

The Initial Impact of Organization Development Intervention on Transformational Servant-Type Leadership and Organizational Effectiveness in the 21st Century: A Case Study of an International Christian Humanitarian Organization

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Abstract

The main purpose of this action research is to investigate the impact of organization development intervention (ODI) on leadership style and performance of the organization in terms of organizational effectiveness that has implemented the principles advocated by transformational servant-type model. Toward that end, a new emphasis on a healthy, effective, holistic, and learning organization that nurtures and magnifies the best in human beings is developed. In this study, the action research was conducted with a pair of main variables, namely: transformational servant-type leadership and sustainable organizational effectiveness. The planned action research model and the Whole Brain Literacy (WBL) model were used as the organization development (OD) tools to determine the correlation between these two variables. A sample of 144 managers and executive of Non-Profit International (NPI) was selected as the representative sample of the total population. Both qualitative and quantitative measurements were used for data triangulation to explore the empirical relationships between the constructs. The research instruments consisted of the electronic web-based questionnaire for the pre- and post ODI survey assessments, the structured interviews, and direct observations. Regression analysis was used to estimate the relationships among variables from the quantitative data. Qualitative data from interviews and observations were also analyzed using a combination of content analysis and a four-perspective WBL analysis research instrument. The study revealed that planned ODI, especially with the use of the WBL model, had significant impact on transformational servant-type leadership practices and organizational functioning. However, quantitative findings indicated some weak statistical relationships between some of the sub-dimensions under transformational servant-type leadership and those under organizational effectiveness. Nonetheless, overall there was evidence of positive impact following the implementation of ODI. A set of recommendations was proposed for further research like extending the action research to other organizations, either in the same or other industries and cultures which will make the research become more conclusive. Further application of OD theoretical concepts to execute change process through OD activities can be carried out in NPI with the aim of capitalizing on the focal system's Christian identity, values, and unique employer brand.

Key Words: *action research, Whole Brain Literacy, transformational and servant-type leadership, sustainable organizational effectiveness, performance.*

Introduction

To understand the type of leadership styles that engender organizational success in the 21st century for NPI, it is necessary to understand the characteristics of the context in which NPI operates.

NPI is facing unprecedented challenges. Its leaders must ensure that the organization is able to orient itself more closely to the changing needs and expectations of the stakeholders (children, communities, donors, and partner agencies); balance the cost pressures with quality demands of its service delivery; and create a common vision with other partner agencies, both across the “third or voluntary sector” and with private, public organizations. Such challenges are further increased by the drivers of change in the labor market and the workforce – technology, demography and education. A better educated workforce means higher performance and greater challenge to manage policies, decisions, and actions. Having a more diverse and complex workforce leads to issues of mobility, security, and commitment. All of these produce opportunities as well as risks.

Against this backdrop, a Strengths, Challenges, Opportunities, Risks, Aspirations, and Results (SCORAR) analysis was conducted on the focal system to evaluate the strategic fit between NPI and the external environment in which it operates.

SCORAR Analysis

The first step of planned OD approach to improve the effectiveness involves diagnosis of the present situation in terms of strengths, challenges, opportunities, risks, aspirations, and results.

Strengths: Strong Christian identity and values motivate NPI employees to bring positive, long-term changes to the communities they work with through effective development, advocacy, and relief programs. NPI lives out a culture of accountability, with shared strategic priorities, clear monitoring and evaluation indicators. Being a large NGO, NPI has strong external engagement capabilities with other partner agencies.

Challenges: NPI continues to be dominated by leaders who practice an outmoded transactional style of leadership and organizational hierarchies that are inherently stagnant. Centralization is at odds with empowerment and authority of the National Offices at the grassroots level. Workload at the senior executive level is too high and whose work patterns are not well modeled to employees. Furthermore, NPI tends to turn every need into program opportunities. As a result, NPI is spreading itself too thin.

Opportunities: NPI has the infrastructure to take its flagship product, child sponsorship, to the next level. NPI has been resilient and has weathered the global recession and economic downturns. NPI is in its fast growth life stage.

Risks: The need to differentiate microfinance programs from development, advocacy, and relief programs due to complexity and separate branding required in the minds of the clients.

Aspirations: NPI has the infrastructure and the capabilities to deliver its services in impactful ways that create values, maximize the opportunities using today's resources and capabilities as a leverage for building tomorrow's capabilities such as talent, innovation, customer focus, speed, flexibility etc., which will equip the organization for sustainable success. The transformational servant-type leadership advocated by NPI's leaders and managers is the logical choice to lead the organization as it helps realize the most valuable resources - the people.

Results: A healthier, effective, holistic, and learning organization is developed – one that stays relevant to its key stakeholders, with ethical and robust processes existing within the organization culture and practiced to inspire people. Such organization knows how to tailor the “employee value proposition,” nurture and magnify the best in human beings.

Organization under Study

NPI, the sampled non-profit organization for this research, was founded in 1950. NPI exists to bring the good news of God's love to all people especially to children. NPI believes the message of hope is one of the most powerful things an individual can possess. Bringing the good news of God's love to ignite hope is its core business. NPI is committed to improving the health, capability, and effectiveness of the organization. To do this, NPI focuses on inspiring leadership, accountable line management, integrated OD, effective organization change and the power of God's grace to underpin all it does.

After working to improve the lives of children for more than 60 years has defined its understanding of child well-being through the Child Well-being Aspirations (CWBAs) which describes a good life for children, affirming the organization's desire for children to experience life in all its fullness, as expressed by: children enjoy good health; children are educated for life; children experience love of God and their neighbors; and children are cared for, protected, and participating. It is built on a federal model of global partnership working in nearly 100 countries, with 45,000 plus employees worldwide.

NPI has positioned itself to deliver Child Well-being Outcomes (CWBOs) that describe NPI's intentional contribution to the well-being of children, in support of the four CWBAs. These operational outcomes are intended to guide its strategy and programming choices, and the contribution to the CWBOs will vary according to contexts.

To help the organization stay focused, NPI develops the Child Well-being Targets, which are crucial part of creating focus across the NPI partnership toward CWBAs and CWBOs. They are the objectives that reflect the priorities from the organization's national and regional strategies. Over the next three to six years, NPI will measure the impact of its programs toward these targets.

The specific activities implemented to achieve the NPI partnership's overarching goal: “Strive to achieve sustained well-being of 150 million of the world's most vulnerable children by 2016” are guided by five strategic mandates that drive the NPI partnership, It is a common agenda to guide how well its work fits together. They are: reinforce its Christian foundations, identity and witness; strengthen its grass roots field

capacity and ministry; grow resources and influence to increase its impact with children, communities, and supporters; be an authoritative voice at all levels driving change for the children and the poor; and build the organization and its sustainability.

In the same way, NPI defines the expectations and aspirations it has for all the organizational entities that make up the NPI partnership. NPI believes that children are able to thrive in safe environments where they are free from abuse, threats, and harm. In the same way as NPI strives toward the CWBAs and CWBOs, the organization also applies its energy, resources, and priorities towards the well-being of its employees. The same principles apply: the same Biblical imperatives motivate the NPI leadership to consider its employees' well-being in holistic terms. NPI promotes healthy individual development of its employees, positive relationships and a context that provides safety, social justice, and participation in the life of the organization.

NPI's active contribution to specific employee well-being outcomes varies from context to context, but the definition remains holistic and recognizes that these outcomes reinforce each other and enable an integrated holistic approach to work. Whilst not all the employees describe themselves as Christian, NPI seeks to live out its Christian faith in a way that is distinctive and central to the organization. The organizational well-being aspirations and outcomes, child and employee well-being, provide a practical definition of NPI's understanding of integrated and holistic effectiveness for NPI organizations. NPI promotes healthy and effective organization development, involving integration between strategy, structure, values and culture, performance and engagement, systems and processes, and effective organization change, resulting in safe, healthy, effective, and inspiring places to work.

Problem Statement and Research Objectives

The SCORAR matrix of the organization revealed that NPI is dominated by leaders who still practice an outmoded transactional style of leadership. In addition, the hierarchies are at odds with empowerment and authority of National Officers at the grassroots level. The following are the research objectives derived from the SCORAR analysis: (1) to diagnose the current state of NPI in terms of its leadership and organizational functioning; (2) to determine the influence of transformational servant-type leadership on organizational effectiveness; (3) to determine the impact of organization development intervention (ODI) on leadership style and performance of the organization; (4) to determine if there is any difference between pre- and post-ODI on transformational servant-type leadership practices; and (5) to determine if there is any difference between the pre- and post ODI on organization as it moves towards becoming a more effective organization.

One aspiration that consistently surfaced as the researcher developed the Problem Statement is: transformational servant-type leadership changes organization by realizing the most valuable resources - the people. Karakas (2007), Banutu-Gomez (2004), Hays (2008), Hickson (2010), and other scholars agree that helping people to realize their potential and aligning their personal goals to the organizational mission and vision is the best win-win scenario for organizations. This aspiration, which describes the capacity of

members of organization to share responsibility for leadership is made possible by the intentional implementation of ODI that applies transformational servant-type principles in an organization, provides the impetus for this research and affirms that transformational servant-type leadership is a logical choice to lead organizations because of the leaders' ability to influence followers to willingly focus on the mission and vision of the organization changes organizations from the inside-out. Therefore, the main purpose of this action research is on the impact of ODI on leadership style and performance of the organization that has implemented the principles advocated by transformational servant-type model

Review of Literature

Based on the aforementioned research objectives, the researcher reviews the essential literature on transformational servant-type leadership and organizational effectiveness, presents an overview of the methodology and results, and discusses at length the findings and implications of this study.

There is no shortage of leadership theory – a google quick search will yield hundreds of articles that address some aspects of leadership. Quite what is required to successfully lead today's organizations is less than clear. Meta-analyses of empirical studies (Schmidt, 1992) and a review of leadership literature (2003 – 2014) helps identify some of the shifts taking place in both the nature and what is required of leaders, and in how "effective" leadership definitions are changing.

Defining Leadership

Leadership is increasingly defined not as what the leaders are or do, but rather as a process that engenders relationships, including upwards (Rost, 1993) – the interactions of both the leaders and collaborators aiming to make real changes in organization, where these changes reflect common purpose of the leaders and collaborators. Emphasis is shifting away from heroic leaders towards the leadership system that makes it possible for people at all levels to exercise leadership.

People and Organization

Without denying the important role that the leaders play within the dynamics that inform the meanings that are circulated within organizational social architectures, the researcher of this research argues that a discussion of leadership's role does not fully address the question of leadership in complex organizational environments. Many leadership scholars have come to understand the limits of more individualistic approach to leadership. Uhl-Bien et.al. (2007) point out that much of leadership theory remains grounded in outdated assumptions regarding bureaucratic systems, which assume that control has to be rationalized. It is believed that goals are rationally constructed and managed practices could be unilaterally employed to achieve them. Plowman, et.al. (2007) agree that many still believe that leaders make organization transformation happen by directing change. However they argue that associating the notion of leadership merely with a few talented individuals cannot meet the challenge posed by a knowledge society

in which it has become more appropriate to understand organizations as complex adaptive systems. Plowman, et.al. (2007) point out that leaders can no longer be depicted as being controllers of organization trends through their personality traits and leadership styles. The “control” model of leadership depends on a view of organization as mechanic systems in which predictable forces, hierarchical authority structures, and highly prescribed rule sets are in operation. However, organizations can no longer be described in this way. Other leadership scholars, such as Kranz (1990) concur that the realities of contemporary organizational life make top-down leadership control impossible. He suggests that post-industrial economic order has brought about dramatic changes in the character of authority relations within organizations. The way in which individuals view their relationship with the organizations that employ them has also shifted in recent years. The exercise of influence and control can no longer be treated as if it is the exclusive privilege and responsibility of formally appointed leaders. To compete globally, contemporary organizations have to continually respond and adapt to the contingencies of a variety of dynamic local markets. The effectiveness of an organization within contemporary business environment hence increasingly depends on group collaboration and the ability of employees at all levels to exercise informed judgment. Hierarchical bureaucratic decision-making structures are therefore no longer suitable or productive. As a result, compliance with obligations have to be replaced with a more personal form of involvement with, and commitment to, the activities and goals of an organization.

Leadership Implications of the New Terrain

In order to develop a better understanding of the leadership dynamics in complex adaptive systems, it is helpful to distinguish between leaders who are appointed in positions of authority and leadership as a broader construct. Uhl-Bien (2006) describes two perspectives of which are complementary but each with distinct implications for the study and practice of leadership. The first is an “entity” perspective that focuses on the identification of individual attributes of leaders as they engage in interpersonal relationships. The second is a “relational” perspective that views leadership in more systemic terms and as a process of social construction through which particular understandings of leadership come about. Uhl-Bien argues that the exchange theory, the study of charisma as a social relationship between leaders and followers, and the notion of collective or relational selves are examples of the move toward a more relational concept of leaders. It is however her insistence on the relational perspective to leadership that allows OD scholars to redefine leadership in more systemic terms. It represents a move away from an exclusive focus on leaders as individuals to the recognition of leadership as a process. From her relational perspective, Uhl-Bien defines the broader construct of leadership as a “social influence process through which emergent coordination and change are constructed.”

The literature on leadership within complex adaptive systems is helpful in exploring what it would mean to perceive leadership that is not restricted to those individuals who are appointed to positions of authority. It is argued that within the complex adaptive systems, it is impossible to control behavior, pass information to subordinates unilaterally, and reduce complexity. This view of organizations and its concomitant implications for leadership theory are by no means only recently developed. As early as 2000, scholars such as Collier and Esteban (2000) argue that post-industrial

organizations can be described as complex adaptive systems characterized by multiple interconnecting relationships, unpredictability, and incessant, fast-paced change. They point out that a different kind of leadership emerges under such conditions.

Transformational Servant-Type Leadership

Transformational servant-type leadership is a well-accepted concept in the business and non-profit organizations. Both transformational and servant-type leadership are supported in the literature in a variety of contexts and among numerous populations of leaders. The near-simultaneous development of Greenleaf's (1997) conceptualization of servant leadership and Burn's (1978) conceptualization of transforming leadership, both attempting to address the need of positive, moral leadership, gives credence to each of their efforts to define a new model of leadership for organization to embrace. However, the parallel development of transformational leadership theory and servant-type leadership theory also brings attention to their possible similarities, highlighting the need to differentiate between the two models as distinct and uniquely contributing framework for continued study and recognition in the leadership literature.

Stone, et. al., (2004) discuss the primary distinction between transformational and servant-type leadership as one focus. In their view, transformational leaders focus on the organization and follower commitment to organizational objectives, while servant-type leaders focus on the followers themselves. Barbuto and Wheeler (2006) outline the distinctions, indicating that transformational leaders focus on inspiring followers to pursue organizational goals including an explicit focus on productivity and organization gain. Servant-type leadership, on the other hand, focuses on serving followers with a broader purpose of developing followers both as individual person and as contributors to a better organization and an improved community and society.

While theoretical comparisons between transformational and servant-type leadership models do appear to draw adequate distinction between them on the basis of both leader attributes and organizational outcomes, given the similarities in origination and components of the two related leadership theories, empirical evidence has demonstrated simultaneously high correlations on the measures for transformational and servant-type leadership in organization settings, albeit their distinctiveness as unique leadership model that exerts independent positive influence on measured outcomes (Parolini, 2007).

Organization as a System

A number of OD scholars have come to appreciate the value of the insight that an organization's direction is influenced by all who participate in it. It is in the areas of organizational learning and change that a more systematic view of organizational system and leadership capabilities becomes invaluable.

Senge (2006) indicates that thinking and acting is not just the task of top executives. It is an ongoing process that must be integrated at all levels. The view that leaders are special people and therefore the only ones who are properly equipped to set direction and make important decisions is rooted in an individualistic and non-systemic

perspective which impedes collective learning and change. Senge and Kaufer (2000) point out that leaders play a variety of roles, such as designer, teacher, and steward in the process of organizational learning. These roles are systemic in nature and require skills such as the capacity to build shared vision, the ability to recognize and acknowledge all the various mental models that may be in operations within an organizational system, and the adeptness to draw on these insights to foster systemic patterns of thinking. They also emphasize the crucial role of leadership in facilitating change within an organization. They redefine leadership as “a capacity of the human community to sustain significant change.” Leadership is viewed as a creative and collective process, distributed among diverse individuals who share the responsibility for creating the organization’s future.

Collier and Esteban (2000) argue that it is impossible for any one individual to possess the kind of comprehensive knowledge, determining influence, or unerring decision-making capabilities that are needed to respond appropriately and effectively to every challenge and opportunity that may present itself in and to an organization. Conventional hierarchical demand-and-control models prove inadequate within the unpredictable and dynamic environment of a complex adaptive organizational system. Post-industrial corporate contexts are shaped and moved instead by goals and priorities that emerge from within the organizational system and are hence recognized by all who participate in it. From this perspective, the influence within an organization is not unidirectional or hierarchically centered on one or more pivotal positions of authority. Rather, it involves an ongoing direction finding process, which is innovative and continually emergent and which draws on all the members of the organizational system. Collier and Esteban (2000) describe leadership as “the capability, distributed and nurtured throughout the organization, of finding organizational direction and generating continual renewal by harnessing creativity and innovation.” A balance is continually maintained between the need to remain responsive to the changing challenges and opportunities of the contemporary environment and the necessity of maintaining a congruent sense of organizational purpose.

Uhl-Bien, et al. (2007) argue that leadership can no longer be described exclusively in terms of position and authority, but that it is an emergent, interactive dynamics. This dynamics create a complex interplay from which the driving force for change is stimulated through the interactions of heterogeneous agents. The insight that the ability to influence and inform the beliefs and behavior of the members of an organizational system is shared by all who participate in it is echoed by Edgeman and Scherer (1999). They describe leadership as the deployment of leadership responsibilities and privileges across an organization’s human resource. They argue further that when such responsibilities are shared by all its members, an organization’s ability to anticipate and respond to threats and challenges at a local level are enhanced. Kanji and Moura (2001) see the power to influence the life and direction of an organizational system as something that is distributed among all who participate in it. Spillane (2006) and Gronn (2002) refer to “distributed leadership” where leadership is “stretched over the practice of actors within organizations.”

Krantz (1990) proposes that if leadership is associated with the ability to influence and inform the beliefs and activities of those who participate in an organizational system, then it should be reconceived as a property of the system as a whole. Those priorities and

imperatives that give shape and direction to the life of an organization is the result of complex interactions amongst important elements of the system. The notion of distributed leadership highlights leadership as an emergent property of a group of interacting individuals. Leadership may be extended or distributed to the other entities that the organization interacts with. Distributed leadership approach also take OD scholars beyond associating leadership with certain individual “traits.” From the perspective of distributed leadership, varieties of expertise are distributed amongst multiple members of the organization.

The emphasis that is placed on adaptive responsiveness in recent leadership literature can be viewed as a response to the challenges associated with contemporary organizational systems dynamics. Heifetz (2006) describes the process by which people distinguish what is precious and essential to their organizational culture from that which is incidental and insignificant. He portrays it as a process which requires experimentation. He then argues that leaders have to balance efficiency with creativity. They have to be able to improvise if they expect to prevail in an environment where a stable point of equilibrium remains elusive. The process of adaptation requires the members of an organization to perform an ongoing critical interrogation as to which values will allow them to thrive. In addition, they need to consider the contingencies that may threaten the realization of those values. Heifetz’s observations are suggestive of the importance of adaptation in the relational processes of normative re-orientation that plays out daily among the members of a complex organizational system. Those who have been formally appointed to positions of authority in an organization can help to create institutional conditions capable of recognizing and supporting the complex process in and through which the congruity between individual members’ sense of normative propriety and organization’s purposes is relationally established. However, these processes are driven by the willingness and ability of all those who participate in the organizational system to make new proposals, to offer a different point of view, and to contest the status quo. Such a willingness to recognize, re-align, and adapt as necessary is based on an awareness among the members of an organization, of their interdependency, and of the interdependency between an organization and those systems in which it participate.

Challenges Facing Today’s Organizations

In this new millennium, organizations are facing multiple challenges that are asking their leaders to develop far more creative strategies for working through the rapid and unpredictable change. As a result, it is posited that these challenges call for new perspective of leadership competencies. The call, however, for new leadership competencies requires re-examination of old paradigms regarding how to move organizations from current to future states, create visions of potential opportunities for organizations, instill within employees commitment to change and instill new social architecture and strategies in organizations that mobilize and focus energy and resources. Over the next decade or two, the leadership that is being referred to throughout this research will become more evident in organizations able to respond to spastic and turbulent conditions.

Organization Development (OD)

OD involves all the activities engaged in by all leaders, managers, employees, and change agents that are directed towards building and maintaining the health of the organization as a total system (Schein, 1988). French and Bell (1999) define OD as a long-range effort to improve an organization's problem solving and renewal processes with the assistance of a change agent, or catalyst, and the use of the theory and technology of applied behavioral science, including action research. OD has a revolutionary as well as an evolutionary history (Mirvis, 2006). Sometimes new practices and theories emerged to counteract what seemed to be undesirable in the world of work, e.g., the dominance of machinery approach to organization and the lack of regard to for those who work for the organization. Other times, OD practitioners experimented with new practices in order to stay contextually savvy, e.g., the whole system approach to change. OD field continues to evolve as different individuals join and try out practices based on their idealism and values; the academic discipline they have come from; and the type of organizations and issues they encounter.

Whole Brain Literacy (WBL)

Tayko & Talmo (2010) presented WBL as a tool for leaders, managers, and employees to manage their thoughts, feelings, tasks, and time in order to be more creative and productive for the sustainable effectiveness of the system. The four-perspective model is referred to as thinking styles of brain functioning. Lynch (2006) summarized the four-perspective model as follows: I-Control: thinking about certainty and stability; I-Explore: thinking about ingenuity and creativity; I-Pursue: thinking about results and productivity; and I-Preserve: thinking about relations and integration.

It is noted that people possess brain thinking power to operate with integrity and wholeness. The core purpose is established for everyone to perform. There are two complementary combinations, namely I-Control and I-Preserve; I-Explore and I-Pursue which are found to be supporting each other. Not only is WBL the twin operating system, but it is also the iteration process of the ways human brains work collaboratively for better learning when all quadrants of the brain functions are connected. Therefore "I" as the individual and "T" as the institution are connected when thinking through and moving from one quadrant of the brain to others. In the knowledge economy, WBL is humanology tapping all learners from within so as to empower human potentials from innate capabilities and capacities from inside out. When members of the organization process the information from self-system and the environment using different thinking lenses, changes can be managed independently. This is a conscious thinking process when brain functioning makes sense of learning activities through iteration and wending. In practice, WBL is a tool for change in many settings when leaders with non-linear thinking patterns develop their potentials to perform tasks.

The researcher posited that to frame the scope of effective leadership in this study, a few terms or caveats should be noted. Leadership is not just the individual or executive team at the top of the organization. Leadership is a diffused capability shared throughout the organization and individuals who are charged with getting work done by guiding the

headquarters. Heavy workload at senior executive levels, resulting in work patterned that was not good model for employees. Centralization was at odds with empowerment and authority of National Offices.

In addition, employees were not connecting themselves to the impact they made on the children well-being - the danger of having disengaged employees.

Problems Identified: Hierarchies are at odds with empowerment, bureaucratic structures, with complicated internal procedures and are inwardly focused, slow decision-making and risk adverse, organizational structures that stifle innovation, life balance issues with too many initiatives, organizational and personal goals misalignment resulting in lack of shared sense of purpose and direction.

Two main variables were identified: transformational servant-type leadership and organizational effectiveness. Each of these variables is comprised of sub-variables. The transformational servant-type leadership construct contains five leadership attributes that are especially predictive of organizational effectiveness: Modeling What Matters (Irving, 2007); Inspiring a Shared Vision (Patterson, 2003); Enabling Others to Act (Kouzes and Posner, 2007); Making Things Happen (Irving, 2007); and Building the Next Generation (Ulrich, 2010). Organizational effectiveness construct is measured by six sub-variables: Shared information and Open Communication; Compelling Vision; Ongoing Learning; Relentless Focus on Customer Results; Energizing Systems and Structures; and Shared Power and High Involvement.

Research Methodology

The research data for this study was collected through a combination of quantitative and qualitative approaches. These involved online survey questionnaire, semi-structured interviews, observations, and action research planned change intervention.

An internet-based survey instrument of 64 questions related to effective organization and dimensions of leadership were developed. The research is a systemic collection of survey data that was fed back to the sampled organization so that members are able to make sense of the organization's current state and use the research outcomes to find ways to solve problems and / or enhance organization effectiveness. It is hoped that the research outcomes secured through multiple research methods cited above will enable OD practitioners to study the process to derive new knowledge or theory about the actions that could be used elsewhere.

The research is exploratory in nature, moving from literature search to the formulation of general hypotheses. The exploratory research of this kind requires a frame of reference - a lens - that limits the phenomena to be observed and described. That is to say, related variables - transformational servant-type leadership and organizational effectiveness - need to be defined based on the assumptions drawn from theories and leadership principles about organizations and change management.

Semi-structured interviews and observations

Administered simultaneously were the interviews and observations which were developed and tied to business imperatives at NPI. The general purpose of the research was named, planned, and a decision regarding what the first steps to take was determined. The kickoff meeting was identified and the first steps were determined during the project kickoff or pre-step meeting with the SLT who were the Account Executives of the Research Project. The kickoff meeting was one of the most critical elements of the research planning phase when the commitment of the stakeholders was secured. Issues seen as affecting the effectiveness of the organization across the various NPI offices as identified by the SLT, and as observed by the researcher, were identified. Interview guidelines and observation checklist were then developed.

A one-day, off-site team building and issue-orientation session was held for the kickoff meeting. Data collection followed over the next two or three weeks. A week was spent on data analysis and development of recommendations. Presentations were made to the NPI SLT. This was followed by a one-day debriefing and reflection which was facilitated by a coach and a senior executive was assigned to follow-up process, where decisions were made on the implementation of the ODI. This process enabled participants' learning through doing.

This research uses action research cycle comprising of a pre-step, context or purpose and four basic steps: diagnosing, planning action, taking action, and evaluating action. The action research project team was debriefed about the context of the project. Why was this project necessary or desirable? In terms of assessing the external context, what were the economic, political, and social forces driving change? In terms of internal forces, what were the cultural and structural forces driving the change? The assessment of these forces identified the nature of the demands they made on NPI. The assessment also included the degree of choice as to how the system responded to the forces for change. Once a sense of need or urgency for the project was identified, then the next step was to define the desired future state. The process of defining the desired future state was critical as it set the boundaries for the purpose of the project and provided the focus and energy for the later stages.

Diagnosing involved naming what the issues were. It involved the articulation of the theoretical foundation for action. While the diagnosis may change in the later iterations of the action research cycle, any changes in diagnosis were recorded and articulated clearly, showing how events had led to alternative diagnosis and showing the evidence and rationale for the new diagnosis on which further action was based. The researcher reminded the SLT that the diagnosing step was a collaborative venture, i.e., the action researcher engaged relevant others at NPI in the process of diagnosis and was not the expert who did the diagnosis apart from others.

Taking action comprised of implementation of plans and design of interventions.

Evaluating action involved evaluating the outcomes of action, examined with a view to seeing if the original diagnosis and the subsequent actions taken were correct and what should have been fed into the next cycle of diagnosis, planning, and action.

Research procedures employed to secure informed consent were presented. Next, a description of the research instruments used to measure the variables was included. Statistical information about the reliability and validity of the instrument was also presented. Finally, the procedures employed for data collection and analysis were discussed.

Research Instruments

The research is an evaluation of the influence of ODI on transformational servant-type leadership in relation to organizational effectiveness. The survey hopefully provided pertinent information of dimensions of organizational effectiveness and of leadership as perceived by the existing NPI employees within Asia Pacific regions. A survey was developed around the research objectives, acquiring the necessary data for proper evaluation of the employees' perspective. The online survey was conducted through a secure site designed for social research.

Testing Reliability

For this research, the survey instrument on leadership factors and organization effectiveness were determined to be related to the Asian context, especially non-profit sector. Internal consistency is determined for 64 items instrument with Cronbach's alpha for each of the six dimensions.

Testing Validity

The validity and reliability of the questionnaire, needs to be rigorously tested to ensure that the data collected is meaningful. The design and method of administration of a questionnaire also influence the response rate and the quality of collected data. The questionnaire administered to the respondents was considered "valid", as it examined the full scope of the research questions in a balanced way measuring what it aimed to measure. There are several aspects of validity that should be tested, ranging from criterion validity to face validity of a questionnaire. This research used face validity by interviewing the subjects in the pilot test, either face-to-face or over the Skype telephone, after they had completed the questionnaire to find out whether the responses they had given in the questionnaire agreed with their real opinions. The researcher intentionally worded the interviews questions differently from those in the questionnaire to ensure the validity of the questionnaire.

Testing Acceptability

Qualitative methods were used to assess the acceptability of the questionnaire. Over Skype Cal, the researcher asked the subjects in the pilot study how they found answering the questionnaire during the validity testing. The subjects were also asked how long it took them to complete the questionnaire. The researcher then included this information in the cover e-Mail that she used to accompany the questionnaire in her main survey.

Having conducted the reliability and validity tests, the questionnaire was then uploaded on the web site for distribution to the targeted respondents.

At the pre-ODI stage, a kickoff meeting was arranged with the NPI SLT to explain the purpose of the study, the data collection process, and the instruments to be used. The same activities were repeated at the post-ODI stage. It is expected that the post-ODI would yield better outcomes relative to the pre-ODI.

Observational Research

Observational research techniques solely involved the researcher. Before undertaking more structured research, the researcher conducted descriptive observations in order to form a research question. In terms of validity, the findings derived from observational research were considered to be strong, because the researcher was able to collect a depth of information about a particular behavior or phenomena. Observational research was also considered strong in reliability because observations can be replicated (Trochim, 2006). In order to obtain reliability, behaviors must be observed several times, the researcher was well aware of the disadvantages of observational research compared to other research methods. The findings may only reflect a unique population and therefore cannot be generalized. There were also problems with researcher bias, the tendency of the researcher to “see what she wants to see” and this was minimized with training or electronically recording observations. Overall observations were considered to be a valuable tool for the researcher. An Observation Checklist was then developed and the researcher took notes in the logbook, incorporating descriptive and inferential data to describe the setting and the mood of the subjects. Descriptive variables refer to data that require no inference making on the part of the research, whereas the inferential variables require the researcher to make inferences about what is observed and the underlying emotion.

Semi-Structured Interviews

The qualitative research interview is undertaken to understand the meanings of what the interviewees say (Kvale, 1996). The researcher recognized that interviews were particularly useful for getting the story behind a participant’s experience. The researcher could pursue in-depth information around the topic. In addition, the researcher used interviews as follow-up to investigate certain responses to questionnaires. Since the researcher served as the interviewer, she was considered a part of the measurement instrument. The researcher was well aware that she had to be well trained in how to respond to any contingency. The researcher used an interview guide approach to ensure that the same general areas of information were collected from each interviewee. The researcher made notes on the logbook of any pertinent information generated during the interviews, including any observations made.

Action Research Model

The diagnostic data obtained from several different methods, ranging from questionnaires, semi-structured interviews, observations and unobtrusive instruments, provided the researcher with valid information on how NPI functioned. The next step was

the ODI design process. The researcher developed a sequence of planned actions intended to help NPI improve its performance and effectiveness. It is believed that these interventions provided the organization members with opportunities to make free and informed choices that would affect them and committed to carrying these choices out.

In designing the ODI, the researchers took into account four major contingencies. First, the focal system's readiness for change viewed from the presence of conditions, such as its sensitivity to pressures of change, its dissatisfaction with the status quo, availability of resources to support change, and the commitment of leadership time to change. Second, organization members had the potential capability to motivate change, lead change, and sustain momentum. Third, the interventions must fit the local cultural context. For example, the story telling intervention used in this research originally designed for leaders in North American context was applied to NPI's offices in Asia. The researcher has enlisted the assistance of different internal change agents to help guide the ODI process. These internal agents were deemed to possess the capabilities suited to NPI's needs.

The next step was to determine what organizational issues needed to be addressed and at what level of the organizational system.

The researcher has identified the following organizational issues:

(1) Technology and structure issues. Based on the SCORAR analysis, NPI leadership must decide how to divide work into manageable chunks – from one region into two regions - and how to coordinate among the countries in each region to support its strategic directions, with one common agenda, that is the attainment of CWBAs and CWBOs. The OD methods for dealing with structural and technological issues included OD activities relating to organization design, change management, and strategy management.

(2) Human process issues. NPI was concerned with the social process occurring among its members and stakeholders, such as how changes were communicated, restructuring decision making, and employee engagement. The OD methods used were aimed at helping individuals develop new skills, asses, and develop more effective ways of working. The OD activities included mentoring, coaching, training, job shadowing, secondment, and team building.

(3) Human resources issues. NPI was concerned with attracting and retaining talented people to the organization, aligning organizational to employees' personal goals, engaging them, creating leaders at all levels, appraising and rewarding them to ensure that the reward was equitable and met individuals' changing needs, workforce planning and succession plan that were aligned with the organization's strategic priorities. The OD techniques used were related to human resources management interventions, i.e., review of job descriptions, job evaluation process, benchmark of pay scales and benefits with the respective labor markets, alignment of salary and benefits to total rewards philosophy, etc.

These organization issues are linked together. Hence, the ODI designed must be appropriate to the organizational issues identified in the diagnosis. For example, a call

and aspiration intervention intended to establish motivating goals needed to be integrated with supporting interventions, such as performance and reward management system that linked pay to goal achievement and personal fulfillment. The key is to think systemically about how ODI affects the different kind of organizational issues and how different ODI might be integrated to bring about a broader and more coherent impact on organizational functioning.

These measures were operationally defined, reliable, and valid and involved multiple methods, such as combination of questionnaires, interviews, and organization's records.

Data Collection Techniques and Procedures

This action research was designed using both the quantitative and qualitative data analysis in studying the current status of NPI and to determine the extent of impact the ODI may have on the organization. Because action research is a cyclical process, data must also be gathered after the action have been taken to measure and determine the actions and to feed the results back to the organization, which may, in turn, lead to re-diagnosis and new actions.

For consistency purpose, the data collection techniques and procedures performed were the same for both pre- and post-OD interventions.

At the pre-ODI stage, a landscaping exercise, using SCORAR Analysis, was conducted to understand and audit the strengths, challenges, opportunities, risks, aspirations, and results of internal and external factors, facing the organization. Primary data collected from techniques like feedback survey questionnaires, interviews, observations, and secondary data collected from NPI's archive and databases informed the design of the pre ODI.

As part of the research strategy, the researcher used sample selection procedures to identify a sub-population that was representative of the total population, unlike censuses that are designed to enumerate every individual in the population. Since the quality of the data is contingent on the size of the sample, the researcher determined the sample size that would produce an acceptable level of sampling error.

Procedures undertaken in data collection: (1) Permission to conduct research was secured from NPI senior executives, who endorsed the action research project; (2) ODI was implemented at two stages: pre- and post ODI; (3) Using the same sets of questionnaire, interview guidelines and observation checklist, conduct a post ODI data collection as evaluation procedures.

Data gathered from observation instrument was analyzed by content analysis, whereas data collected from semi-structured interview instrument was reviewed using a combination of content analysis and the four perspective analysis based on the WBL model. Quantitative data in relation to the hypotheses was analyzed using t-test, 2-tailed, and 95% confidence interval approach. Data collected from the returned questionnaires were coded numerically and were entered into the computer. The Statistics Package of

Social Science (SPSS) was used to generate and analyze the data. Both descriptive and inferential statistics were used in this research.

Data collected during semi-structured interviews were analyzed using a combination of content analysis and a four-perspective analysis instrument, the WBL model, which is based on the principle that not everyone sees things in the same way. This is because people do not see the world as it is, but they see the world the way they think. The WBL model, suggests four different thinking styles: I-Control perspective (precision thinking style), I-Explore perspective (open-ended thinking style), I-Pursue perspective (aim-and-act thinking style), and I-Preserve perspective (feelings-powered thinking style). Most people have access to all four major style of functioning, but people tend to prefer one thinking style to another. However, individuals can rethink how they think and think differently with all the four different styles in order to better see reality. Any shift of perspective represents a change of individual's view point from narrow and loose to broad and multiple views – the ability to see more things at the same time. This indicates more insights, higher wisdom, better connectivity, and emerging of synergy “the whole is greater than the sum of each part” mentality.

The majority of the leaders prior to pre-ODI were goal-oriented, focusing narrowly on the tasks at hand. As a result, the right hemisphere was underdeveloped. After the ODIs, there was evidence of a shift. The left hemisphere no longer served as the respondents' “spoke person.” The right hemisphere started to communicate with the left hemisphere and became more active. The leaders were able to step back from urgent demands of whatever they were doing and took a wider view, incorporating a long-term perspective. Rather than working step-by-step toward a conclusion, the leaders literally became more insightful – open and receptive to seeing things in different ways and making new connections. The two hemispheres were communicating, especially during complex tasks. The leadership's first imperative, was to stop choosing sides between left and right hemisphere capacities and instead found ways to tap the strengths of each.

Data Analysis

The researcher is interested in the factors considered important to the organizational effectiveness at NPI, e.g., relationships between leadership construct and demographic variables, such as position titles, years of services in present assignment location.

Multiple regressions were performed to determine what factors affected organizational effectiveness.

These analyses provided an indication that the hypothesized independent variable and its sub-variables had accepted reliability and that they were useful in differentiating NPI in terms of its effectiveness based on different factors. Differences in the respondents' leadership role were also analyzed to determine what difference, if any, existed between offices.

Multiple regression analysis was chosen to test the hypotheses. The independent variable was transformational servant-type leadership, with five sub-variables: Model

What Matters, Inspire a Shared Vision, Enable Others to Act, Make Things Happen, and Build the Next Generation. The dependent variable in this study was composed of six dimensions of organizational effectiveness: Shared Information and Open Communication, Compelling Vision, Ongoing Learning, Relentless Focus on Customer Results, Energizing Systems and Structures, and Shared Power and High Involvement.

A measurement of the independent variable and its related sub-variables was collected for analysis to determine what influences they had on the dependent variable. The dependent variable is organizational effectiveness. A series of research questions were established to assure the validity of the survey model towards the hypotheses.

The first research question being answered by the survey in support of the hypothesis (Ho1) is restated as: "How does transformational servant-type leadership have influence on organizational effectiveness?" The alternative hypothesis (Ha1) is: "Transformational servant-type leadership has no influence on organizational effective within NPI." The null hypothesis would be: Transformational servant-type leadership has influence on organization effectiveness.

The question about the ODI vis-à-vis transformational servant-type leadership was restated in hypothesis (Ho2): "Is there any difference between pre- and post-ODI on transformational servant-type leadership practices?" The null hypothesis would be (Ha2): There is difference between pre- and post-ODI on transformational servant-type leadership practices.

The third research question being answered by the survey in support of the hypothesis (Ho3) is how ODI supports NPI's move toward becoming a more effective organization. The question can be restated as: "Is there any difference between pre- and post-ODI on NPI's move towards becoming a more effective organization?" The null hypothesis (Ha3) is: There is difference between pre- and post-ODI on NPI as it moves towards becoming a more effective organization in achieving its Vision and Mission.

Each hypothesis stated was translated into the survey. The questions pertaining to the issues were converted into numerical form and manipulated by the use of a statistical test. This test helped decide whether the evidence was strong enough to accept or reject the research hypothesis. If all the hypotheses were accepted, NPI would implement the ODI activities, which would influence dependent variables.

Quantitative data: the researcher used SPSS, frequency table, descriptive statistics, pair sample t-test to determine the significant differences between pre- and post ODI, and mean analysis.

Findings Derived from the Qualitative and Quantitative Data Analyses

This action research investigated the impact of ODI on leadership style and performance of the organization in terms of organizational effectiveness that has implemented the principles advocated by transformational servant-type model.

Organizational effectiveness, the dependent variable was measured by the degree to which conditions for: Shared Information and Open Communication, Compelling Vision, Ongoing Learning, Relentless Focus on Customer Results, Energizing Systems and Structures, and Shared Power and High Involvement were presented from the organizational members' perspective.

Quantitative and qualitative correlational researches were selected to determine the magnitude and direction of the relationship between organizational member perceptions of transformational servant-type leadership and organizational effectiveness.

The descriptive and inferential statistics were used to describe and analyze the pre- and post-ODI data. Also, data triangulation was employed to check the consistency of: (1) the quantitative findings of the questionnaire survey with the (2) qualitative findings of the NPI sample population through semi-structured interviews and observations.

Quantitative Findings

Paired sample two-tailed t-test was performed to evaluate null hypotheses. The results show that transformational servant-type leadership and organizational effectiveness were directly related by 0.294. This means there is a significant positive correlation between transformational servant-type leadership and organizational effectiveness.

Table 1 below shows that the results in the pre-ODI related to transformational servant-type leadership yielded a mean value of 243.21 and standard deviation of 27.139. Post-ODI mean was 246.41 and standard deviation of 23.893. Post-ODI mean was 3.21 larger than pre-ODI mean. Statistical analysis of the difference between pre- and post-ODI mean values found t-test value at 5.340. That means there is a statistical significant difference between pre- and post-ODI of transformational servant-type leadership measured at 95% confident value.

	Mean	Sample Size	Standard Deviation	Standard Error of Mean	t Value
Pre-ODI	243.21	102	27.139	2.687	5.34
Post-ODI	246.41	102	23.893	2.366	

Table 2 shows the results that in the pre-ODI related to organizational effectiveness yielded a mean value of 212.39 and standard deviation of 21.648. Post-ODI mean was 219.37 and standard deviation of 15.398. Post-ODI mean was 6.98 larger than pre-ODI mean. Statistical analysis of the difference between pre- and post-ODI mean values found t-test value at 8.013. That means that there is statistical significant difference between pre- and post- mean values of organizational effectiveness at 95% confidence level.

	Mean	Sample Size	Standard Deviation	Standard Error of Mean	t Value
Pre-ODI	212.39	102	21.648	2.144	8.013
Post-ODI	219.37	102	15.398	1.525	

Qualitative Findings

Qualitative findings support the quantitative results. Findings from observational data and semi-structured interview data indicated significant difference between transformational servant-type leadership and organizational effectiveness during pre- and post-ODI. Table 3 provides a summary of the qualitative findings, which affirm that there were changes in positive direction for both independent and dependent variables. This is justifiable, given that ODI were planned, designed and implemented to address specific features of the organization.

Based on the qualitative data using triangular analysis, there was a fuzzy sense of effective leadership detected during the pre-ODI period, resulting in more complexity and confusion.

Using a blend of leadership development methods, e.g., coaching, action learning, job shadowing, and secondment, as part of ODI to create a cross-organizational networks united by a common purpose of CWBAs and CWBOs, NPI leadership came to appreciate their role as custodians of their organizational health and performance.

It can be construed from the post-ODI qualitative results that NPI leadership was cultivating and moving toward a whole brain way of thinking and operating. Prior to the ODI, they operated in the province of the left hemisphere of I-Control and I-Pursue perspective resulting in lack of focus.

Findings from both qualitative and quantitative approaches suggested improvement in transformational servant-type leadership practices and organizational functioning after ODI had been implemented.

Quantitative findings indicated some weak relationships between some of the sub-dimensions under transformational servant-type leadership and those under organizational effectiveness. However, overall there was evidence of positive impact following the implementation of the integrated interventions designed to address specific organizational concerns, such as techno structure, human process and human resources management issues.

Findings from qualitative analysis also support the above statement. The researcher noticed the shift in employees' perspectives and the way they are working. The development of right hemisphere capacities (creativity and big picture thinking, curiosity and openness to learning, and even empathy) is encouraged throughout the NPI within the Asia Pacific regions. This is in line with the quantitative findings where Model What Matters and Inspire a Shared Vision are deemed as having strong and positive correlation with other dimensions of organizational effectiveness.

Summary of Findings

Findings from both quantitative and qualitative methods support and enable the researcher to respond to research hypotheses questions and fulfill the research objectives. There is a significant improvement of transformational servant-type leadership effectiveness after ODI. There is a significant improvement in organizational effectiveness after ODI, and the changes in transformational servant-type effectiveness are positively related to changes in organizational effectiveness.

In summary, the findings of this study correspond with the results obtain during the organization diagnosis (SCORAR analysis) in the pre-ODI stage. NPI has been operating successfully and the organization was known to the international and local public, yet there is room for improvement. The organization has the capacity to become more effective and innovative in achieving its Vision and Mission with greater impact. The findings also address the purpose of this study, which is to enhance the organizational functioning of NPI.

Conclusions

Findings from the research offer insights into the current leadership and management literature, building organization and employer brands should start from outside-in, with focus on stakeholders. It is suggested therefore that there are marginal benefits for OD practitioners to build future leaders who understand and conduct leadership development, equipping leaders with the ability to focus inward so that the vision, mission, and culture of the organization are aligned.

Based on the findings from ODI, two sub-variables Model What Matters and Inspire a Shared Vision significantly and positively related to organizational effectiveness. This part of findings confirm that employee collaboration, associated with a sense of shared vision and personal development as employees grow in their roles, can be enhanced and symbiotic synergy (the sum is greater than the parts) can be further developed. In an article by Jillian Gilbert and Sergio Matviuk (2010), the reciprocal relationship (symbiotic synergy) between leaders and the led open up opportunities for innovative fellowship that generates and enhances growth within an organization.

This study shows that organizational issues or concerns are interrelated and need to be integrated with each other. ODI, to be effective, need to integrate with one another in order to bring about a broader and a more coherent impact on the organizational functioning (Cummings and Worley, 2005).

One of the key success factors for this research is the adoption of action research model as the change process. Action research model allows participation of employees in the designing and implementation of the change process, hence a sense of ownership with their change process. This is in line with the theory that critical success of any change efforts is related to resistance of organizational employees (Cumming and Worley, 2005). Employee resistance will be minimized if they are involved in the change efforts (Kanter, 1992).

In conclusion, ODI has impact on transformational servant-type leadership and on the performance of the organization, simply because the integrated OD activities were designed to improve the quality of leadership practice and enhance the organization's potential for future success.

This research has positive implications for academic and practical fields. The theoretical framework and research issues - as well as the research integration of the content, context, and process - render this study useful and make it original. Findings from the study validate and contribute to the existing and related fields. On practical implications, this study helps NPI to intentionally enhance its unique employer brand and continue to develop its leaders with leadership behaviors that embrace the blend of humility and professional will. In addition, it is hoped that the study can be beneficial to other organizations, whether they be business or non-profit sector organizations.

Effects and Limitations

The effects of the limitations were minimal. Analyzing the research, the respondents appeared to answer the questions to the best of their ability and with honesty. The questionnaire was designed to give respondents the opportunity to answer freely and assuring them of confidentiality. The sample responses were less than what was anticipated but those who did was considered adequate for the research. The respondents were open to the questions asked.

Recommendations

Based on the research and findings throughout the research, there are inferences that can be drawn as useful guidelines for NPI leadership in particular and for the future research in general.

NPI leadership should capitalize on its unique Christian identity and transformational servant-type leadership brand, which are its strategic advantage. However, NPI leaders should continue to build organizational effectiveness through a paradoxical blend of personal humility and professionalism.

This study only collected information from a single organization. Further study can extend the research to other organizations either in the same or other industries and cultures. If additional organizational contexts were included in the study, this research would become more conclusive.

The study explores two elements of the organization: effective transformational servant-type leadership and organizational effectiveness. Additional research may examine other drivers of organizational effectiveness, such as governance structure and systems, whole brain capabilities, innovative corporate marketing and grant acquisition, and the like.

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