



Implementation of Servant-Leadership: A Qualitative Research Project at a School of Engineering

A Presentation by
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January 25, 2011

Ethnography:

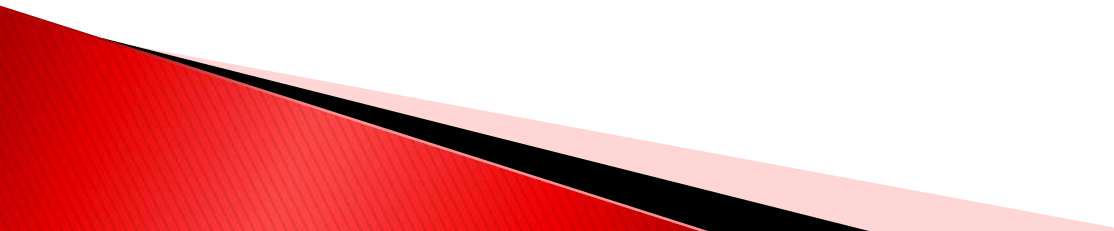
Ethnography “...literally means 'a portrait of a people.'”

An ethnography is a written description of a particular culture—the customs, beliefs, and behavior—based on information collected through fieldwork.”

- http://www-bcf.usc.edu/~genzuk/Ethnographic_Research.html

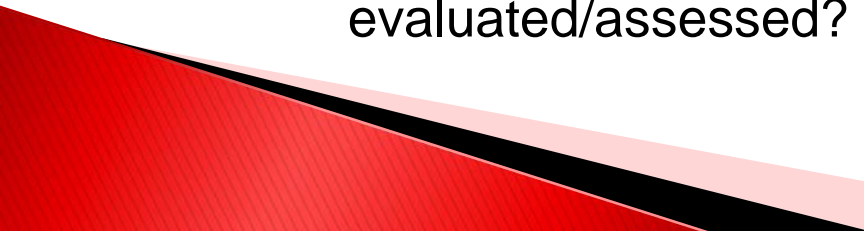
The Researchers

- ▶ Dr. David Howell
 - Qualitative doctoral dissertation
 - Chair for Servant–Leadership
 - Instructor of TC 261, Research Methods
 - Employer for TC 499, Internship

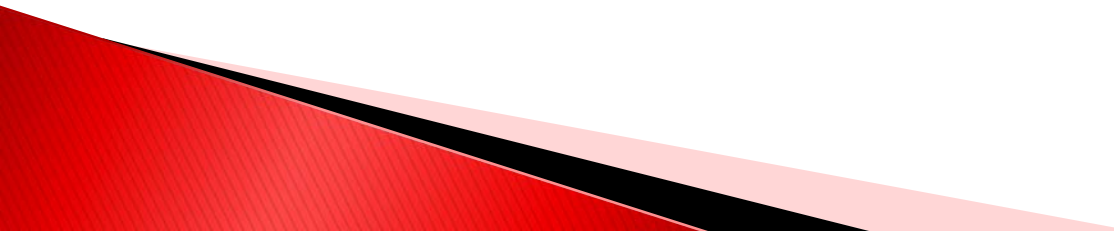
 - ▶ Matt Stachelski
 - Senior, Technical Communications
 - Student in TC 499, Internship
 - Technical Writer, EMTEQ
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The Research Project: Guiding Questions

How is Servant-Leadership implemented at MSOE?

- What guiding principles, values, or ideals make MSOE Servant-Leadership unique from other forms of service learning or volunteerism?
 - What percentage of students engage in acts of Servant-Leadership? Of Service? Of volunteerism?
 - How is Servant-Leadership and its efforts structured?
 - How is the student Servant-Leadership experience evaluated/assessed?
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Research Methodology

1. Approved by the Institutional Review Board
 2. Gather data and triangulate:
 - **Survey**
 - **Interviews**
 - **Field Observations**
 3. Reflection, analysis, and writing the report
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Survey: 71% are familiar with S-L

Are you familiar with the concept of Servant-Leadership?

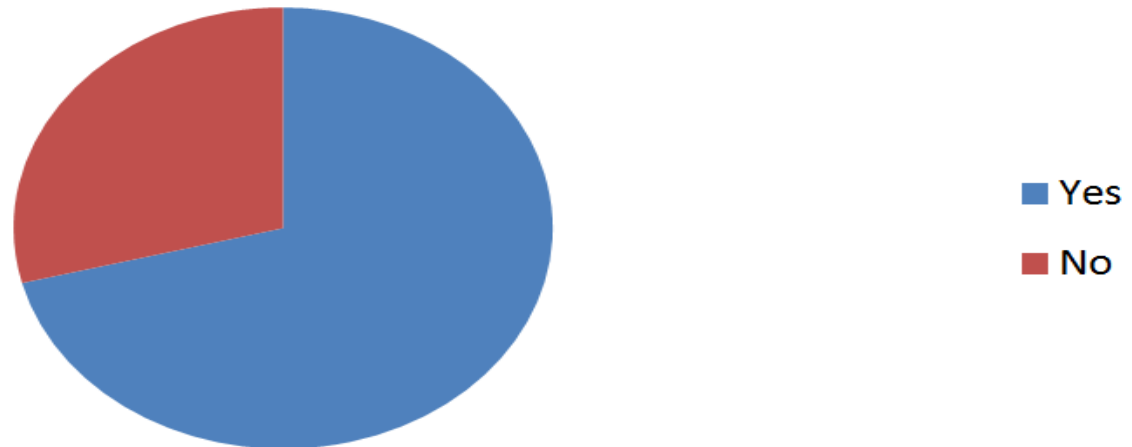


Figure 34: 71% of respondents answered "yes", while 29% answered "no".

Survey: 27% participate in S-L

Did you participate in a Servant-Leadership activity during the 2009-10 school year?

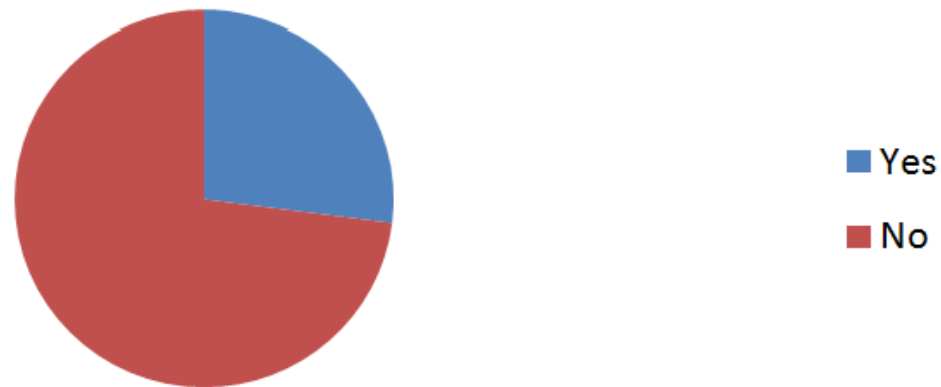


Figure 35: 27% of the respondents answered "yes", while 73% responded "no".

Survey: 41% volunteer

**Did you participate in other
volunteer opportunities?**

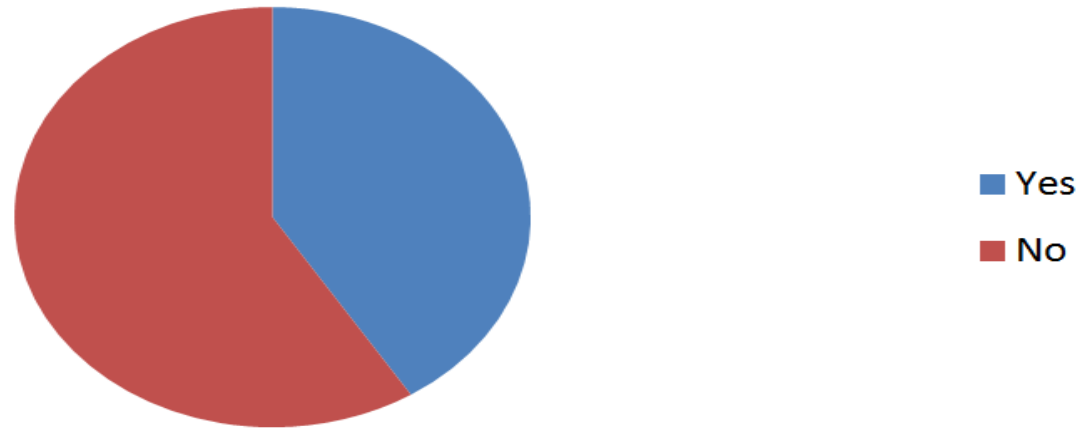
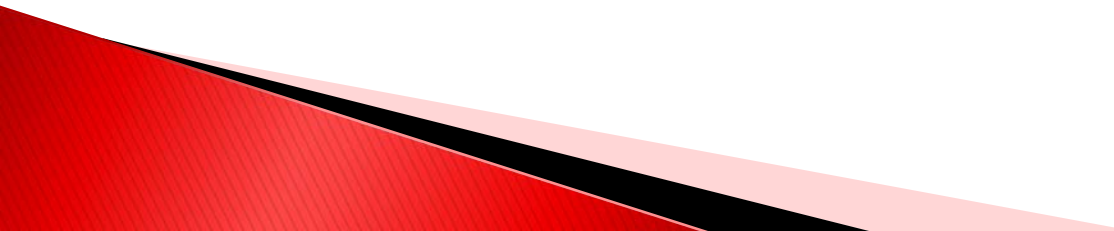


Figure 36: 41% of the respondents answered "yes", while 59% responded "no".

Interviews

- There needs to be greater personal, structured reflection, as well as an effort to assess the student Servant-Leadership experience, whether that's through conversation or writing.
 - *Leaders are made from experiences.*
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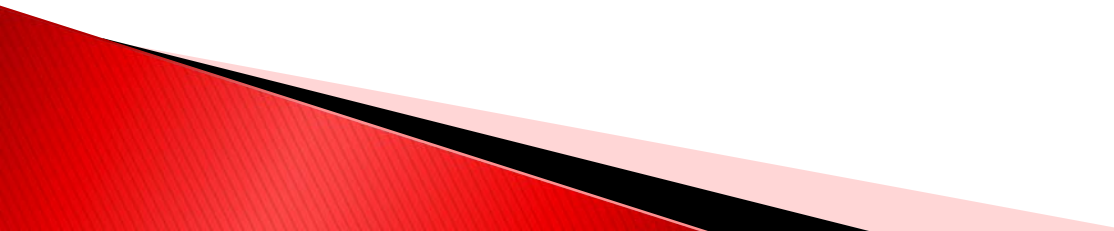
Field Observations

- A few students want to take on a leadership role whereas others were happy to let someone else offer direction. Those who didn't want to "lead" were happy to simply participate.
- Nothing happens until someone "takes the lead."

Conclusions

1. MSOE is taking great steps to instill the values and principles of Servant-Leadership into the student experience.
2. Not enough students know what Servant-Leadership is.
3. *There needs to be greater emphasis on Servant-Leadership theory to balance out the Servant-Leadership experiences.*

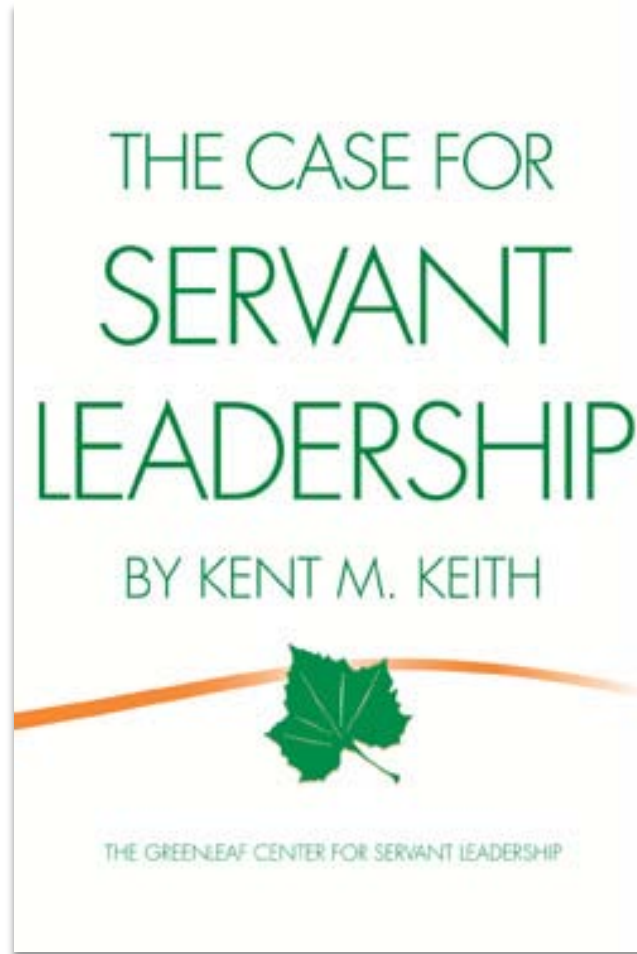
Recommendations

- ▶ *Morph service opportunities into pre-leadership opportunities, and make the explicit connection between “service” and “leadership”.*
 - ▶ Emphasize reflection on Servant-Leadership experiences to spur the bridge between personal growth and community development.
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Acting on the Recommendations

»» Data-driven changes

Greater Emphasis on S-L Theory



Connecting Service to Leadership



Establish Highest Priority Needs



Emphasize Reflection



Questions and Answers



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