to achieve “organizational objectives” but to “serve others to be what they are capable of becoming”. Within the culture of Southwest Airlines, this is both internal in how the employees treat each other, and external in the service they provide to their customers. Being both the best-performing major airline of 2017 and owning NYSE ticker ID, “LUV” are not two coincidental facts of Southwest Airlines. With the emphasis on such values in their culture, the airline continues to prove success in both production and overall health of the organization.

Love as an Authentic Leader: Rejoicing with Truth

Similarly, the authentic leader is not task-oriented, but rather values virtue, honesty and fairness. Bill George’s “Authentic Leadership” (2010) fully develops what defines an authentic leader. George indicates, “To become authentic, each one of us has to develop our own leadership style, consistent with our personality and character”. In organizations where decision-making is at the forefront of daily tasks, leaders are susceptible to influence from many different directions. These directions may waiver from their personal and professional core values. Considering the high risk and opportunity for great gain often in organizations, influences can be less than idealistic, being scandalous and immoral. If leaders conform to philosophies not consistent to their own, their followers will recognize inconsistency and lose their buy-in in the leader’s authenticity. To withstand
these influences, leaders will need a strong foothold in their own personal and professional purposes. If the leader’s desire is based on materialism; the prestige of the title or its monetary gain, their decision making will falter to insincerity and inconsistency. George states, “To find your purpose...understand yourself, your passions...motivations. Then you must seek an environment that offers a fit between the organization’s purpose and your own”.

These principles are aligned with the characteristic of love to “rejoice in truth” as stated in the scriptural description of love. As an authentic leader, there will be “truths”, values and beliefs that make up your character, and influence the leadership style. These qualities will continuously influence decision making as well. Ideally, these beliefs will also run parallel to the organization’s purpose. George suggests that, “Being true to the person you were created to be means accepting your faults as well as using your strengths”. Accepting faults falls under the discourse of forgiveness, another characteristic of love. George here reminds his readers of the necessity to self-forgive and accept those faults. Self-forgiveness requires reflection in identifying faults, and forgiving them. This is a step in the process of “being true to the person you were created to be”. Love is also very much integral to this philosophy of authenticity. Continuing in his article, “Authentic Leadership,” George quotes a poem; “Love after Love” by Derek Walcott (2010). It reads, “...You will greet yourself arriving / at your own door, in your own mirror, / and each smile at the other’s welcome /...You will love again the stranger who was yourself” (2010). From this point, recognition and work on any “weaknesses” is an action of the authentic leader. The authentic leader possesses the self-discipline to remain consistent, and, yet, continuously grow in possible areas of weakness with the purpose to better lead those around them. This, essentially, then is a self-development task with a selfless purpose to better develop others.

To “rejoice in truth” always is to live by integrity. Truth is transparent honesty, a core value of the authentic leader as well. This, at times, will demand courage from the leader to step out of the cultural norm and voice the truth in the face of integrity. Such feats, however, for the authentic leader, may be burdensome and consequential, yet encouraging as truth is revealed through them. Such character is at the heart of the authentic leader; to love, by the act of rejoicing with truth. Thankfully, George agrees these are not always qualities authentic leaders are born with. We are gifted at birth naturally in various ways, however, improving in leadership skills requires self-reflection as well as seeking the help of mentors or insight from colleagues.

**Perfect Love**

One of the five qualities Bill George states is demonstrative of the authentic leader is to establish connected relationships. Placing priority on relationships is universal to the transformational leader. In “The Five Practices of Exemplary Leadership”, writers James M. Kouzes and Barry Z. Posner suggest a fundamental truth, that leadership is a relationship. They write:

“A leader-constituent relationship that’s characterized by fear and distrust will never, ever produce anything of lasting value. A relationship characterized by mutual respect and confidence will overcome the greatest of adversities and leave a legacy of significance”.

The idea of a trust being required between leader and constituent is the basis of their message. At the center of relationships, there is a give and take from both parties in which trust is required. Fear steals away the trust and, instead, replaces trust with challenges that must be overtaken to produce a sustaining outcome. Herb Kelleher has been repeatedly quoted in this same belief; “A company is stronger if it is bound by love rather
than by fear.” Still, this is not a revolutionary idea. The Bible has established more than the preemptive definition of love for all relationships. In 1 John 4:18, scripture also tells us, “There is no fear in love, but perfect love casts out fear. For fear has to do with punishment, and he who fears is not perfected in love”. In this meaning, the writer, The Apostle John, reiterates that Christians need not stand paralyzed by fear, but rather, stand boldly in confidence by faith before God because of the love God has for them. God, then, is a source of love, and not of fear.

The way love is extended to others in not by mere talk, but in action. If leaders are able to be reflective agents of love, they foster an environment of trust and confidence. In the workplace, this can foster an environment with a trust to think and create freely, and a confidence to openly discuss ideas as well as admit mistakes. Bill George quotes David Gergen in his article supporting this need, “People will entrust their hopes and dreams to another person only if they think the other is a reliable vessel”. Sharing hopes and dreams will come as well when the sharer trusts that the other vessel will not demand “its own way”, reflective of the biblical definition of love. When relationships are established, where sharing and trusting is honestly exchanged, the individuals involved gain a sense of security, inclusivity and acceptance. Such environments help individuals thrive in their personal growth and performance.

In such relationships, further, with transparency and honesty, mistakes will surface. In personal relationships, such as a parent and child, an unconditional, all-accepting love is forgiving to the faults. In the workplace where to mistake and error are human, there is an extent of grace equally needed to forgive. In the professional world, mistakes will be made that individuals to learn from. Beyond a learning experience, forgiveness (considering the extent of the mistake) is needed in order to work together to move forward. Forgiveness frees people from being paralyzed; forgiveness makes space for moving forward.

**Performance**

The transformational, authentic and servant leader motivation extends beyond performance results, but is not exclusive to concern regarding production. At the heart of these types of leaders, successes is always celebrated as a team. In my research, a Forbes article by contributor, Meghan M. Biro, titled, “Let Love Inspire Your Leadership” from 2014, returned a very clear message that love is a winning factor for organizations, its leaders and its workers. Where employees “feel emotionally connected” their performance is better. Whereas emotional connection does not constitute love, this phrase indicates a deeper connectivity to the organization than being bonded by mere results. In organizations, for example, offering programs to employees for enhancing their overall health for both their physical and emotional well-being, find more positive achieving results. Biro’s 2014 article sites supporting statistics from Gallup’s 2013 analytics provided in the State of the American Workplace report. Gallup’s report pulls data from both employees and Fortune 1000 companies, to suggest that in such work environments the following was encountered:

- 37% lower absenteeism
- 48% fewer safety incidents
- 41% fewer quality defects
- 28% less inventory shrinkage
- 10% higher customer satisfaction and
- Up to 22% higher profitability
Leaders who exemplify an authentic care for their followers will be concerned in their potential. It is this quality that will stir the leader to motivate the associates to also achieve greatness, and in essentially, great results. It is not a weakness, then, to behold and express this care, by rather having a loving nature for the associates and the organization.

Conclusion

Kindness and the expression of sincere love in the workplace can be practical for a leader. When considering how to apply this message to your daily environment, the focus must remain in heeding to the needs of others. Owning the regard to their concerns, interests and needs as a priority will allow the opportunities needed to recognize when to step in. Consider, for example, expressing appreciation. The longing to be needed, wanted and loved is a shared relation among all individuals. Making it a regular habit to express gratitude towards the productivity and the persons you work with is a small effort to fulfill this need among those who support you in your work. While bringing in breakfast or treating to lunch are viable acts, give notice as well to a simple “thank you”. Verbalizing thankfulness is still effective. Similarly, as speech offers positive lasting power, it can be harmful as well. Be mindful of your speech to avoid negative discussions towards other employees. Consistent adverse language is poisonous, even if not directed at those in your presence. This includes sharing opinions towards the competitor, vendors, or other departments within the organization. Likewise, your tone has the effect to be uplifting or discouraging. Even when correcting, an encouraging tone can be more influential. Not only does this offer opportunity for the employee to be more successful in their position, but this also allows for confidence building. Expressing your desire to better employees shows your care and interest in not just the organization’s goal but in their personal growth. Take the time and make the effort to constructively correct and help in the form of sharing information, teaching and building up. Showing such interest to better those on your team in the workplace can be both professional and personal. To push further, personally, show interest in the bits of information shared from the associates. For example, if a conversation was discussed before the end of the day as to what someone’s plans were for the evening, ask them the following morning as to how the plans turned out. Take interest, especially, in their family and loved ones when mentioned. Asking questions to prompt interest while allowing them to share is again one way, with minimal effort, to make them feel appreciated. Detecting areas to improve in kindness and love, however, will only begin with the internalizing and fostering of your own genuine desire to seek this out.

In the development of a leader, the pursuit of love—its knowledge, understanding and history—offers great value. Its greatest Teacher was also the greatest Leader—Jesus Christ. Jesus gained disciples and followers because of His love for them, and obedience to His task. He led an authentic mission, sacrificing, teaching, forgiving, in grace, yet, in truth, correcting when needed. The only leader with pure hands, thought and heart, He embodied truth and authenticity. He gave us countless examples of servant leadership, including one of the greatest illustrations in the washing of His disciples’ feet. And, while He lived and led sacrificially, the Gospel message tells us that perfect, guiltless He, took on the ultimate sacrifice in dying a brutal death, as the atonement for sin for all the world. To quote 1 Corinthians again is to be reminded that, “Love bears all things, believes all things, hopes all things, endures all things”. Love perseveres, keeps moving forward in trust and faith. Love allows the grace to work through differences, faults, mistakes and errors. Love is the greatest force for the transformational, authentic or servant leader to genuinely inspire and lead a successful team for their mission.
References


Avoiding the Pitfalls of People Pleasing in Servant Leadership by Nechama Frenkel ’19

Abstract

This paper compares and contrasts a successful servant leader and a people pleasing personality. By examining religious leaders, whose roles are incredibly people-focused and service-oriented, as well as utilizing scientific thought and evidence, this paper seeks to demonstrate the negative effects of people pleasing in service-based leadership. The paper ultimately concludes that while people pleasers and servant leaders have many similar characteristics, servant leaders’ authentic nature leads them to achieve success for themselves and those they help.

Introduction

A leader in the Civil Rights Movement, Martin Luther King Jr. said “everybody can be great... because anybody can serve. You don’t have to have a college degree to serve. You don’t have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love.” The term “servant leader” was introduced by Robert K. Greenleaf in 1970, using a leadership model focused on placing the needs and concerns of followers first (Johnson & Hackman 2018). Servant leaders are consistently asking themselves what the best course of action is for their followers, and are therefore less likely “to take advantage of followers, act inconsistently, or accumulate money and power for themselves” (Johnson & Hackman 2018). Servant leadership is extremely commendable but can appear to be closely correlated to the less desirable term “people pleaser.”

The Cambridge Dictionary defines a people pleaser as “someone who cares a lot about whether other people like him or her, and always wants others to approve of his or her actions” People pleasers constantly do acts for others, arguably to a fault. Cambridge Dictionary provides examples of people pleasers: “I was a people pleaser and I listened to everyone else’s problems, but I didn’t talk”. “She hesitated to follow her own path because she’s a people pleaser and she didn’t want to hurt anybody” “People pleasers find it hard to say no, they put themselves down and try to improve themselves to gain love”. This paper will focus on the similarities between servant leaders and people pleasers and the line that separates the two. The main question is how does a servant leader avoid becoming a people pleaser?
Servant Leadership

Robert K. Greenleaf’s ideas have been widely adopted by businesses, nonprofit organizations, and community and service-learning programs (Johnson & Hackman 2018). Examples include Southwest Airlines, AFLAC, and Recreational Equipment, Inc (Johnson & Hackman 2018). Greenleaf believes that servant leaders put their followers’ interests, needs, and aspirations above their own. A servant leader’s primary motive is to serve, and then they focus on leading (Sendjaya & Sarros 2002). Scholars have found servant leadership to be effective and ethical. Individuals working under servant leaders demonstrate “that they are more satisfied, believe that their needs are being met, declare that they will stay with their organizations, think their organizations are more effective, put forth extra effort, and report that they are justly treated”. In turn, these employees spend more time forming relationships with customers and responding efficiently to consumer needs. Servant leadership also helps to create “a more positive ethical organizational climate” (Johnson & Hackman 2018).

There are two major principles of servant leadership. The first is a genuine concern for people, similar to the ethical principle of altruism (Johnson & Hackman 2018). Servant leaders may use words such as “love, civility, and community” to describe working relationships (Johnson & Hackman 2018). Such leaders truly believe that a leader’s success is determined by what occurs in the lives of their followers (Johnson & Hackman 2018). Greenleaf asserts that a leader’s effectiveness can be gauged through asking the following questions: “Do those served grow as a person? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” (Johnson & Hackman 2018).

The second principle of servant leadership is stewardship. This means that servant leaders hold their positions and organizations in trust for others (Johnson & Hackman 2018). They act on behalf of their followers who have entrusted them with leadership responsibilities, as well as on behalf of society through ensuring that their organizations are helping the common good. Stewards are responsible for results, but achieve them through serving others, rather than controlling or pressuring them (Johnson & Hackman 2018). Former chairman of the board of furniture maker Herman Miller, Max DePree, says that servant leadership entails constituents rightfully expecting certain rights from their leaders. These rights include the right to be needed, the right to be involved, and the right to understand. Servant leaders’ main goal is to help their followers, therefore having followers involved in and understanding the organization’s mission and goals is critical (Johnson & Hackman 2018).

These two principles contain several characteristics that servant-leadership scholar and former President and CEO of the Robert K. Greenleaf Center for Servant-Leadership, Larry C. Spears, elaborates on. Spears shares that one of the top ten character traits of servant leadership is listening (Spears 2010). A servant leader wants to understand the goals and needs of his or her group, and listening to what is being said, and what is not, is crucial in understanding those desires and aspirations. Another key skill is empathy. A servant leader constantly seeks to understand and empathize.
with others. A strong servant leader will assume the good intentions of colleagues and will not reject them as people, even if specific behaviors are not acceptable. An additional trait is healing. The healing of relationships can be transformational. A good servant leader has the ability to heal one’s self and one’s relationship to others (Spears 2010). All of these are qualities that servant leaders

**People Pleasing**

Writer JC Axe identifies ten positive traits people pleasers tend to portray (Axe 2015). They are great at resolving conflicts, due to their desire to have everyone around them be happy. They have spent time figuring out how to minimize tension and friction within a social circle. This quality correlates strongly to a servant leader’s ability to heal, specifically to heal one’s relationship to others. Another positive trait of people pleasers is that they are great listeners. People pleasers typically take a genuine and committed interest in the lives of others, exactly like the servant leader’s ability to listen. Additionally, people pleasers are effective at socializing and forming connections with others. They tend to be extremely likable and skilled at conversing. Their confidence and friendliness makes them approachable, providing them with large support networks. They usually do not hesitate to provide others with connections, serving as a fantastic social medium between two parties (Axe 2015).

Despite the many positive traits people pleasers possess, Dr. Christine Carter warns of the overwhelming dangers of being a people pleaser (Carter 2016). She argues: “when we are trying to please others, we are usually out of sync with our own wants and needs. It is not that it is bad to be thinking of others, however. It is that pleasing others is not the same as helping others” (Carter 2016). People pleasing is essentially guessing what others want or what will make them think favorably of the doer, and then acting accordingly. It can often be manipulating attempts to control others’ perceptions. It can also be inauthentic. Doing something for the influence it will cause, rather than for truly expressing one’s self is betraying one’s integrity. Additionally, people pleasers rarely fool others. Human beings in general are not too skilled at hiding their emotions and exhibit micro-expressions that others register (Carter 2016). This can cause the brains of observers to mirror people pleasers’ “hidden” negative feelings. Attempting to suppress negative emotions actually harms all involved in the interaction (Carter 2016).

People pleasers often force themselves to feel something that they are not actually feeling, in order to satisfy others. However, this requires tremendous conscious effort. This effort drains
the brain of its power to focus and work efficiently. These acts multiply and result in pent-up anger, causing many to “react more aggressively to provocation,” and engage in risky behaviors (Carter 2016).

People pleasers tend to become extremely stressed and anxious. Pretending to feel ways that one does not or perform acts one does not desire to is a lie. Lies cause significant stress to the human brain and body. In fact, lie detector tests do not actually find lies, but “detect the subconscious stress and fear that lying causes. These tests sense changes in...skin, electricity, pulse rate, and breathing” (Carter 2016). The physiological changes due to lying are caused by glucocorticoids, hormones that are released during a stress response. These hormones can cause long-lasting negative effects on health and happiness. People pleasers may desire to be well liked or they want those around them to be happy, but this desire can lead to lies, deceit,

**Servant Leadership, People Pleasers & Religious Leaders**

Servant leadership is applicable to religious leaders, as their primary goal is to help their community. An example is found in the teachings of Jesus Christ. During his ministry, Jesus was teaching his disciples about his approaching death. They did not grasp Jesus’ message, instead arguing amongst themselves regarding their superiority over one another. Each disciple claimed to be the greatest leader in Jesus’ absence. Two of his disciples asked Jesus to appoint them to the highest positions in God’s kingdom, only next to Jesus himself. Their hunger for power and bitter fighting encouraged Jesus to teach them about the principle of servant leadership. Jesus said to them: “You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant”. Here, Jesus uses the term “servant” as a synonym for greatness. Jesus was teaching them “that a leader’s greatness is measured by a total commitment to serve fellow human beings” (Sendjaya & Sarros 2002).

Religious scholars share that the purpose of gospel is to commit to pleasing God above all else (Stone 2014). One of the major Bible personalities, King Saul, the first king of ancient Israel, failed at serving and pleasing God foremost (Stone 2014). He shows leadership promise, but rather than seeking respect from others, he desires validation to motivate his leadership. King Saul is exactly the opposite of a servant leader; he is a people-pleasing leader (Stone 2014). For example, King Saul failed to obey God’s instructions to destroy the Amelekites, one of Israel’s enemies. Samuel the Prophet confronts him and King Saul responds: “I’ve sinned. I’ve trampled roughshod over God’s Word and your instructions. I cared more about pleasing the people. I let them tell me what to do” (1 Samuel 15:24 The Message, see Stone 2014).

Three surveys conducted of more than 2,000 pastor, found that 79% of the 1,002 pastors in one survey and 91% of 1,200 pastors in a second survey engage in people pleasing in their church to some degree. 66% of pastors in the first survey and 78% in the second confessed that people pleasing hindered their effectiveness (Stone 2014). Charles Stone asserts that steering away from people pleasing does not
equal to becoming self-absorbed, selfish, or insensitive to others. Leaders must please others appropriately, while simultaneously avoiding unhealthy forms of pleasing (Stone 2014). As is written in Proverbs 29:25, “the fear of human opinion disables”.

Charles Stone collected stories from pastors across the Americas about their experiences with people pleasing. One stated: “I recall addressing a group of power brokers in a past church, and then when it looked like the issue would not go away and they were becoming more and more militant, I started to back off. I didn’t press issues I would have ordinarily pressed as a matter of principle. It shook my confidence and made me angry. I started thinking more of survival than advance, and both the church and ministry suffered for it” (Stone 2014). Another pastor shared: “I gave in to some leaders who wanted to put a particular layman on the board, who I had previously blocked. He caused nothing but trouble for the next few years, nearly leading us into a church split. I vowed to never put someone who showed any hint of divisiveness in a key position again” (Stone 2014). These leaders who truly want the best for their congregants, succumbed to the dark side of servant leadership, that is, people pleasing.

**Conclusion**

Ron Edmondson, a prominent leadership blogger and lead pastor at Immanuel Baptist Church in Lexington, Kentucky, says that to avoid people pleasing “you have to be confident in your calling. Ultimately, our calling as pastors is not to church, or even a church’s vision statement, but to a person: the person of Christ. When I consistently remind myself of who I am. I can focus my attention on pleasing Him instead of pleasing every member of my church. It is a daily discipline, but this perspective allows me to better navigate through all the demands placed on me, discerning which ones help accomplish the mission of the church and which ones are merely a distraction” (Stone 2014). This advice can be applied to all types of servant leaders, not just religious ones.

Servant leaders are often seen as “soft,” willing to bend to the will of others (Ragnarsson, Kristjánsdóttir, & Gunnarsdóttir 2018). However, unlike people pleasers, servant leaders utilize both the “serving” and “leading” dimensions (Ragnarsson, Kristjánsdóttir, & Gunnarsdóttir 2018). The most successful servant leaders are those who remain authentic to themselves and their mission. Truly wanting to help others does not mean allowing others to dictate for you. People pleasing is an easy and vicious trap. It takes significant skill in authenticity to maintain the role of a servant leader.
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Introduction

A transformational leader works towards identifying needed change and developing a clear vision on how to implement a new idea or direction within an organization. Transformational leadership is associated with four components, including individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Each of these components is positively correlated with individual and organizational performance (Ghasabeh & Provitera, 2017). James MacGregor Burns introduced transformational leadership in 1978 when he researched how to transform the approaches of political leaders to inspire their followers. The theory has continued to define how leaders and followers work together to boost each other's morale and inspire change. Transformational leadership shapes organizational, group, or interpersonal dynamics in various ways to increase the performance of followers and promote organizational excellence. Transformational Leadership inspires change because it offers followers autonomy over specific tasks within an organization as well as the ability to make decisions once they have received the appropriate training.

Scholars have continued the development the concept of transformational leadership since its introduction in 1978, and its evolution is expected to endure. One definition of transformational leadership emphasizes satisfying basic needs and meeting higher objectives through inspiring followers to provide newer solutions and create a better workplace (Ghasabeh & Provitera, 2017). A transformational leader converts the followers' thinking in such a way that
they adopt the vision of the organization as if that vision was their own (Ghasabeh & Provitera, 2017). Transformational leadership has become a critical component of leadership, not only because it inspires change, but also because of the creative freedom that it provides followers. The increasing integration of transformational leadership into various sectors and industries has aimed at increasing the ability of organizations to integrate the emerging technological developments into their operations. It has also committed to improving the flexibility of organizations and enhancing their adaptability to emerging changes.

Innovation and Change through Transformational Leadership

Transformational leadership has been linked with the increasing adoption of change and innovation in teams. According to Schriesheim et al. (2006), transformational leadership theory focuses on the significant role that leaders can play in promoting both personal and organizational change and the role of leaders in assisting employees in meeting and exceeding expectations about performance. Transformational leadership has demonstrated significant potential in inspiring organizational change because of the appealing vision that they create for all organizational employees. For example, transformational leaders offer employee teams a sense of purpose and commitment, thereby increasing their ability to implement and support the changes embraced by the management. According to Banks et al. (2016), transformational leadership focuses on developing followers to perform leadership roles. By developing followers to perform leadership roles, transformational leadership has cultivated a sense of belonging in the employees. This has prompted them to commit to organizational excellence by embracing change and creativity. For example, it has offered employees insights on what it means to be a leader, thereby increasing their commitment to supporting change and embracing innovation to achieve organizational excellence.

Transformational leadership has played a significant role in promoting organizational leadership. Scholars believe that transformational leadership gives followers the freedom to introduce creative ideas or innovation within an organization to promote organizational performance. According to Mokhber, Ismail, and Vakilbashi (2014), transformational leadership can be related to organizational innovation through several features, including interactive vision, effective communication, and providing an environment that supports innovative teams. Various scholars believe that transformational leadership has prompted the establishment of organizational practices designed to foster innovation of employee teams/groups. For example, the Intellectual Stimulation component of transformational leadership can help employees to think innovatively and find alternative working processes in order to create knowledge and technology, which are essential factors of organizational innovation (Mokhber, Ismail, & Vakilbashi, 2014). As such, there exists a positive correlation between transformational leadership and organizational leadership because various components of the transformational leadership model are
aimed at inspiring creativity and innovation within an organization. Transformational leadership has increased the allocation of time focused on followers/employees, valuing their interests and demands, training them, and developing their empowerment and skills (Schriesheim et al., 2006). This has inspired innovation within the organization since employees believe that the organizational leaders highly value their contribution and input.

The significant contribution of transformational leaders in promoting engagement has inspired change and innovation in various organizations. For example, studies have reported that a leader's support and positive relation aids the achievement of high-level engagement by the team (Sahu, Pathardikar, & Kumar, 2017). By aiding achievement, transformational leadership has committed to improved personal, organizational, and group outcomes within a firm, thereby prompting teams to embrace change and innovation to support their individual growth and increase organizational performance. Thus, transformational leadership has promoted branding, which has motivated employee groups to introduce creative ideas within an organization to promote the organizational identity that employee branding creates. Components of transformational leadership, including idealized influence, have increased a leader’s ability to build loyalty and devotion among the team members, assisting them to identify with the leader (Sahu, Pathardikar, & Kumar, 2017). This has motivated employee teams to support change and commit to continuous innovation because of the sense of loyalty and devotion that transformational leadership instills in them. As such, transformational leadership has provided a sense of direction to employees, which has motivated them to work towards supporting change and embracing innovations aimed at increasing their productivity as well as organizational performance.

Research shows that transformational leadership makes a notable contribution in inspiring the cultivation of a change and innovation culture within an organization. According to Ghasabeh and Provitera (2017), transformational leaders use intellectual stimulation to propel knowledge sharing in the organization to generate more innovative ideas and solutions. Knowledge sharing has increased the performance of organizational teams and groups because it promotes teamwork spirit. For example, knowledge sharing has promoted the creation of organizational teams because it creates an appropriate framework for sharing and developing innovative ideas and solutions aimed at propelling organizations towards sustainable growth. Ghasabeh and Provitera (2017) also asserts that transformational leaders apply inspirational motivation to focus on inspiring human assets, thereby setting a higher level of desired expectations for them. By setting a higher level of desired expectation for employee teams, transformational leadership has inspired organizational change in various firms (Paulsen et al., 2012). It has helped leaders in creating employee-centered change, thereby reducing resistance and promoting the successful implementation of change within an organization. For instance, focusing on
human assets has compelled leaders to account for the employee's interests and concerns when proposing or implementing changes to encourage employee teams to support and facilitate the successful integration of change into the operations of the organization.

Scholars believe that transformational leadership has become a critical component of business management and organizational ability because of its unmatched potential in inspiring change and innovation. According to Paulsen et al. (2012), change and its successful management have become a top priority for business organizations regardless of their activities because contemporary organizations exist in an era of accelerated developments and high turnovers. As such, transformational leadership has become a solution for a majority of firms because it helps them to embrace modern trends and manage them in a way that promotes organizational excellence. Transformational leadership has promoted the alignment of change and innovation with organizational goals and objectives (Paulsen et al., 2012). This has promoted successful change management and integration of innovation within an organization because it supports the creativity of employees and redefines their attitude towards change. For example, transformational leaders have used components such as idealized influence and intellectual stimulation to inspire creativity and create a shared vision that has motivated employees to support change (Banks et al., 2016). Transformational leadership is increasingly establishing its footprint in organizational management because of its potential in supporting rapid development and continuous implementation of change.

Despite the effectiveness of the existing literature in outlining the positive correlation between transformational leadership and change or between transformational leadership and innovation, they fail to acknowledge how the freedom that this leadership model provides shapes creativity and change adoption. Thus, this paper will provide insights into how transformational leadership has given follower/employee teams the freedom to integrate creative and innovative solutions into an organization.

Transformational leadership encourages the integration of creative ideas and innovative solutions into an organization. It also motivates employees to commit to change because of the freedom that it grants to the followers of a leader. Secondly, the decision-making opportunities offered by transformational leadership inspire organizational change and innovation because it promotes collective decision-making and increases the acceptance of innovation or creative ideas. Thirdly, intellectual stimulation offers employee teams an opportunity to put their knowledge and skills into practice, thereby inspiring continuous innovation within an organization (Mokhber, Ismail, & Vakilbashi, 2014). It can create a knowledge-sharing platform within companies, thereby increasing the constant integration of change and innovation into organizational operations. Finally, idealized influence can create a shared vision that has inspired change and creativity within an organization (Banks et al., 2016). The findings from research confirm the hypothesis that transformational leadership inspires organizational change and innovation through the autonomy, decision-making opportunities, intellectual stimulation, and the idealized influence that becomes infused within an organization’s culture.
Transformational leadership goes beyond incentives for performance, to develop and encourage workers intellectually and creatively, as well as to transform their concerns into an essential part of the organization’s mission (Sahu, Pathardikar, & Kumar, 2017). For example, it has offered employees autonomy and independence that has motivated them to develop innovative solutions and embrace creative ideas aimed at promoting organizational excellence. The autonomy that transformational leadership provides has increased the psychological attachment of employee teams to their organizations. This has prompted them to identify with the challenges and successes of their employers. As such, autonomy has created a sense of pride that has motivated them to support change and embrace continuous innovation to increase the prestige of their organization. The independence that transformational leadership has given employees the platform to embrace changes and integrate creative solutions and ideas into organizational operations to facilitate the attainment of organizational goals and mission. According to Sahu, Pathardikar, & Kumar (2017), psychological attachment has also facilitated the identification and internalization of change and innovation intrinsic factors, thereby motivating employees to commit to continuous change and innovation to promote their productivity and organizational performance. As such, autonomy has inspired change and innovation because of the freedom that it grants employee teams.

Transformational leadership creates decision-making opportunities to all organizational teams; this has inspired change and innovations in many firms. These decision-making opportunities have initiated collective decision-making and increased the acceptance of innovation or creative ideas within organizations (Mokhber, Ismail, & Vakilbashi, 2014). The rise of collective decision-making within an organization inspires organizational change because it increases the participation of employees in the change implementation process. This has enhanced the ability of employee teams to support and facilitate the successful integration of change into the organizational operations because it guarantees the accommodation of employee interests and concerns into the changes being implemented. Similarly, the decision-making opportunities have increased the acceptance of innovative solutions and creative ideas because employees have a significant contribution to the development of innovative solutions and implementation of creative ideas (Mokhber, Ismail, & Vakilbashi, 2014). The decision-making opportunities provided by transformational leadership have increased employee empowerment; thus, facilitating the continuous implementation of change and innovation in an organization. These opportunities inspire continuous change and innovation because they boost the morale of employees, thereby motivating them to embrace creativity and support change.
Moreover, the intellectual stimulation component of transformational leadership has played a significant role in inspiring change and organization within organizations. According to Ghasabeh and Provitera (2017), intellectual stimulation enhances the ability of leaders to give employees indications to be innovative and risk-takers. Paulsen et al. (2012) have shown that intellectual stimulation has enabled leaders to support and collaborate with the followers in experimenting with new approaches and developing innovative ways of dealing with organizational issues. This has inspired change because it motivates employee teams to challenge organizational assumptions and focus on adopting innovative solutions to address the inherent organizational challenges. This encourages employee teams to challenge themselves and move out of their comfort zones and to realize their full potential. Ghasabeh and Provitera (2017) further state that intellectual stimulation has enhanced knowledge sharing in the organization to created ideal opportunities for generating more innovative ideas and solutions. This has increased the development of creative ideas and innovative solutions, most of which have transformed organizational practices and increased the performance of both employees and the organization.

Furthermore, the idealized influence component of transformational leadership has inspired change and innovation through the shared vision that it creates. A shared vision motivates transformational leaders to increase the level of loyalty, dedication, and identification without focusing on self-interests (Banks et al., 2016). A shared vision increases the psychological attachment of employees to an organization because of the sense of belonging, dedication and commitment of employees to the attainment of organizational excellence. A shared vision has is a blueprint and framework upon which all organizational changes and innovations should be based as it provides followers with an awareness of the expectations, including how to achieve them. Thus, the shared vision has compelled employees to embrace change and innovation to meet the expectations of an organization and promote its performance in the market (Banks et al., 2016). The sense of vision and mission that idealized influence conveys has made it a strategic tool in shaping the ability of transformational leaders to inspire change and innovation within an organization.
Conclusion

This review presents a compelling case of why transformational leadership should become a critical component of the modern organization. In the wake of rapid changes and continuous advancement in technology, transformational leadership is increasingly positioning itself as a solution to the challenges that these elements provide. Transformational leadership inspires change because it offers followers autonomy over specific tasks within an organization as well as the ability to make decisions once they have received the appropriate training. It is also characterized by components, such as idealized influence and intellectual stimulation, all of which aim at inspiring change and innovation within an organization. Transformational leadership has fostered a collaboration and knowledge-sharing culture that has significantly inspired change and innovation within organizations. Transformational leadership is a learned leadership aspect that not only motivates people to buy into and deliver a leader's vision, but also facilitates the establishment of trust-based relationships that inspire change and innovation within an organization.

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