DPLS 777 Servant Leadership Intensive

Spring 2011 1 Credit
Course Date: Feb. 1, 2010-May 1, 2011
On-Campus Class Date: Friday, April 1, 2011, 9 a.m.-4 p.m.
This one-credit intensive course will examine the theory-and-practice of servant-leadership, starting with a careful examination of Robert Greenleaf's primary work, *Servant Leadership* (1977/2002, Paulist Press). This will be followed by an examination of critical issues and practices through the reading of key essays by James Autry, Warren Bennis, Ken Blanchard, Peter Block, John Carver, Stephen Covey, Max DePree, Shann Ferch, Robert Greenleaf, Joseph Jaworski, Robert Kelley, Richard Leider, Ralph Lewis, George SanFacon, Peter Senge, Larry C. Spears, Margaret Wheatley, and Danah Zohar.

COURSE TEACHER
Larry C. Spears, Author-Editor and President, The Spears Center for Servant-Leadership; Servant Leadership Scholar, Gonzaga University, School of Professional Studies

COURSE INTRODUCTION
*The servant leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The best test and the most difficult to administer is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And what is the effect on the least privileged in society; will they benefit or, at least, not be further deprived?* --Robert K. Greenleaf, from *The Servant as Leader*

With great pleasure, Dr. Shann Ferch, Professor of Leadership at Gonzaga University would like to take a moment in the course description to introduce Larry Spears, the teacher of this course. Dr. Ferch states, "We are so honored to have Larry Spears teaching in our leadership programs at Gonzaga, and newly appointed as the Servant Leadership Scholar for Gonzaga University in the School of Professional Studies. His years of collaboration with the Doctoral Program in Leadership Studies have culminated in this appointment and we could not be more pleased. Larry is he has not only illumined the life and work of the contemporary founder of servant-leadership, Robert K. Greenleaf, Larry has also given readers, writers, and practitioners a profound depth of wisdom, practical application, and soulful understanding on a leadership way of life that has begun to unseat the traditional command and control leadership methodologies and in turn evoke in society the capacity for self-transcendence and individual and collective responsibility across all spectrums of human endeavor. Over the past twenty years as both writer and editor, Larry Spears has helped shape our understanding of servant-leadership and raised global awareness of Robert K. Greenleaf's original writings. Spears's conception of the 10 characteristics of servant-leadership, gleaned from his in-depth study of Greenleaf's works, has become a significant and enduring contribution to the field worldwide. His past years leading the Greenleaf Center and his current role as president of The Spears Center for Servant-Leadership have propelled a healthy and robust groundswell of servant-leadership in the United States and abroad. A direct reflection of this can be seen in significant quantitative and qualitative research on servant-leadership, underway in Europe, Australia, North and South America, and Asia, as well as in Fortune Magazine's annual list of the 100 Best Companies to Work For. Some of the
top 20 organizations in Fortune's list are purposefully servant-led companies, including Starbucks, Southwest Air, and TDIndustries. Perhaps most importantly, his focuses on the interior of the leader, listening, and foresight, have become foundational to personal and organizational discernment in servant-leadership. Please join me in welcoming Larry Spears to our community of leaders and learners at Gonzaga University."

**COURSE DESCRIPTION**

This special one-credit course has been created specifically for the Doctoral Program in Leadership Studies at Gonzaga University to understand better the principals and practices of servant-leadership. This will involve readings by James Autry, Warren Bennis, Ken Blanchard, Peter Block, John Carver, Stephen Covey, Max DePree, Shann Ferch, Robert Greenleaf, Joseph Jaworski, Robert Kelley, Richard Leider, Ralph Lewis, George SanFacon, Peter Senge, Larry C. Spears, Margaret Wheatley, and Danah Zohar.

**COURSE COMPETENCIES**

Evidence of having mastered the competencies will be demonstrated by students who:

- Articulate the philosophy of servant-leadership
- Demonstrate an understanding of key ideas contained in the works of our course readings
- Communicate your own thoughts and insights through writing a paper

**COURSE MATERIALS**

The following readings are required:

**Books**


- "Foreword," **Stephen Covey**, pp. 1-13
- "Introduction" and Chapters 1-12, **Robert K. Greenleaf**, pp. 15-342
- "Afterword," **Peter Senge**, pp. 343-359


- Chapter 8, "From Leadership to Citizenship," **Peter Block**, pp. 87-95
- Chapter 16, "Leading from Within," **Parker J. Palmer**, pp. 197-208
- Chapter 22, "Destiny and the Leader," **Joseph Jaworski**, pp. 258-270
- Chapter 30, "What is Our Work?," **Margaret Wheatley**, pp. 340-351


- Chapter 6, "Fanny Lou Hamer: Servant of the People," **Lea Williams**, pp. 65-88
• Foreword: "Why Servant-Leadership Matters," Warren Bennis, pp. xi-xvi
• Chapter 2, "The Understanding and Practice of Servant-Leadership," Larry C. Spears, pp. 9-24
• Chapter 3, "The Unique Double Servant-Leadership Role of the Board Chairperson," John Carver, pp. 25-46
• Chapter 4, "Love and Work: A Conversation with James Autry," pp. 47-70
• Chapter 12, "The Servant-Leader: From Hero to Host," Margaret Wheatley, pp. 241-268

Four Essays (PDF Downloads)

COURSE REQUIREMENTS
• The course readings are to be completed prior to our one class meeting on Friday, April 1, 2011, from 9 a.m.-4 p.m.
• Active participation is encouraged during the class session on Friday, April 1.
• For DPLS students, a 12-15 page paper (with citations) demonstrating the student's insights into servant-leadership and drawing upon the readings and dialogue will be due on or before May 1, 2011. [MA-ORGL students will do a 10-13 page paper] To form part of the basis of understanding critical depth in writing your paper, please read the following article on how to write a scholarly paper: http://www.gonzaga.edu/Academics/Colleges-and-Schools/School-of-Professional-Studies/Ph.D---Leadership-Studies/SupportFiles/doctrinal-scholarly.doc
COURSE SCHEDULE

- Friday, April 1, 2011, 9 a.m.-4 p.m.; Class Intensive on G.U.'s Main Campus
- May 1, 2011: Paper due