

**THE NCO LEADERSHIP CENTER of EXCELLENCE**  
**Master Leader Course (MLC)**

**M421: Servant Leadership**  
**Advance Sheet**

**1. SCOPE:**

Numerous research studies conducted on leaders in academia and the corporate world have revealed that individuals who contribute to their organization beyond their formal job requirements are positively associated with enhanced individual and organizational productivity, efficiency, and employee satisfaction. These outcomes reinforce the importance of developing and fostering ethical, cooperative and helpful behaviors in organizational settings. As a result of this class, learners will have a greater awareness of the tenants of servant leadership and an understanding of the beneficial aspects of using this leadership style.

**2. LEARNING OBJECTIVES:**

**TLO: This lesson supports 400-MLC-0420, Apply organizational leadership in order to facilitate the commander's intent.**

**ELO: 400-MLC-0420.04**

**Action:** Relate the principles, attributes, and applicability of servant leadership with Army doctrine.

**Condition:** As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

**Standard:** Answer specific questions:

1. Interpreting the two main constructs of servant leadership;
2. Correlating the ten principles of servant leadership; and
3. Relating the application of servant leadership.

**Learning Domain:** Cognitive

**Level of Learning:** Analysis

**This lesson supports the following NCO Common Core Competencies (NCO C3):**

**a. Leadership:**

- (1) Principles of Leadership
- (2) Character
- (3) Army Profession
- (4) Values and Ethics
- (5) Servant Leadership

**3. PREPARATION FOR CLASS:**

**a. Read (10 Total Pages):**

- Learner Handout - *Servant Leadership*, Compilation by Hunter, Spears, and Zohar (10 pages). Found on Blackboard > M421 Learner Handouts

**b. Be prepared to discuss the following in class:**

- What is Army leadership? ADP 6-22 para 1-14 (Previous reading in M420)
- Why do we have purpose in the Army? Answer based on personal experiences
- Compare leadership with management. Answer based on personal experiences
- In your own words what does servant leadership mean to you? Answer based on personal experiences
- What are some disadvantages of servant leadership? Answer based on personal experiences

and *Servant Leadership*

- In your opinion what are some reasons why Americans (civilians) stay in their jobs? Answer based on personal experiences
- How do volunteer organizations get people to commit their time, talents, and other resources to their cause for no money? Answer based on personal experiences
- How many of you know of a substandard leader? Answer based on personal experiences
- What level of NCO leadership does the Army have the biggest issues with? Answer based on personal experiences
- What is the Army's (or other services) most valuable resource? Answer based on personal experiences

**4. HOMEWORK ASSIGNMENT(S):** None.

**5. ASSESSMENT PLAN:** Refer to ISAP.