LEADERSHIP FOR THE 21ST CENTURY
Creating a Culture of Serving and Giving Through Core Values

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For the global workforce of the 21st century—an environment characterized by rapid change, uncertainty, diversity, and transformation—effective leadership has become increasingly important for a firm's success. As strategists, researchers and practitioners evaluate the greatest concerns for global leaders today, they emphasize concepts such as training, innovation, flexibility, and collaboration. However, these concepts cannot be implemented or utilized effectively without skilled, motivated, and engaged employees. Thus, today's organizations need leaders who appreciate people as their most important assets. As Argenti (2013) emphasizes, "people have more to do with the success of a business than virtually any other constituency" (p. 175).

Robert Greenleaf's theory of servant leadership, which focuses on serving others, is becoming widely accepted as an effective model of leadership for this century. Also referred to as "leadership upside down" (Daft, 2008, p. 176), servant leadership is "based in ethical and caring behavior...[which]

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enhances the growth of people, while at the same time improving the caring and quality of our many institutions" (Spears, 1996, p. 33). Servant leaders are more concerned about developing others than promoting themselves; they welcome and appreciate the importance of diversity, empowerment, and collaboration for their organizations' success. Unlike many other leadership theories which are defined by the *actions* of the leader, servant leadership relates to the *character* of the leader who has a heart for serving and ministering to the needs of others (Carter & Baghurst, 2014). In a political climate where some of the most popular political leaders across the globe are appealing to their constituents' patriotism and desire for independence and autonomy, today, servant leaders are more necessary than ever.

When Greenleaf first introduced servant leadership theory in the 1970s, scholars were initially skeptical of its merits and its practicality for contemporary business. However, in the last four decades, some of the most successful leaders in the world have demonstrated a leadership style consistent with this theory. The theory has also received widespread attention in mainstream media outlets such as *Fortune* magazine and *Dateline NBC*. Leading scholars in the management and leadership disciplines—such as Max DePree, Stephen Covey, Peter Block and Peter Senge—have also confirmed the positive impact of servant leadership on organizational performance. Furthermore, other contemporary theorists and practitioners have presented evidence which supports the merits of the theory. For example, based on more than a decade of empirical research, Adam Grant

confirms that organizational members who focus their activities on the good of the whole rather than their individual achievements, not only tend to be successful in their careers, but they also positively influence their organizations (Grant, 2013). Grant identifies these people as "givers," and as he describes them, their characteristics and behaviors in the workplace are consistent with those of servant leaders.

Significantly, servant leadership first manifests itself in the heart of the leader who has a desire to serve. However, in order for organizations to realize the impact of this leadership style, it must be translated beyond the leader and demonstrated throughout the organization. Thus, some researchers have questioned whether and the extent to which servant leadership behaviors extend beyond the leader and permeate the culture of the organization. Therefore, supported by Grant's concept of giving in the workplace, this paper discusses how organizational core values can be used to create the foundation on which servant leaders can inculcate a culture of giving and serving that supports the success of the individual, the organization, and the community.

First, the paper will discuss Greenleaf's Servant Leadership Theory and explain why this theory is relevant for contemporary businesses. Then, the paper will briefly explain Grant's research, which explores the workplace behaviors of givers and takers. The paper will then discuss the significance of core values and how several global leaders are already using core values to institute a culture of giving and serving in their organizations. The paper will show the success of these

organizations as well as the positive impact they have on the communities they serve.

SERVANT LEADERSHIP THEORY

In the 1970s, based on an illustrious 40-year career in management at AT&T, and after reading Herman Hesse's short novel entitled *Journey to the East*, Robert Greenleaf began examining the concept of servants as leaders (Spears, 1996). As a result of his research, Greenleaf concluded that "the great leader is first experienced as a servant to others...true leadership emerges from those whose primary motivation is a deep desire to help others" (Spears, 1996, p. 33). Based on Greenleaf's work, Spears (1995) identified the following 10 characteristics of servant leaders:

Listening: Servant leaders listen intently to others, without prejudging

Empathy: Servant leaders know that people need to be recognized for their unique gifts

Healing: Servant leaders recognize the opportunity to help make whole those they serve

Awareness: Servant leaders have general as well as self-awareness; they view situations from a perspective of ethics, power and values

Persuasion: Servant leaders build consensus rather than coerce compliance

Conceptualization: Servant leaders dream great dreams; they stretch traditional thinking and are not consumed

with attaining short term goals

Foresight: Servant leaders foresee and forecast the likely outcome of a situation based on the lessons of the past, the realities of the present, and the consequences of decisions for the future

Stewardship: Servant leaders assume a commitment to serving the needs of others, such as employees, shareholders and the wider community

Commitment to the Growth of People: Servant leaders believe people have an intrinsic value that is more than their value as employees or workers

Building Community: Servant leaders believe true community is created among those who work in an institution as well as the institution's external constituents

Researchers have noted that the concept of leaders as servants is not original to Greenleaf. This model is seen in ancient, historic, religious and even contemporary leaders such as Jesus Christ, Moses, Confucius, Mother Theresa, and Martin Luther King, Jr. (Keith, 2008). It is important to appreciate that it is not necessary for one to be a deity or a Saint to be characterized as a servant leader. Many successful contemporary leaders are identified as servant leaders. One of the most notable is C. William Pollard (Sendjaya & Sarros, 2002), a former executive of ServiceMaster who twice served as CEO of the firm (1983-1993 and 1999-2001). Describing himself as a person who leads with a servant's heart:

> Pollard contends that the real leader is not the person with the most distinguished title, the highest pay, or the longest tenure...but the role model, the risk taker, the servant; not the person who promotes himself or herself, but the promoter of others. (Sendjaya & Sarros, 2002, para. 50)

Also, according to the founder and former CEO of Southwest Airlines, Herb Kelleher, the airline was founded in 1971 based on Kelleher's desire to serve; Kelleher insists that Southwest's success is sustained by people "who have a predisposition to serve others" (Leader Network.org, 2007, para. 6). While Kelleher has not held an active leadership role at Southwest since 2008, the airline is consistently recognized as one of the most profitable and most admired companies in the world. One of the four core values which creates the foundation for the organization's business strategy and unique corporate culture encourages employees to demonstrate a "Servant's Heart" (Southwest, 2015). Thus, through its established organizational core values, Kelleher's heart for serving others has been realized and sustained throughout Southwest.

As discussed in the following section, Grant's research of givers and takers amplifies the positive impact of serving and giving on the success of the individual, the organization, and the community.

GIVERS AND TAKERS

Substantiated by more than a decade of research, Adam Grant, an organizational psychologist and Wharton professor, defined givers and takers according to how they interact with

others in the workplace. According to Grant (2013), these two types of people "fall at opposite ends of the reciprocity spectrum at work" (p. 4). As Grant explains, takers prefer to receive more than they give; they are self-focused and tend to put their own needs ahead of others. Takers act strategically; they view the workplace as highly competitive, and feel that in order to succeed, they must outperform their peers.

In contrast, givers focus on the needs of others and prefer to give more than they receive. They are proactive and conscientious, they collaborate well with others, and are more likely to focus their work on activities that benefit their organizations, and not only themselves. Givers offer assistance, share knowledge, mentor or make professional connections for others. To be sure, givers can be just as ambitious and as goal-oriented as takers. However, Grant (2013) specifies, "they simply have a different way of pursuing their goals" (p. 10).

According to research conducted by Shalom Schwartz, an esteemed psychologist who has studied the values of people in dozens of countries around the world, people view giving as a *value* that is significant for career success. Additionally, Schwartz found that most people have a natural proclivity for giving (Grant, 2013, p. 21). Thus, giving to support and sustain personal relationships makes sense. However, the notion also exists that professionally, takers achieve more success than givers. Grant's research shows that the opposite is true, and offers a number of reasons to support this conclusion. Most significantly, Grant (2013) explains: "There's something distinctive that happens when givers succeed: It spreads and

cascades . . . when givers . . . win, people are rooting for them and supporting them . . . Givers succeed in a way that creates a ripple effect, enhancing the success of people around them" (p. 10). Consequently, if individuals achieve success by giving in the workplace, then the organization will benefit from a corporate culture characterized by giving.

Grant (2013) insists that giving does not require extraordinary acts of sacrifice. Giving does, however, require organizational members to focus on the development and interests of others, which is an inherent characteristic of servant leaders. Grant (April, 2013) acknowledges that theoretically, many leaders recognize the benefits of generosity and helping behaviors, and they often encourage their employees to give. Nevertheless, their reward, promotion, and evaluation systems do not always confirm the leaders' call for giving and serving. Thus, creating a culture of giving requires validation at the top levels of the organization. For example, research shows that when leadership supports employee volunteerism by approving time off, adjusting work schedules or sanctioning the use of company resources, employees volunteer 45% more hours per year (Grant, 2012). Accordingly, leaders must first demonstrate their own desire to give and to serve and then create a framework for inculcating these behaviors throughout the organization. Thus, considering Grant's concept of giving and the principles of Servant Leadership Theory, the next sections of the paper will discuss how organizational core values can provide leaders with a framework for creating a culture of serving and giving in the workplace.

ORGANIZATIONAL CORE VALUES

Organizational core values are those statements which
"describe what is important to an organization and can be used
to direct employee behaviors" (Ferguson & Milliman, 2008, p.
440). Whether formal or informal, organizational values are the
"deeply engrained principles" that guide the ". . .
organizational practices and the context in which employees
think, act, and make decisions" (p. 441). From an individual
perspective, Rokeach (1973) explains that core values are the
principles which guide a person's attitudes, choices, and
decisions. Our personal values are established by our
upbringing, environment, where we live and where we are
raised. Our individual values tend to be similar to those of our
parents and the majority of the people in the communities in
which we are reared. In the same way, the core values of an
organization are usually determined and established by a firm's
executive leadership, and confirm the organization's strategic
direction, mission, and vision (Barchiesi & La Bella, 2014).
Based on investigations conducted in various types of
organizations and industries, researchers have found that there
is a relationship between organizational core values and
organizational performance (Barchiesi & La Bella, 2014;
Collins & Porras, 1994).

In one of the most important investigations of
organizational performance of the 20th century, Collins and
Porras (1994) concluded that a central element of high
performing companies is "a core ideology—core values and a
sense of purpose beyond just making money—that guides and

inspires people throughout the organization and remains relatively fixed for long periods of time" (p. 48). Researchers have also found that core values can guide and encourage ethical behavior, even when no one is looking. Kouzes and Posner (2002) assert that values not only help people understand what they *should* do, but also what they *should not* do. Furthermore, when values are clearly articulated, employees don't usually have to wait for direction before taking action.

The literature does not offer a set of approved core values or a ranked list which indicates that any one value is better or more appropriate than others. Researchers suggest that an organization's core values should reflect its purpose and defining characteristics (Barchiesi & La Bella, 2014; Ferguson & Milliman, 2008; Harmon, 1996). As a matter of fact, Collins and Porras (1994) found that even more important than the content of the organization's core ideology is the "*authenticity* of the ideology and the extent to which a company" (p. 67) is aligned with it. However, Collins and Porras did find some consistent themes in the core ideologies of the high performing companies they studied. For example, for these companies, their values reflected their concern for integrity, employees, customers, community, innovation, resources, and a commitment to excellence.

Nevertheless, research also shows that it is not enough for an organization to merely state its core values, but leadership must also demonstrate support of these values (Collins & Porras, 1994; Ferguson & Milliman, 2008). In fact, Ferguson

and Milliman (2008) assert that when "treated insincerely or implemented incorrectly, values have devastating consequences" (p. 445). Additionally, Collins and Porras (1994) found that the core ideology of high performing companies "existed not merely as words but as a vital shaping force" (p. 54) for the organization's strategy. In his study of the influence of leadership on organizational culture, Schein (2010) contends that an important way that leaders shape the culture of their organizations is by acting on espoused values. Values become shared or accepted as a part of organizational culture only when they have been enacted—when they have been implemented, tested, or shown "to work reliably in solving the group's problems" (p. 26). Thus, enacted values can provide the mechanism through which servant leaders can implement a corporate culture of giving and serving. The following section discusses a number of global organizations that have shaped their culture by enacting core values.

CORE VALUES IN ACTION

This section explains how enacted core values can be used to inspire a culture of giving and serving. This discussion is guided by the core values of a Catholic, liberal arts university in South Florida. These values are: Personal Development, Responsible Stewardship, Integrity, Community, Excellence, and Respect. While these core values are consistent with the themes identified by Collins and Porras (1994), they are being used to guide the discussion here because, quite simply, the literature does not suggest a standard set of core values for

organizations to follow. Rather, even more important than the stated values are the heart of the leader, the purpose or defining characteristics of the organization, and the authenticity with which the values are implemented throughout the organization. As Urde (2009) asserts, "The foundation of a corporate brand risks being undermined by hollow core values and empty promises" (p. 616).

The following subsections will show how a number of corporations are enacting these same core values, demonstrating the principles of servant leadership theory, and contributing to the success of their employees, their organizations, and the communities they serve.

Personal Development: Starbucks Corporation

In its concern for the Personal Development of all members of its community, the university "stresses the development of every person's mind, spirit, and body for a balanced life" (Saint Leo University [SLU], 2014, para. 7). In the most basic sense, respecting this core value recognizes "the dignity, value, and gifts of all people" (SLU, 2014, para. 2). Following this model, leaders meet their followers where they are and seek to provide them with the resources, guidance, and instruction they need in order to work and live to their fullest potential.

This core value is well represented in the Starbucks College Achievement Plan, an initiative which contributes tuition assistance to all Starbucks employees who work at least 20 hours per week. The plan is implemented through a partnership with the well-respected research institution, Arizona State

University (ASU). As a result of this program, 135,000 Starbucks employees, most of whom are part-time workers, are afforded the opportunity to attend ASU online (Choi, 2014). Starbucks and ASU are creating the opportunity for even part time workers to achieve their way to a better life. According to Starbucks, almost 70% of its U.S. employees are students or aspiring students (Starbucks, 2015a). Additionally, "nearly half of Americans who begin college today will not actually finish, largely due to skyrocketing costs and work/life balance. . . We want to help" (Starbucks, 2015b, para. 1).

ASU President, Dr. Michael Crow, says he was inspired to help others as a child when he visited one of his classmates' homes, where there was no plumbing or running water and the family walked on a dirt floor (Starbucks, 2015b). Howard Schultz, CEO of Starbucks, says he was inspired by his own economically deprived childhood when, according to Schultz, his father never earned more than $20,000 a year, and his family struggled through his father's health issues and lay-offs (Starbucks, 2015b). For Schultz, developing and implementing these kinds of programs demonstrate the "role and responsibility of a public company" (Starbucks, 2015a, para. 11).

Starbucks is demonstrating the vision and commitment of its CEO's philosophy of being what Grant would refer to as a giver. Number 52 on Forbes list of the world's most valuable brands ("The World's," 2015), there is seemingly no other return on investment to Starbucks by providing its employees this opportunity for advancement in life other than Schultz's commitment to giving to others. His recognition of the wider

benefit to humanity of providing the opportunity for development of the whole person is the epitome of Grant's identification of giving and the personification of the core value of personal development. Supporting employees' personal development also requires a leader to reflect a number of the characteristics of servant leadership, such as listening, empathy, awareness, and, most importantly, a commitment to the growth of people. Servant leaders acknowledge that all of their employees have an intrinsic value beyond what they do in the workplace.

Responsible Stewardship: Johnson & Johnson

The university's core value of Responsible Stewardship encourages constituents to appreciate that they have been provided "an abundance of resources" (SLU, 2014, para. 8), and through a "spirit of service" (SLU, 2014, para. 8), should respect, optimize, and use resources wisely in order to fulfill the university's mission. In support of this core value, servant leaders practice awareness, foresight, stewardship, and building community.

This core value is well represented by Johnson & Johnson's Citizenship and Sustainability program. The company has established its Earthwards® initiative in order to identify and assess internal standards to reduce the environmental footprint of products and deliver value to customers. Johnson & Johnson has identified a number of goals to implement this initiative, such as reducing carbon emissions by 20% by 2020 and 80% by 2050; and producing and procuring 20% of its electricity

needs from clean sources by 2020 and 100% by 2050 (Mace, 2016).

A West Point graduate and former U.S. Army officer, Johnson & Johnson CEO Alex Gorsky reported the organization's efforts to not only impact the environment through internal standards and controls, but the company has also implemented a strategy to influence responsible stewardship among its suppliers in "sourcing of materials, ensure[ing] adequate working conditions at our suppliers' facilities, support[ing] diversity among our suppliers and. . . take[ing] action to shape the ways. . . our suppliers contribute to our environmental and social impacts" (Field, 2014, para. 5).

The core value of Responsible Stewardship is consistent with the concept of giving in the workplace. Grant (2013) identified givers as people who selflessly help others with no apparent or obvious personal gain. Johnson & Johnson may be making a business case, that by taking care of the environment and its stakeholders over the long term, it is building sustainability for its own profit opportunities. However, the guiding principles of its sustainability programs indicate that the organization is acting on an obligation to support all of its stakeholders and the communities they impact simply because it's the right thing to do (Johnson & Johnson, 2013).

Integrity: TOMS

In supporting the core value of Integrity, the university's constituents pledge to demonstrate honesty, justice, and consistency in word and deed (SLU, 2014, para. 9). Support of

this pledge should be evidenced by the actions, decisions, and especially by the motivation of constituents. Consistent with the tenets of servant leadership, support of this core value requires listening, empathy, awareness, persuasion, foresight, stewardship, and building community.

Many organizations claim to embrace integrity, but as evidenced by numerous ethical lapses by so many global leaders today, not all firms fully support this value. The TOMS company may be an important exception. The core concept of TOMS's business model is its shoe line. TOMS is committed to donating a pair of shoes for every pair sold. To date, TOMS has given more than 35 million pairs of shoes to children in developing countries all over the world (TOMS, 2015a). TOMS is a for-profit organization, so one may question how it can sustain an ongoing business while giving away product. TOMS is a noteworthy example of how doing good can contribute to doing well!

The company was established in 2006 when TOMS founder, Blake Mycoskie, unintentionally stumbled upon children in Argentina who did not have appropriate footwear to protect their feet. Mycoskie envisioned a business model that would be sustainable and give back to the community without being reliant on donations (TOMS, 2015b). This business model has led the TOMS organization to success. Responding to criticism that the company may not be doing enough to address the root causes of poverty in developing countries, TOMS began an initiative to manufacture one third of the shoes that are being donated within the regions in which they

are given. Since committing to local production in 2013, TOMS has created more than 700 jobs in the regions the company serves, produced more than eight million pairs of shoes in five countries, and employed an equal ratio of male to female workers in these regions (TOMS, 2015c).

Significant for the success and the sustainability of this company is its consistency and commitment to its core principle. Valued at more than $600 million, TOMS has consistently maintained the integrity of its business model by sustaining its One for One pledge. In 2014, Mycoskie sold half the company to Bain Capital, a private equity firm (de la Merced, 2014). Nevertheless, Mycoskie still maintains 50% ownership of the company and remains committed to the One for One model, as well as his initiatives in developing nations—and so does Bain.

This kind of honesty and consistency in word, action, and deed epitomize Grant's (2013) perspective of giving. He provides evidence of a number of givers whose honesty and integrity compel them to take extraordinary measures to serve their customers. For example, there were givers who found alternate representation for clients when they didn't think they were best suited to serve them; givers who refused to sell what they considered substandard products; and givers who declined to offer products or services that would not serve the interests of their customers.

Excellence: Chick-Fil-A
At this university, demonstrating the core value of

Excellence means that staff and faculty commit to assisting students in developing "the character, learn the skills, and assimilate the knowledge essential to become morally responsible leaders" (SLU, 2014, para. 4). Partnerships seem to be critical to sustaining a culture of excellence in many 21st century organizations. This notion is evident in the business practices of the Chick-Fil-A organization. Based on consumer feedback, Chick-Fil-A began searching for an excellent cup of coffee and wound up with a business model that embodies the core value of Excellence.

In August of 2014, Chick-Fil-A announced that it would be changing its "unpopular brew for a new specialty-grade coffee from Thrive – a supplier that shares revenue with farmers" (Wong, 2014, para. 3). Chick-Fil-A is branding this initiative as Coffee with a Story ("Coffee With a Story," 2015). The Thrive partnership has been touted as a sustainable business model for Chick-fil-A, in that this is the "industry's first-ever socially beneficial, specialty-grade coffee" ("THRIVE Farmers," 2015, para. 1).

So what does this new business model mean and how does it exemplify Excellence? Essentially, Chick-Fil-A has cut out the middleman between the coffee brewers and an excellent cup of coffee for its customers. The Thrive platform provides a farmer-direct revenue model that ensures coffee prices are stabilized in a typically volatile market ("THRIVE Farmers," 2015). In the Farmer Direct model, individual farmers sell their coffee directly to Chick-Fil-A, which affords them up to 10 times the profit potential for their crops ("Farmer Direct," 2015).

In comparing the new farmer-direct model with the traditional model, the coffee bean crops are hand-planted by the farmers versus having the crops planted in large quantities which would often impair the quality of the crop. Obviously, the core value of excellence is seen in this step as extreme care is taken in the planting of the crops. Additionally, in the farmer-direct model, the crops are hand-picked, ensuring only the highest-quality beans are selected versus using machines to pick the crops which could result in defective or less-than-quality products ("Farmer Direct," 2015).

Chick-Fil-A's initiatives are consistent with Adam Grant's concept of giving. Grant emphasizes that givers are absolutely concerned about achieving excellence; moreover, they acknowledge that collaboration, building networks, and establishing partnerships are significant for doing so. However, the giver's motivation for establishing partnerships is very different than takers. According to Grant (2013), "takers accumulate large networks to look important and gain access to powerful people . . . [a giver] does it to create more opportunities for giving" (p. 55).

Significantly, while eliminating the middlemen may save Chick-Fil-A some money, the motivation for the partnership is providing an excellent cup of coffee for customers; additionally, the support provided to the farmers is immeasurable. This program helps to build industry and create jobs and sustainable futures. The farmers are not only privileged to support their communities, but in doing so, they also create more opportunities for giving.

Additionally, Chick-Fil-A's initiative also reflects the characteristics of a servant leader, such as listening, awareness, persuasion, conceptualization, foresight, stewardship, and building community. The success of this program is not only based on a desire to serve, but it also requires leaders who dare to dream big and to focus their efforts on long term rather than short term goals.

Respect: CVS Health

The university's core value of Respect values every person's "unique talents, respect[s] their dignity, and strive[s] to foster their commitment to excellence . . ." (SLU, 2014, para. 6). In the last few years, CVS's support of this core value has substantially benefited millions of consumers. The company is working hard to strategically transform itself from an impersonal pharmaceutical giant to a well-respected healthcare company which respects and values the lives and wellbeing of the people in the communities it serves.

Formerly known as CVS Caremark Corporation, in September 2014, the company changed its corporate name to CVS Health "to reflect its broader health care commitment and its expertise in driving the innovations needed to shape the future of health" (CVS Health, 2014a, para. 2). CVS is the second largest pharmacy chain in the United States (second to Walgreens) with more than 7,600 stores (CVS Health, 2014b). For some industry analysts, CVS may have jeopardized this standing and its success when it removed cigarettes and tobacco products from its shelves in September 2014.

At a projected loss of about $2 billion in annual sales (Gilblom & Cortez, 2014, para. 7), the company implemented this bold strategic move with respect to the dangers associated with tobacco products. According to the U. S. Centers for Disease Control and Prevention (CDCP), "cigarette smoking contributes to more than 480,000 deaths in the U.S. annually, including those caused by secondhand smoke" (para. 10). Additionally, according to the CDCP, smoking reduces a person's life expectancy by 10 years. Consequently, for CVS, removing cigarettes and tobacco products from its inventory was simply "the right thing to do" (CVS Health, 2014a, para. 1). According to Dr. Troyen Brennan, Chief Medical Officer of CVS Health, the sale of tobacco products in its pharmacies directly conflicted with the purpose of its health care services and the mission of the company. He said, "if you're in health and you're in wellness, it undermines your integrity" (Bennett & Gambrell, 2014-2015, p. 58). Additionally, CVS executives estimate that eliminating the sale of cigarettes will significantly decrease illnesses associated with tobacco use (CVS Health, 2014b). As expressed by Bennett and Gambrell (2014-2015), "it is difficult to find a precedent for what CVS has done: A publicly held corporation voluntarily giving up, for the public good, selling a perfectly legal and highly profitable product" (p. 58).

To be certain, analysts report that even at a loss of $2 billion annually, because of its diversified portfolio, CVS can well afford this initiative. Interestingly, in January 2015, the company reported that its fourth quarter revenue (the first full

three-month period without tobacco sales) increased by 12.9% to a record $37.1 billion ("CVS Health Kicks," 2015). In other words, "CVS is finding there's more money to be made in trying to get people healthy than in helping them get sick" (Bennett & Gambrell, 2014-2015, p. 58). Analysts have concluded that some of this growth can be attributed to the positive reaction and support from everyone from the White House to public health officials and medical professionals, to consumer watch groups. According to Matthew Myers, president of the Washington-based Campaign for Tobacco-Free Kids, "This is truly an example of a corporation leading and setting a new standard" (O'Donnell & Ungar, 2014, para. 5).

Respect for humanity and the unique talents, gifts and dignity of all people represents the motivation for those who act as givers in the workplace. Givers create a climate in which everyone feels that they have something to contribute to the overall success of the organization. Significantly, givers also create an organizational culture in which it is OK to fail. Givers interact with people in a way that demonstrates respect for all people, even when they make mistakes. When givers provide instruction or correction with regard to the mistakes of others, out of respect for people, "successful givers shift their frames of reference to the recipient's perspective. For most people, this isn't a natural starting point" (Grant, 2013, p. 88). This shift in perspective directly relates to all 10 servant leadership characteristics: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.

Community: Salesforce.com/Marc Benioff

To support the core value of Community, the university develops learning communities ". . . [fostering] a spirit of belonging, unity, and interdependence based on mutual trust and respect to create socially responsible environments that challenge all of us to listen, to learn, to change, and to serve" (SLU, 2014, para. 5). Support of this core value also reflects all of the characteristics of servant leadership.

Few corporations support their communities as diligently as Marc Benioff and the company he founded, Salesforce.com. Salesforce.com is a cloud computing company which specializes in technologies that help companies keep track of their customers. In a special issue of *Bloomberg Businessweek,* which examined the efforts of companies that incorporate corporate social responsibility as a core aspect of their business strategies, Benioff is described as a tech billionaire who "is doing more than any other American chief executive to rethink the obligations companies have toward the cities in which they operate" (Stone, 2014-2015, p. 48).

Benioff is highlighted because his efforts not only reflect a personal commitment to support the city of San Francisco where his company is based, but he is also committed to enlisting the assistance of other technology billionaires based in the city. This support is important because the tech boom and the influx of wealthy young professionals have significantly impacted the city. As Benioff says, the tech industry is disruptive by nature; however, the industry is also disruptive to the city and especially to its residents (Stone,

2014-2015). While the city budget has seen an operating surplus as a result of the tech boom, lower- and middle-class residents are not reaping these benefits. From 2012-2014, the average monthly rental rates in San Francisco increased by 13% (Cooper, 2014). The people who are being priced out of the market include service workers such as teachers, policemen, and nurses. Additionally, while San Francisco has been known for its diversity, African-Americans and Latinos are especially among those who are being displaced (Rodriguez, 2015).

Benioff thinks that the industry has an obligation to give back to the San Francisco community (Marc Benioff, 2015). This philosophy has been incorporated in the Salesforce culture since Benioff founded the company in 1999. Known as the 1-1-1 model of corporate philanthropy, the company donates 1 percent of its stock, products, and employees' working time to the company foundation.

Salesforce went public in 2004 and is now worth more than $30 billion. Benioff has a personal fortune estimated at $3.7 billion. In the last five years, he and his wife have donated $250 million dollars to children's hospitals in San Francisco and $4 million to address homelessness (Marc Benioff, 2015). They plan to donate more than $1 billion by 2024; and then use that figure as a benchmark to challenge other tech executives to give as well (Stone, 2014-2015).

Benioff agrees with critics who make the point that his contributions are not substantial enough, which is why he wants to inspire other companies to give. In February 2014, he organized an initiative called SF Gives, where he enlisted the

support of 20 companies who pledged a combined $10 million to fight poverty in the San Francisco Bay Area (Marc Benioff, 2015; Stone, 2014-2015). Benioff has also sparked a campaign to support San Francisco's "chronically underperforming public schools" (Stone, 2014-2015, p. 51). In the last two years, the Salesforce Foundation has donated $7.7 million to install Wi-Fi and tablets in 12 middle schools.

Benioff's efforts epitomize Grant's (2013) perspective of the giver, where "instead of only being concerned about maximizing shareholder values...companies should pursue stakeholder value—balancing the interests of their investors with the welfare of employees, the people in the community, and the city's children" (Stone, 2014-2015, p. 51).

CONCLUSION

As this paper shows, while the principles of servant leadership were questioned when the theory was introduced in the 1970s, researchers as well as practitioners are finding relevance for it in contemporary organizations. However, servant leadership first manifests itself in the heart of the leader. Thus, leaders must take purposeful action to ensure the principles of the theory are realized throughout the organization. Establishing and enacting core values creates a mechanism through which the leader's heart for serving and giving can be communicated throughout the organization. Core values confirm the organization's strategic direction, mission, and vision (Barchiesi & La Bella, 2014). They represent the context in which employees think, act, and make decisions

(Ferguson & Milliman, 2008). Building on core values, servant leaders emphasize the growth and personal development of their followers and each person's worth, value, and contributions—for all are necessary for the organization to achieve success.

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