

Transformational Versus Servant Leadership A Difference

Organizations who want to keep their competitive advantage in global markets need to be able to successfully operate across cultures. The challenge is that there are currently not many cases that integrate elements of global competency that represent the challenges and idiosyncrasy of operating in multicultural business environments. Cases on Global Leadership in the Contemporary Economy is a critical reference source that focuses on cases that present scenarios of organizations or individuals who are immersed in environments that are impacted by cultural factors and how these factors affect skills related to global leadership. It presents research on the impact of cultural dimensions in leadership, the importance that understanding culture can have on the effectiveness of international business strategies, and how motivation is perceived differently across cultures. Featuring coverage on a broad range of topics such as knowledge management, social enterprise, and global business, this book is ideally designed for managers, executives, human resources officials, government officials, students, professionals, and researchers.

This book provides a consistent model to understand leadership as a dynamic combination of vision, action, mobilization, and change. It puts servant leadership into a

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historical and theoretical context while providing a research-based approach and conceptual model that deepens our understanding of the topic. Further, it provides ways to implement this approach to leadership in real organizational settings. The goal is to bridge the gap between scholarly research and the practical realities of leadership within organizations, communities, and society at large. The author presents the Organizational Leadership Assessment (OLA) and model with research support which will guide students and leaders in evaluating organizational health and effectiveness. A compelling gathering of perspectives on the intersection of servant-leadership and forgiveness. In a world where leaders and organizations face conflicts and complexity at an alarming rate, where human cruelty sometimes dominates kindness in individuals and families, and where nations hover in the shadow of moral and financial collapse, how do we find courage to forge a strong and enduring path into the future? In a fresh and profound approach to the personal, organizational, and global dynamic, discerning leaders consider the role of leadership and forgiveness in the midst of political and social upheaval. The epicenter of Servant-Leadership and Forgiveness speaks to leadership, the heart of the leader, and the power of forgiveness. It is a compilation of insightful, life-transformative, and significant essays on the nexus of servant-leadership and forgiveness in everyday life, the organizational world, and international contexts. The hope of the book is that people of all ages and creeds will engage in a deeper conversation around forgiveness and leadership, specifically servant-leadership, and

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reach greater personal and collective responsibility for leadership that helps heal the heart of the world through forgiveness. Jiying Song is Assistant Professor of Business Management at Northwestern College. Dung Q. Tran is Assistant Professor of Organizational Leadership at Gonzaga University. Shann Ray Ferch is Professor of Leadership Studies at Gonzaga University. Larry C. Spears is a servant-leadership scholar at Gonzaga University and President of the Spears Center for Servant-Leadership. Together, Ferch and Spears coedited (with Mary McFarland and Michael R. Carey) *Conversations on Servant-Leadership: Insights on Human Courage in Life and Work*, also published by SUNY Press.

The focus of this book is on how applying the principles, practices, strategies, and strengths of servant leadership can help leaders revolutionize their leadership culture and practices to maximize performance outcomes, whose core strength is in serving others first. It prepares and equips leaders-whether at the corporate, educational, church, community, NGOs, private, public, and family context-with the complete understanding of the spectrum of the model and to show why it is a viable leadership. This book explores the concepts from Scripture for Servant leadership and compare these findings with contemporary models of servant leadership. It is an examination of Christian leadership for the contemporary world in its global and increasing secular context. Leadership studies typically view leadership externally from the results. This is a good beginning but leadership needs to also view the inside of leadership in the

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person of the leader. Scripture is uniquely qualified in this area since its first concern is the person who leads not just in leadership behaviors. The author uses examples from both the Old and New Testament to establish a new shepherd model of leadership that moves beyond the servant mode to the mode of caring direction. This model will provide scholars and researchers as well as leaders themselves with a way of leading that overcomes negative forms of leadership which lead to failure.

This book provides an evidence-based actionable framework and measure of servant leadership to help management practitioners build effective and ethical workplaces. It explains the reasons why the best workplaces such as Starbucks, Southwest Airlines, Ritz-Carlton and ServiceMaster apply servant leadership. Servant leadership is an intellectually compelling and emotionally satisfying theory of leadership with relevance and application to the workplace settings. Based on multiple rigorous studies in the Western and Eastern contexts, the book outlines the six dimensions of servant leadership and the impacts they have on key outcomes such as citizenship behaviors, job satisfaction, team creativity and innovation, and organizational performance. The book outlines a measurement instrument that can be used for leadership assessment, selection and training purposes and to develop strategies to leverage the six behavioral dimensions of servant leadership at the personal, team and organizational level.

This book highlights the fact that leaders do indeed affect the performance of organizations or the well-being of society for better or worse--to cast either a shadow or

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light by the exercise of their leadership. Modern psychology with its theories of human behavior, which does not acknowledge the existence of the spiritual realm, cannot explain the carnage and evil often associated with the dark side of leadership. This book focuses on the dark side of leadership in a multidimensional manner and provides a psychospiritual approach toward understanding personality disorders and leader derailment. It highlights an area that has not been exclusively studied by leadership researchers to date--the influence of spiritual forces in personality disorders, which lead to leadership failure and derailment. This book calls for a more interdisciplinary approach and holistic understanding of the dark side of leadership, inseparably relating body, soul, and spirit as they function individually and relationally. It highlights the fact that the restoration of personality will require sustained dialogue between theologians and the medical and psychological professions. This book provides solid information and new insights for anyone seeking to understand the dark side of leadership.

This book serves to provide a detailed exploration of the various leadership exhibited today. In order to better comprehend the organic link between styles of leadership, this book deals with almost all models of leadership and demonstrates how dynamic these forms of leadership actually are. It is an essential and extensive reference point for both academics and practitioners.

Sports Leadership in the 21st Century provides students with the most current and comprehensive understanding of leadership in sport management. Authored and contributed

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by leading sport management researchers and practitioners, this text immerses students in the learning process through case studies, interviews with leaders in the sport industry, critical thinking questions, and rich content. Chapters have been developed to provide the latest research to help young professionals and sport management students become leaders in different areas of sport. This text is appropriate for courses in Sport Leadership and Management within the departments of Sport Management, Health, Recreation, Business, Physical Education, and Kinesiology. In addition, the Commission on Sport Management Accreditation (COSMA), the accreditation agency for sport management academic programs, includes leadership as one of the competencies that sport management programs need for accreditation approval. This text helps to fulfill the leadership knowledge competency required for sport management education. Key Features of Sports Leadership in the 21st Century include: Written and contributed by well-known leaders in the field. Case studies addressing key leadership topics covered in each chapter, and include related discussion questions Interviews with current practitioners included in each chapter Discussion questions included in end-of-chapter material Instructor resouces include Test Banks and PowerPoint Lecture Slides In *Global Servant-Leadership: Wisdom, Love and Legitimate Power in the Age of Chaos*, leadership scholars and practitioners from around the globe share their insights on servant-leadership philosophy, representing diverse contexts and cultures, and reflecting a variety of approaches to servant-leadership through cutting-edge research, conceptual models, and practice-oriented case studies. The contributors to this collection address some of the most significant leadership challenges of the twenty-first century to reveal a path toward more healthy and sustainable individuals, families, organizations, and nations. *Global Servant-*

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Leadership challenges not only the rigidly held assumptions of traditional, hierarchical leadership approaches, but provides an antidote to the cynicism so often present within workplaces, political struggles, and individual and family crises of contemporary polarized nation states.

Today, it is essential for leaders to interact closely within an organization's community to effectively promote its organizational development. Understanding trust at the individual level allows for business improvement. *Servant Leadership Styles and Strategic Decision Making* provides the relevant theoretical framework and the latest empirical research on servant leadership styles and cognitive styles from an Eastern perspective. Featuring coverage on a variety of topics including autocratic leadership, leadership effectiveness, and organizational support, this book explores decision-making theories as moderators and mediators for leadership effectiveness. This book is designed for managers, professionals, researchers, educators, and administrators seeking current research on participative leader decision making and philosophy.

In today's increasingly interconnected and global society, the protection of basic liberties is an important consideration in public policy and international relations. Profitable social interactions can begin only when a foundation of trust has been laid between two parties. *Human Rights and Ethics: Concepts, Methodologies, Tools, and Applications* considers some of the most important issues in the ethics of human interaction, whether in business, politics, or science and technology. Covering issues such as cybercrime, bioethics, medical care, and corporate leadership, this four-volume reference work will serve as a crucial resource for leaders, innovators, educators, and other personnel living and working in the modern world.

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These chapters on 'Responsible Leadership' represent the latest thinking on a topic of increasing relevance in a connected world. There are many challenges that still remain when it comes to establishing responsible leadership both in theory and practice. Whilst offering conceptualisations for the improvement of leadership is a first and perhaps easier response, what is more difficult is to facilitate the actual change to happen. These chapters will not only generate interest in the emerging domain of studies on responsible leadership, but also will pave the way for future research in this area in the years to come. Previously Published in the Journal of Business Ethics, Volume 98 Supplement 2, 2011?

This textbook provides a clear understanding of leadership needs in today's business world, explained within the scope of hard and soft leadership skills. It captures qualities and skills such as spirituality, empathy, moral behavior, mindfulness, empathy, problem solving, self-confidence, ambition, knowledge, global understanding, and information technology. This text explains and provides guidelines for the implementation of each skill and includes examples from contemporary and historical leaders inviting the reader to consider each quality and engage in self-reflection. This book deviates from excessive theoretical descriptions presenting a timely, hands-on approach to leadership. Featuring contributions from academics and professionals from around the world, this text will be of interest to students, researchers, professionals in business and leadership who aspire to lead beyond their immediate environment.

Presenting a follower-centered perspective on leadership, this book focuses on followers as the direct determinant of leadership effects because it is generally through follower reactions and behaviors that leadership attempts succeed or fail. Therefore, leadership theory needs to

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be articulated with a theory of how followers create meaning from leadership acts and how this meaning helps followers self-regulate in specific contexts. In this book, an attempt is made to develop such a theory, maintaining that the central construct in this process is the self-identity of followers. In developing this theoretical perspective, the authors draw heavily from several areas of research and theory. The most critical constructs do not come directly from the leadership literature, but from social and cognitive theory pertaining to follower's self-identity, self-regulatory processes, motivation, values, cognitions, and emotions and perceptions of social justice. Leaders may have profound effects on these aspects of followers and it is by analyzing such indirect, follower-mediated leadership effects that most ideas regarding leadership theory and practice are developed. Due to its broad theoretical focus, this book is relevant to a number of audiences. The authors' principal concern is with the development of leadership theory and the practice of leadership making the book relevant to audiences in management, applied psychology, and social psychology. They have tried to clearly define key constructs and provide practical examples so that the book could be accessible to advanced undergraduate students. However, the diversity of the underlying theoretical literatures and the complexity of the framework developed also make the book appropriate for graduate courses in those disciplines, and for readers with a professional interest in leadership theory or practice.

This text provides nurses studying leadership theory with insight and guidance in motivating and leading staff. The concepts of transformational leadership are explored to direct the nurse leader in increasing productivity and retention of staff.

This collection of inspiring essays focuses on the practice of servant-leadership

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in organizational and business settings. Focus on Leadership addresses how servant-leadership is now increasingly recognized as being on the forefront of emerging leadership thinking. This book features a Foreword by Ken Blanchard as well as writing from: Hamilton Beazley * Julie Beggs * Warren Bennis * Ken Blanchard * John C. Bogle * Rubye Howard Braye * John Burkhardt * John Carver * Stephen R. Covey * Max DePree * K. Brian Dorval * Kent A. Farnsworth * Tamyra L. Freeman * Robert K. Greenleaf * Dee Hock * Scott G. Isaksen * Joseph Jaworski * Michael Jones * Ann McGee-Cooper * Russ S. Moxley * Nancy Lerner Ruschman * John P. Schuster * James D. Showkeir * Ruth Mercedes Smith * Larry C. Spears * Duane Trammell * David S. Young * Scott W. Webster * Margaret Wheatley * Judy Wicks * Lea E. Williams * Danah Zohar

This book brings together a number of important essays on the intersection of servant leadership and social entrepreneurship, examining them through a shared focus on 'the will to serve'. This combination bears out the insight that inspiring social and economic leaders are able to transform a conflictual human settlement into a collaborative and caring human community. The book seeks to answer the question of whether we can induce from their 'way of doing things' a model of civic entrepreneurship and leadership that can inspire people in profit, non-profit and public organizations. It also examines the extent to which the will

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to serve is compatible with the will to maximize profit or the will to gain economic, political or religious power. Furthermore, it asks how far different spiritual traditions create different models and examples of servant leadership and social entrepreneurship. This book will be of interest to researchers working in the fields of business ethics, business spirituality and corporate social responsibility.

Spirituality in Nursing: Standing on Holy Ground, Seventh Edition addresses the relationship between spirituality and nursing practice across a variety of settings related to caring for the ill and infirm.

The expanded and revised edition of *Dare to Serve* answers the question How do you transform an ailing company into an industry darling? Adopt servant leadership! In this updated edition of *Dare to Serve*, former Popeyes CEO Cheryl Bachelder shows that leading by serving is a rigorous and tough-minded approach that yields the best results. When she was named CEO of Popeyes in 2007, the stock price had slipped from \$34 in 2002 to \$13. The brand was stagnant, the team was discouraged, and the franchisees were just plain angry. Nine years later, restaurant sales were up 45 percent, restaurant profits had doubled, and the stock price was over \$61. Servant leadership is sometimes derided as soft or ineffective, but this book confirms that challenging people to reach a daring destination, while treating them with dignity, creates the conditions

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for superior performance. The second edition of this bestselling book includes Bachelder's post-Popeyes observations and new examples of how you can switch your leadership from self to serve. Ever engaging and inspirational, Bachelder takes you firsthand through the transformation of Popeyes and shows how anyone, at any level can become a Dare-to-Serve leader. This book applies the principles of well-being theory and positive psychology to sport to establish a basis of servant leadership in sport organizations. Though the win-at-all-cost mentality is pervasive in sport, leading to acceptance of leadership styles more associated with controlling and extrinsic motivators, the author proposes need satisfaction based on three psychological needs: autonomy, competence, and belongingness, which leads to enhanced job performance, job satisfaction, and well-being. Through need satisfaction, servant leaders positively influence organizational outcomes by enabling followers' growth and well-being. This book will make a new contribution to sport management research in applying the principles of positive psychology to servant leadership and to sport. In a global survey by the Katzenbach Center, 80 percent of respondents believed that their organization must evolve to succeed. But a full quarter of them reported that a change effort at their organization had resulted in no visible results. Why? The fate of any change effort depends on whether and how leaders engage their

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culture: the self-sustaining patterns of behaving, feeling, thinking, and believing that determine how things are done in an organization. Culture is implicit rather than explicit, emotional rather than rational—that's what makes it so hard to work with, but that's also what makes it so powerful. For the first time, this book lays out the Katzenbach Center's proven methodology for identifying your culture's three most critical elements: traits, characteristics that are at the heart of people's emotional connection to what they do; keystone behaviors, actions that would lead your company to succeed if they were replicated at a greater scale; and authentic informal leaders, people who have a high degree of “emotional intuition” or social connectedness. By leveraging these critical few elements, you can tap into a source of catalytic change within your organization. People will make an emotional, not just a rational, commitment to new initiatives. You will elicit enthusiasm and creativity and build the kind of powerful company that people recognize for its innate value and effectiveness.

Goes beyond the spirit of empowerment to discuss the benefits of companies that offer equity and partnership for its employees at all levels, discussing what stewardship means, management accountability, quality control, and human resources. Reprint. 30,000 first printing. \$40,000 ad/promo. IP.

Seven Pillars of Servant Leadership (Rev.) offers concrete, functional skills

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necessary to practice servant leadership—to lead by serving first.

Leaders represent a necessary part of any organizational structure, and leadership styles can vary greatly between individuals. Servant leadership is one such leadership style which is helping individuals guide and encourage others within their organization. Servant Leadership: Research and Practice explores the concept of rethinking the leader-subordinate relationship structure through the dissolution of an authoritarian leadership style. This book supports current and future leaders through relevant discussions on methodologies and tools in support of servant leadership, and is designed for use by business managers, executives, scholars, and upper-level students.

This professional book examines the concept of engaged leadership. Specifically, it focuses on the need for leaders in personal and professional realms, for-profit and non-profit, to understand the importance of engagement in order to achieve enhanced satisfaction and motivation among stakeholders (including employees, shareholders, investors, supporters, customers, suppliers, the community, competitors, family, and partners), and hence, an augmented level of designed thinking, which leads to increased innovation and on-going leadership development. Divided into three sections—engaged leadership development at the personal level, implementation at the organizational level, and manifestation in practice—this book provides professionals, practitioners and policy makers as well as students with the tools and skills to lead actively and conscientiously and help them understand the importance of creativity and compassion for development. Engaged leadership operates on the fundamental principle that leaders have to first and foremost perceive themselves as leaders, and then engage in design thinking, as they will need to develop strategies to reach, encourage, and

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positively appeal to these stakeholder groups. Leadership is neither limited to those holding formal managerial position, nor to any particular setting. Leaders can be found everywhere, in all layers of society. Leadership is only possible, however, if one dares to perceive and define oneself as a leader. And only when leadership is adopted as a reality within one's personal perception, can engaged leadership be applied. Featuring contributions from academics, scholars, and professionals from around the world, each providing cases, interactive questions and reflective notes, this book will be of interest to professionals, practitioners, policy makers, students and scholars interested in creative leadership, management, organizational behavior, and governance.

"Leadership Standards for Action is a powerful resource for aspiring principals, practicing principals, district leadership, and university faculty. The book responsibly unpacks the metaphor of principal as servant leader to the school's people and purpose"-- Provided by publisher.

Who needs another book on leadership? After reading Dr. Parolini's manuscript, I concluded that I did. This personal, thoughtful and challenging book takes two well recognized leadership models, puts them in dialog, and synthesizes a more robust model. Using her research, consulting experience, and life story, Dr. Parolini challenges leaders to grow their character as a basis for growing their skills as a leader. This is not a book to skim. The reader will gain the most from interacting with the frequent questions and exercises that link the material with the leader's character and style. Illustrations from the Bible pointedly and powerfully bring home the principles of Transformational Servant Leadership. As you pick up this book be prepared to grow academically, spiritually, and personally. Jay Barnes President, Bethel University There

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are two kinds of people in the world - 'here I am' kind of people and 'there you are' kind of people. Transformational servant leaders are always other-centered leaders who help facilitate personal and corporate change with high impact. Jeanine Parolini is a 'there you are' kind of leader whose interactive style will stretch your mind, enlarge your heart, and ignite your desire to better understand and practice Transformational Servant Leadership. I know this because she has consulted with me and our organization to define reality and clarify direction. Learn how to be the new kind of hero that is necessary in our world today through the Parolini Transformation and Servant Leadership Scale included in these pages. Joel Johnson Senior Pastor, Westwood Community Church Dr. Jeanine Parolini serves as a leadership and organizational development coach and consultant. She is also adjunct faculty and an advisor for Bethel and Trinity Western Universities, and an instructor and a certification coach for Peacemaker Ministries. She leads seminars, presents at conferences, and has authored a number of articles including Distinguishing Transformational and Servant Leadership and Moving from Maturity to Renewal: An Investigation of Culture and Innovation. She earned an MBA from Dominican University and a MA from Bethel Seminary. Dr. Parolini completed her PhD at Regent University and her dissertation topic is: Investigating the Distinctions Between Transformational and Servant Leaders.

Servant Leadership in Nursing: Spirituality and Practice in Contemporary Health Care embraces the philosophy that a true leader, in any venue, must be a servant of those he or she leads. This text includes current information on the relevance of servant leadership for nurses practicing in a health care setting with extensive literature review on leadership in nursing and healthcare as well as on servant leadership. This unique text also includes many powerful and

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poignant perceptions and experiences of servant leadership elicited in tape-recorded interviews with 75 nursing leaders currently practicing in the contemporary healthcare system.

Transformational Servant LeadershipXulon Press

There is a world-wide thirst for authentic leaders who are somehow able to create school learning communities characterized by the purveyance of flourishing faith, hope, and love. Servant-leadership for Catholic school principals is considered one of the most meaningful and effectual callings imaginable. Informed by conversations with six exemplary servant leaders, this book explores the servant-leadership vocation of Catholic school principals. The culminating conceptual framework emphasizes the importance of personal identity and Faith formation as foundational to the exercise of authentic servant-leadership. As each Catholic school community lives out its unique features, signature history, a particular call to meet community needs, and its leader-shaped personality, this book serves to remind educators to clarify and sharpen their service toward the common mission of Catholic schooling. The relevance of servant leadership in the Catholic school principalship is demonstrated through the experiences, insights, narratives and expertise of the principals and then synthesized with conceptual reflections. An underlying theme in this book is that the exercise of servant-leadership provides hope for followers because of its exceptional interest in helping all constituents develop their own capacities, capabilities and potentials such that each person becomes a servant leader.

As the leadership field continues to evolve, there are many reasons to be optimistic about the various theoretical and empirical contributions in better understanding leadership from a scholarly and scientific perspective. The Oxford Handbook of Leadership and Organizations

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brings together a collection of comprehensive, state-of-the-science reviews and perspectives on the most pressing historical and contemporary leadership issues - with a particular focus on theory and research - and looks to the future of the field. It provides a broad picture of the leadership field as well as detailed reviews and perspectives within the respective areas. Each chapter, authored by leading international authorities in the various leadership sub-disciplines, explores the history and background of leadership in organizations, examines important research issues in leadership from both quantitative and qualitative perspectives, and forges new directions in leadership research, practice, and education.

We, Sharda and Margot, feel very honored to be able to write and edit such a book. Our spiritual journey has led to the passion of bringing together and sharing the thoughts we ourselves have come across in our lives by meeting gurus, swamis, like-minded seekers, managers, teachers, entrepreneurs, academics, students, and by reading books and practicing spiritual techniques. We also have gained much spiritual inspiration from the teachings of Sri Aurobindo and The Mother to whom we are grateful. The thoughts presented in this book already exist in the East and West. Integrating them into the way we do business, can help us to regain trust and respect in business even in the current economic crisis. We aim to convince others of our deep belief that spiritual practices and a spiritual orientation help make life more enjoyable and makes us better human beings through helping us to live in line with our karma in every context of life, in our roles as employees, entrepreneurs, managers, leaders, mothers, or fathers, etc.

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Providing a deeper understanding of leadership, followership theory, and the follower as servant leader, this book provides employee and follower perspectives of servant leadership in the workplace. The collection brings together both empirical and conceptual research from around the globe to illustrate how the leader is seen through the lens of the follower. Topics discussed include organizational performance, empowerment, competency models, diversity in the workplace, and social roles and stereotypes. With contributions from a range of skilled authors, *Servant Leadership and Followership* not only provides an overview of servant leadership, but also offers insightful ways for organizations to adapt and progress in line with the shifting moral demands of today's workplace.

Building on the original writings of Robert K. Greenleaf, this edited collection provides new insights into servant leadership theory and broadens the conceptual framework with a developmental perspective on modern organisations. Bringing together a group of active servant leadership researchers and practitioners from around the world, this book applies Greenleaf's original ideas to current challenges within today's businesses. The authors explore theoretical topics such as purposefulness, compassion, personal growth and mindfulness, as well as providing practical models for implementing a servant leadership culture within organisations, with a particular focus on public administration and the health care industry.

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Twenty-five years ago Robert Greenleaf published these prophetic essays on what he coined servant leadership, a practical philosophy that replaces traditional autocratic leadership with a holistic, ethical approach. This highly influential book has been embraced by cutting edge management everywhere. Yet in these days of Enron and what VISA CEO Dee Hock calls our "era of massive institutional failure," Greenleaf's seminal work must reach the mainstream now more than ever. Servant Leadership--?helps leaders find their true power and moral authority to lead.?helps those served become healthier, wiser, freer, and more autonomous.?encourages collaboration, trust, listening, and empowerment.?offers long-lasting change, not a temporary fix.?extends beyond business for leaders of all types of groups.

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