

Experiential Learning for Servant Leadership

Servant Leadership Research Roundtable – August 2004

Don Page, PhD
Master of Arts in Leadership Program
Trinity Western University
page@twu.ca

This paper presents experiential learning exercises as a means of introducing and reinforcing servant leadership practices in organizations. When practiced regularly, these exercises are a means of overcoming the problem of people not applying what they have learned through servant leadership and leadership workshops and training.

As a teacher of leadership, I have always been concerned about how much of what I teach actually makes a difference in the lives of my students and their leadership opportunities. In the past 10 years, I have been able to observe and evaluate this in my undergraduate leadership students, who are supposed to practice leadership on campus, and with my graduate students, who are in established leadership positions in the fields of business, health care, education, non-profit international development, Christian ministry, and university student affairs. I have also been the founder and program director for the Council of Christian Colleges and Universities' Executive Leadership Development Institute, which prepares new university presidents and chief academic officers, and the Leadership Development Institute for developing emerging academic leaders at the departmental and faculty levels. In addition to these long-term roles, I have conducted over 100 leadership workshops of 1 to 5 days duration for such diverse groups as university faculty, school principals, church leaders, police forces, fire departments, hi-tech businesses, and non-profit organizations. All of this came after almost three decades and several careers of leading hundreds of people in multi-million dollar organizations. Each leadership opportunity was a distinct experience as the circumstances, culture, tasks, and people were different, and so it is with my present mantle.

Leadership development is not like a sausage factory where you go in one end and come out the other a leader. Leadership requires adaptation to specific and changing circumstances which makes leadership development a journey rather than a destination. Leadership is also being increasingly built on relationships and, as several recent longitudinal studies have shown, companies with progressive and developmental human resource practices are significantly more profitable and growth-oriented over the long term (Kanter, 1984, p. 19). Leadership cannot be learned only in the classroom. Leadership is more than a position. It is a responsibility that is conferred on a person by someone in authority or by those whom he or she leads. As research from the Center for Creative Leadership in Greensboro, North Carolina, has demonstrated, leadership development may be informed by study and practice, but it becomes a reality only when it is applied in the actual exercise of leadership. Ultimately, there is no substitute for learning leadership skills through on-the-job training and learning (McCall, 1988, 1998). But most leaders need help in converting those experiences into valuable lessons for their leadership, and that is where leadership guidance, understanding, and development are required beyond the job. When an action-oriented leader gets under pressure, he or she usually reverts to

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