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# Greater Wichita YMCA Case Study on Servant Leadership

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Running head: SERVANT LEADERSHIP

Greater Wichita YMCA Case Study on Servant Leadership

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LDRS 810 & LDRS 895

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### Abstract

Servant-Leadership is becoming a prominent topic as more research is conducted from various universities across the United States. This case study explains the predominant leadership approaches used in the Wichita YMCA in connection with current theoretical models of servant leadership. The servant-leadership theory is needed, so that organizations can improve their workplaces as well as help themselves individually too. In the end, everyone benefits because people are more self-aware in the realm of leadership.

### Acknowledgements

I would like to thank Josh Whitson, Nikki Vancuren, Shelly Conrady, Rhonda Ormsby, and all the employees who filled out the survey, watch me observe, and help me gather information for a period of four months. I appreciate them in helping me achieve my goals by participating in order to achieve accurate results with this case study on servant-leadership. All of them worked hard in making this study a success to help me accomplish my Master's degree from Fort Hays State University in Organizational Leadership. I am so thankful for all of them, and could not have done it without their encouragement and guidance along the way. From the bottom of my heart, thank you and many blessings to you.

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## Introduction

The topic for this case study is Servant-Leadership at the Greater Wichita YMCA, which included the East and North branches. Management and employees were interviewed as well as took surveys through their work e-mail, and I also observed them on their work habits through documentation in regards to job descriptions and the most current employee handbook.

As the researcher, I chose to do a case study with the YMCA using the qualitative method. I believed that they demonstrate it well because it is a Christian environment for everyone to exercise, and because each person there genuinely takes the time to get to know each member that passes through their doors on a regular basis. The purpose of my study was to see how servant-leadership is used in a non-profit organization. I wanted to better understand how the employees use it daily in their work environment as well as ways to improve it within the organization itself.

According to research, Servant-Leadership is a theory that is not well studied because mainly quantitative analysis exists. This was the scenario set forth by Reinke (2004, 30) who did a statistical study using a survey. In the section below, he explains in more depth his approach to his examination.

The survey instrument was initially tested with 18 cadets in a campus Army ROTC unit. Although an ROTC unit is not the same as work environment, like all military units, an ROTC unit places great emphasis on building trust between its commissioned officer faculty (cadre) and the cadets, and esprit-de-corps within the unit. To eliminate unrelated items and to increase the internal validity of the scales, items were factor analyzed with a varimax rotation. Items correlating with their principle component with an  $r$  of .50 or above served as the variable scales. The results of this trial were used to refine the

instrument. The coefficient alphas for the four revised scales were .8054 for trust, .8756 for openness, .5231 for vision, and .9083 for stewardship (Reinke, 2004, 30).

He concluded that “there currently exists no empirical theory that defines servant leadership, distinguishes it from other leadership theory, or explains how it might lead to an improved organizational performance” (Reinke, 2004, 30). This demonstrates that we have a long ways to go when it comes to empirical literature in other theories of leadership.

A reason for a lack of research is due to the fact that a servant is also a leader. This may become difficult to comprehend, but both take place at the same time. The relationship between the two has attracted scholars too (Sendiaya, 2002, 57).

This paper reviews the history of servant leadership, defines servant leadership, and introduces a theoretical model. The research question as well as results from my study at the local Wichita YMCA. At the end, I have my contract that was given to the organization. Servant leadership is becoming more prominent in organizations as individuals learn more about it, and how they can implement it into their companies’ culture.

## Background

### *Mission*

The mission of the YMCA is to put the principles of the Christian faith into practice by means of “programs that promote healthy lifestyles, strong families, and positive youth development to build healthy spirit, mind and body for all, regardless of ability to pay” (YMCA, 2009).

*Vision*

The vision of the YMCA is to change Wichita in the course of leadership through programs that foster the life-long growth of both individuals as well as families (YMCA, 2009).

*Values*

The values of the YMCA are, “caring, honesty, respect and responsibility” (YMCA, 2009).

*Promise*

They promise to “build strong kids, strong families, strong communities” (YMCA, 2009).

*YMCA Difference*

The YMCA is a non-profit dedicated to three standards, which are as follows. They are holding on to the “Judeo-Christian mission of human development” (YMCA, 2009). Every piece of income goes back to the YMCA to fulfill their purpose, and the programs are affordable to the community in Wichita (YMCA, 2009).

*Purpose*

“We are dedicated to preserving, fostering, and advancing the Christian Purpose of the YMCA movement at the local, regional, national, and international level” (YMCA, 2009).

*Practice*

The YMCA seeks to “empower, encourage, and equip YMCA staff and volunteers to fulfill the Christian Purpose by developing strategies that influence the movement through literature, conferences, workshops, and networking” (YMCA, 2009).

*Principles*

Three basic principles guide the organization in all that they do. First, they believe God loves everyone. Second, they believe that Jesus is the Christ, and in all of His teachings. Last, they believe in the Bible (YMCA, 2009).

What led me to assess this part of the organization is because of its non-traditional approach to leadership as well as its reputation in the community. This organization is known for going against the flow of society, and by doing so making a difference in many lives through improving members' health. They also offer classes that are of aerobic exercise, or having a person's blood pressure checked which ensures a person to live a longer life.

The rationale behind the study is that I wanted to better understand servant-leadership, and have the opportunity to define it for myself once the study was complete. I desired to have a better grasp of this particular theory, and maybe pave the way historically to have completed such a least researched topic. Not much was done qualitatively, so I chose to go that route. I believed a case study would demonstrate how the YMCA lives out their Christian faith, and how servant-leadership impacts their organization on a daily basis. As the Primary Investigator, I needed to know how everything worked in order to receive a better grasp on the organization as well as to assess it and intervene, so that positive changes are made.

## Review of Literature

### *History*

“In 1970 Servant Leadership appeared in the realm of leadership theory. Pioneered by Robert K. Greenleaf, Servant Leadership is the idea that leadership success is judged by whether the one served grows as a person (Riverstone, 2004, 95). Relationships are formed out of hierarchical arrangements and values that go beyond the workplace setting” (Riverstone, 2004, 95).

Greenleaf developed the concept of servant-leadership. This theory came about through him reading a book entitled, “Journey to the East,” by Herman Hesse. According to the literature, a plethora of men undergo “a long journey” (Reinke, 2004, 30). Leo, who is a servant, does small tasks for his group. “Along the way, Leo sustains them with his spirit and his song. When Leo disappears, the group falls apart and abandons the journey; the group cannot function without him” (Reinke, 2004, 30). A few years later, Leo discovers that he is “the head of the Order that sponsored the original journey. Leo, who is first encountered as a ‘servant,’ is in fact, a great leader” (Reinke, 2004, 30), which explains where this concept came from and has grown since then.

He drew on a variety of lessons “about the role of the leader, and over time these lessons evolved into his concept of ‘servant leadership’” (Reinke, 2004, 30). At that time, a definition was not empirically grounded for this particular term; consequently, he chose to say “that the servant-leader is servant first” (Reinke, 2004, 30). These individuals put others before themselves.

Spears draws upon Greenleaf's writing and proposes ten key elements of servant leadership: listening, empathy, healing (of oneself and others), awareness of others, situations and oneself, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community" (Reinke, 2004, 30). This is one piece of many that demonstrates servant-leadership, but it is also helpful to define what it is as well.

### *Definition*

Servant leadership views a leader as a servant of his/her followers. It places the interest of followers before the self-interest of a leader, emphasizes personal development and empowerment of followers. The servant leader is a facilitator for followers to achieve a shared vision (Smith, 2004, 80).

The servant leader's choice "to serve and be a servant should not be associated with any forms of low self-concept or self-image, in the same way as choosing to forgive should not be viewed as a sign of weakness" (Sendiaya, 2002, 57). As an alternative, this person is emotionally stable enough to view themselves in a positive manner in order to better help others as well as for them to grow too (Sendiaya, 2002, 57).

Another definition is that servant leadership "places the good of those led over the self-interest of the leader" (Smith, 2004, 80). Servant leadership promotes values and people, authenticity, and sharing power and status with everyone within the organization (Smith, 2004, 80).

Greenleaf says a leader is someone "who goes ahead to guide the way, a leader, as I will use the term, may be a mother in her home, any person who wields influence, or the head of a vast organization" (Farling, 1999, 49).

*Characteristics*

The first characteristic is in regards to identity when it comes to the servant leader. “Greenleaf was not interested in prescribing personality and psychology. That was left uniquely to each. What attracted Greenleaf was the question of ego” (Buchen, 1998, 125). Ego gave way to hierarchies, supported pedigrees, authority, and it jeopardized respect (Buchen, 1998, 125). He had no choice but to admit that achievement occurs when ego is present. However, he held closely to Roman standard as an “emblem of servant leadership” (Buchen, 1998, 125).

A second attribute that was valued by Greenleaf is reciprocity. He was referring to managers and employees as well as parents and children (Buchen, 1998, 125). Powerlessness was demoralizing for Greenleaf. This is due to the fact that “no mission is more important for servant leaders than to empower. But for that to happen there needs to be a special dynamic relationship between leaders and followers. The one that Greenleaf urged is that of the transfer of power” (Buchen, 1998, 125).

In regards to other leadership theories, “how does servant leadership compare?” (Reinke, 2004, 30). For example, religious teaching is grounded in servant leadership. Greenleaf referred to Christ as the model this is due to the fact that trust is at the center of it through a community setting, and is consistent with Judeo-Christian principles (Reinke, 2004, 30).

Ancient monarchs acknowledged that they were in the service of their country and their people--even if their actions were not consistent with this. Modern coronation ceremonies and inaugurations of heads of state all involve the acknowledgement of service to God, country, and the people. Politicians define their role in terms of public service. And service has always been at the core of leadership in the spiritual arena, symbolized at the highest level by Christ washing the feet of his disciples (Sendiaya, 2002, 57).

The last attribute is that servant leadership is about a relationship, and not a plethora of traits. “Leadership is not a property of the individual, but a complex relationship” between the characteristics of the leader, the attitudes and needs of the followers, the organization and its characteristics, and the environment” (Reinke, 2004, 30).

Servant leadership consists of values. These include “trust, respect, and service” (Reinke, 2004, 30). The call for leaders is for them to participate in their leadership abilities within their organization. However, the emphasis is on “healing, empathy, awareness, and listening,” which in turn develops trust (Reinke, 2004, 30).

Greenleaf was preoccupied with the potentials. “One of the critical roles of the servant leader is to be a steward” (Buchen, 1998, 125). The servant leader has to distinguish between future genuine change that is futuristic and fads, and this includes historical missions and threats to society or an organization. This particular list can go on for quite a while, but helps one to distinguish between what is real and fake in regards to the future. “Servants are receptive, leaders are discriminating. The history of the future needs to be linked to the future of history” (Buchen, 1998, 125).

#### *Current Organizations Using Servant-Leadership Model*

“Three of the five best places in Fortune's January 2000 "Top 100 Best Companies to Work For in America" were ... Southwest Airlines (#2 in 2000, #4 in 1999, and #1 in 1998), TDIndustries (#4 in 2000, #2 in 1999, and #5 in 1998), and Synovus Financial (#5 in 2000 and #1 in 1999). The latest Fortune 2001 annual survey of top employers ranked Southwest Airlines, TDIndustries, and Synovus Financial numbers four, six, and eight respectively. The following paragraphs provide more detailed accounts of these companies in view of their servant leadership practices” (Sendiaya, 2002, 57).

One organization has become successful using the model of servant leadership. TD Industries changed their goals in order to have trust with employees. In 1998, this company won a “Texas Quality Awards and Fortune ranked the company fifth on its 100 Best Companies To Work For in America list” (Riverstone, 2004, 95). They are randomly selected upon selecting employees to complete surveys (Riverstone, 2004, 95). “Additionally, a web search for Servant Leadership produces hundreds of links to universities, businesses, leadership training resources, books, religious resources, and testimonials” (Riverstone, 2004, 95).

Another company named “Synovus Financial Corporation,” which is “a multi-billion dollar financial services firm illustrates the servant leadership concept through a strong commitment to family-oriented policies such as work flexibility, leave for new parents, work/life balance, and advancing women in their careers” (Sendiaya, 2002, 57). Jimmy Blanchard, who runs the company as their CEO believes that servant leadership helps to bring about order and “meaning to employees” (Sendiaya, 2002, 57). He mentions that when employees are empowered through a team environment, and order is present, then higher job satisfaction takes place (Sendiaya, 2002, 57).

Herb Kelleher, who is the founder of Southwest Airlines has a unique organizational culture. This company is recognized and admired around the world annually (Sendiaya, 2002, 57). “Servant leadership principles provide the foundation for altruism, defined as the constructive, gratifying service to others, and one of the core values of Southwest's culture” (Sendiaya, 2002, 57). The employees are known “for their caring approach and appreciation of each other, as well as in the service of others. (Sendiaya, 2002, 57).

“The need to stop looking at employees as merely mechanisms for production, the poor as the receivers, the wealthy as the givers, and the supervisors as superiors is integral to the emotional, spiritual, and mental development of all parties involved. We begin to see the leadership sphere is more than interconnected with the sphere of the led; roles are overlapping, sometimes interchangeable: everyone has something to offer” (Riverstone, 2004, 95).

### Research Question

My primary research questions were as follows, “How does the YMCA demonstrate it within their organization and community?” First, I wanted to learn from the management and employees how they not only use it in their work environment and in the community as well. The reasoning behind it was to learn more about servant leadership on how the YMCA defines it in order to see if it lines up with current literature from Greenleaf. Second, I desired to see if there was anything they wanted to see changed within their organization in regards to servant-leadership. This would help to ensure that employees receive job satisfaction, and are empowered to do their job 110% of the time well. In turn, many would stick to their positions for longer periods of time, and turnover would decrease in a non-profit setting. Last, I yearned to know what priorities needed to take place in order for servant-leadership to take effect better, not only in the YMCA, but also in surrounding organizations in the Wichita, Kansas area. By doing this, a plan is established for the YMCA to empower other companies to take on the servant leadership model, so that positive change takes place for the good of the community as well as the business.

## Methodology

The research methods I used are qualitative with some quantitative analysis. I received my data by means of documentation, such as the employee handbook and job descriptions to see if “Servant-Leadership” is embedded in any of them. I also used two other methods too, which are surveys/interviews and non-participant observation.

The questions asked are as follows: 1. What is your age? 2. What position do you hold? 3. How long have you worked here? 4. What city or town do you live? 5. What are some positive experiences you have had at the YMCA? 6. What are some negative experiences you have had at the YMCA? 7. In your own words, how would you define Servant-Leadership? 8. In what ways do you display Servant-Leadership at the YMCA? 9. Do you think the YMCA empowers their employees to use Servant-Leadership? If so, how? If not, why not? 10. If there were some things you would like to see changed with your position, what would it be and why? How about with Servant-Leadership? 11. What would you describe as the top priorities should be for people interested in Servant-Leadership at the YMCA, and surrounding businesses? Explain. 12. In what ways, could you apply Servant-Leadership both in and outside of an organizational setting? 13. Anything that was left out, that you would like to discuss in regards to your position and Servant-Leadership?

I had everyone on staff at the the YMCA sign a consent form before they answer any of the questions listed above. This is to reassure them that confidentiality is used as well as the risks and benefits with the study too. Once all of my data is fully gathered, I will then analyze the most common responses, and determine percentage on each answer in order to come up with a conclusion on what “Servant-Leadership,” is, and how it is best used in the workplace and community. The individuals will have a better understanding on what needs changed in the organization to recieve higher satisfaction with their job/career, and how they can better empower their employees through this theory.

### Research Results

#### *Observations*

According to my observations, I noticed many areas that are worth noting. Before this study began, I asked preliminary questions to a participant, and found out that this individual was going to come across as helpful in any way that I needed it in order to assist me in my research endeavor. This I found quite encouraging.

I broke down my observations into two categories, and they are management and employees. Amongst both types of people, many similarities are important to mention. They both sought to get to know, encourage and help each other out as needed, displayed teamwork, communicated on anything that dealt with the organization, greeted the members, gave nicknames to each other, kept busy, willing to help anyone out, polite, manners, joked as needed, maintained safety of every member and co-worker, and wore their name tags.

Before I mention the differences between management and employees, I need to speak of the negative areas as well. I had some difficulty with getting assistance from the Andover branch in the study when it came to the surveys. She was eager to help out, but did not really lend a hand when I needed it. This was also the case of a person at the East Branch too. However, she made excuses to avoid lending a hand to me by not making the effort to call upon employees or send them a copy of the survey through e-mail. On the other hand, at the North Branch, I noticed that an employee was not keeping her hands clean while doing customer service due to allergies or a cold. She sat on the job a lot, and did not appear busy. Her behavior changed when management was present. I mention these areas because they can easily improve. In regards to other behavior, I was aware of a member waiting in line for a long period of time to get assistance, employees appeared insecure at times, some failed to use manners, not always respectful of others, and ate behind the counter.

Now with the dissimilarities between the salary and hourly employees at the North YMCA, these are significant as well. Management was business-like, but approachable. They did everything possible to help anyone out in the organization. I noticed that many of them wore business casual attire, but the hourly staff mainly wore their polo shirts or t-shirts to work.

With employees that were predominantly part-time; they cleaned as needed, took care of the towels, talked a lot to members and co-workers, informed members of events and classes to sign up for, interacted with the children, made jokes to spice up someone's day, did the small tasks that they were asked to do, educated co-workers, retrieved clothing that a child left behind and made sure it went to the proper owner of it, displayed excellent customer service, and were put in risky situations such as putting a sign up on the ceiling.

*Documentation*

According to my research, servant-leadership is embedded in the documentation, especially in the job descriptions and employee handbook. Nine different accounts are worth noting because they are significant to this study. Each of them demonstrates the importance of using this theory within an organization, and the YMCA is doing excellent in their consistency with it.

The first one is the Member Service Associate. A general function of this position is to have leadership through customer service by having a clear knowledge of the YMCA as well as its services to the community. In regards to the physical requirements, all forms of communication take place in order to monitor property and activity within the organization. This person has to have the ability to multi-task in any situation.

This Associate has much responsibility when it comes to servant-leadership. Thirteen areas are worth mentioning. First, when it comes to customer service the employee is to exceed the expectations of the members through fast and knowledgeable service. Second, greet and become familiar with program participants as well as to know them by name. Third, any question or concern requires courteousness, which includes professionalism. Fourth, gather the necessary feedback needed in order to improve service. Fifth, a neat and professional appearance is required at all times. Sixth, stay prepared to meet, greet, and assist members. Sixth, do laundry, racquetball reservations, agency check-in verifications, check-out equipment as well as follow lost and found procedures. Seventh, answer phones, filing, and other clerical duties as needed. Last, attend all staff meetings and additional trainings. The ultimate end result is the opportunity to take part in a well managed team that serves its members well.

The next job description is the Swim Instructor. Some areas of responsibility are as follows. This person teaches swimming lessons, attends trainings, makes himself or herself available before and after class to talk to parents regarding any concerns they may have along with the possibility of sending them to the Aquatics Director for uncertainty. He or she also supervises class activity through the promotion of safety, picks up all equipment off the deck, and regularly checks pool equipment and reports anything abnormal to his or her supervisor.

A third job description is the General Youth Leader-Family Center Attendant. Many responsibilities are worth mentioning because they demonstrate the core values of the organization. This individual is responsible for making sure all weight equipment, game tables, and computers are used properly. He or she is supposed to assist in the Kids Klub in a positive manner. They are to model caring, honesty, respect, and responsibility as well as attend staff meetings.

This person is to keep the facility clean at all times. The staff shirt is worn along with the name tag every time he or she reports to work. Every individual is to greet and staff get to know each member. He or she interacts with the youth as well as develop rapport with them as well as handles any questions or concerns in a courteous manner, but any concerns are to go directly to the supervisor.

Some more responsibilities are stressed in this position as well. These individuals are to assist with planning and leading activities. He or she makes sure participants are taking the time to get to know each other, which includes the equipment and facility in a positive comportment. In regards to the equipment, this person is to make sure that children have gone through an orientation, all game tables are used properly, and makes sure that computers are used correctly.

The fourth job description is that of a Lifeguard. These individuals prevent accidents before they occur, promote safety, and protect life at all times. This is why they are servant-leaders. Here are some more benevolent deeds these people do as well. They understand the basics on all programs and how the facility works, and set the example by means of enforcing the rules.

Some more responsibilities are important with this position. They are to maintain focus and attention on a variety of activities in and around the water for long periods of time in order to ensure safety. This also includes checking the weekly schedule to know when he or she is to work, required to know the YMCA's mission, demonstrates the four character development values, attends staff meetings, pool is to not appear unattended, maintain appropriate positioning at all times, positively corrects all unsafe activity in the pool, performs cleaning duties, and follows risk management guidelines.

The next five job descriptions are in regards to management. This one is about the Executive Director position. He or she holds much responsibility in regards to any given branch. A person has to know how a specific branch functions (such as the North or East YMCA), its role with the association, and the basic nature of the YMCA. These individuals work closely with Metro staff as well as the branch board in operations. Whoever has this position is definitely displaying servant-leadership, especially anyone in an hourly position too.

Many activities are present with this position, especially in regards to the leadership responsibilities. These individuals reviews effectiveness of programs, directs boards, committees, volunteers and office staff, administer operations, provides training, adheres to policy and procedure, effectively communicates the mission of the organization, provides leadership to various events, manages data collection, ensures a strategic plan is implemented to include character and community development, and family programs.

These individuals have a lot of tasks with their job. They make sure that everyone on their staff follows policies and procedures, but continue to learn and grow along the way too.

Another job description is that of an Aquatics Director. He or she is to have excellent human relation skills, fostering positive relationships with members, volunteers, and staff. This individual is to hire, train, schedule, supervise, and evaluate all paid staff and volunteers. The person is to keep track of hours of who works as well as evaluate service on a regular basis. They are to take on a leadership role, develop their department, become visible to staff during peak times, support membership and program operations by means of communication, conduct staff meetings, maintain the mission of the organization, maintain inventory by making sure it stays up to date, and organize events that go with the pool schedule.

The Manager-On-Duty takes on a lot of responsibility. This person is to demonstrate excellent customer service skills dealing with members and support staff. He or she is capable of communicating well both verbally and non-verbally with people as well as monitor property and activity, which includes the ability to multi-task.

The responsibilities are at times overwhelming, but this person does it with a positive servant attitude. He or she is to understand how the computer works at the front desk, maintain reports, communicate any maintenance issues and staff concerns, totally responsible for whoever checks in, execute photos, and maintain policy and procedures of the organization. These people are to attend staff meetings, follow risk management and emergency procedures as well as any other duties they are assigned to for that day.

The next job description is that of the Program Director. These individuals are to have an understanding of the YMCA movement as well as apply Christian principles. Good management skills are stressed with this position. This person is to have a high level of maturity, patience, and dependability, which also includes excellent human relation skills that foster positive relationships with members, volunteers, and staff.

Each person has much responsibility. These individuals are to tear down equipment in regards to each sporting event, effectively communicate to everyone around them in regards to the mission and vision of the organization, hiring, training, supervising, and evaluating various activities, compute staff hours, keep accurate records, evaluate service on a regular basis, play a leadership role with events, and maintain familiarity with risk management procedures. They also support membership and program operations, ensure the mission and character development values, keep up to date inventory on all equipment, organize and schedule classes, maintain that all program areas are neat and clean, develop newsletters and relationships with vendors. This also includes the ability to setup and prepare the facility, maintain volunteers, serve on a Citywide sports team that address various issues, assist and provide leadership to all branches, and anything else they are assigned to for that day.

The last job description is that of a Membership Director. They effectively communicate the mission, vision, and values of the organization as well as encourage volunteer involvement through recruitment, training, and recognizing volunteers. He or she is to implement and monitor all parts of the membership retention, train staff, give leadership to membership, committees and staff, and train staff on phone techniques and quality tours.

A last piece of documentation that shows servant-leadership is through their Employee Handbook. The YMCA has various policies that are important to this matter. They are the safe operating environment, open door policy, productive work environment, working rules, personal behavior and appearance, and staff and career development.

To develop this further, a safe operating environment is to make sure that employees are to notify a supervisor of an unsafe condition. This helps to maintain safety within the organization for both the individual as well as the whole.

In regards to the Open Door Policy, this is the opportunity for the any problems or concerns from staff members to bring it to their supervisor. This can mean getting clarification on a rule, or what is expected of them in regards to their job description. Every effort is required when it comes to resolving the issue. This includes complaints, harassment, and unlawful conduct. Some complaints that could arise in this organization range from not handling a customer's issue well to not getting everything done that is required of his or her job. When these matters arise they are directed to the supervisor, and he or she confronts the individual who violated them, and a write up occurs, or a more severe consequence (such as termination).

A productive work environment means not tolerating verbal or physical conduct that harasses, disrupts, or interferes with another's work performance or creates an intimidating, hostile, offensive work environment. Each supervisor and manager is responsible to keep this policy in place. This includes them to not partake in any unwanted behavior either.

Any violation of sixteen rules can result in discipline or possible termination, but are crucial when it comes to servant-leadership. This includes mistreatment or neglect, racial or ethnic remarks, unsatisfactory work performance, damage, loss, or destruction of the YMCA, theft or dishonesty, failure or willful refusal, fighting, swearing, or abusive language. This also involves excessive absences', sleeping on the job, anything against the employer that threatens them financially, falsification of records, violation of rules, smoking in permitted areas, and any violation of the code of ethics.

An employee is not to have a conflict of interest. They cannot accept commissions or presents from anyone. This could cause a dual interest and a possible conflict. Violation of this can cause termination. A person is given multiple chances to straighten up, but if he or she fails, then the last resort is to let the person go.

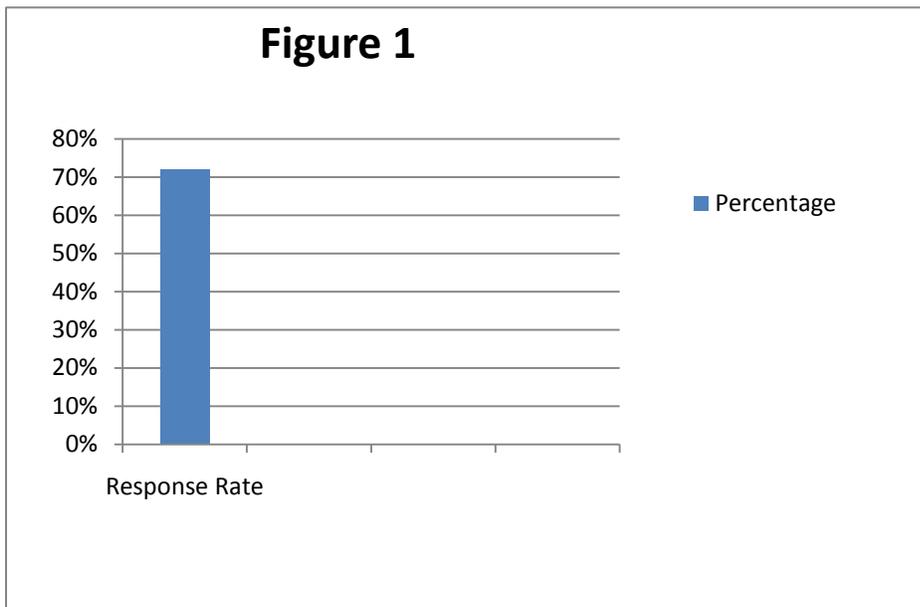
Personal behavior and appearance demonstrates servant-leadership. The verbal and non-verbal directly reflect the YMCA, and are a source of good public relations. Courtesy, helpfulness, promptness, and a consistent attitude of friendliness on the part of the employees is essential. An employee's position and department shows the type of clothing or uniform that is required. Everyone is neat in appearance. Anything done inappropriately can result in discipline or discharge. This includes using the phones for personal use. The standards at the YMCA are high and realistic. They want everyone who works there to become better servant leaders, but to do their job well. If anything is violated, a person does have to face consequences, but are given

many chances before the end result is of him or her losing their job.

Staff and career development helps a person to learn and grow within the organization, and makes leaders too. A performance appraisal is conducted to ensure that goals and objectives are met through the employee’s work effort. They are documented in written format. Everyone in the organization goes through staff training as well as mandatory meetings. This is done while the staff member is on the clock, and develops servant-leaders in the process.

*Surveys*

A survey was given to both management and leadership. 41 responded out of 57, which gives a response rate of 72% as shown below in Figure 1.



The average age for the study was 35, and length of time working at the YMCA is 33 months or 2 ¾ years. In Figure 2 and Figure 3 below, the top three positions and top three locations are listed with this organization in regards to participants in the study.

**FIGURE 2**

<b>Top 3 Positions:</b>
Group Aerobics Instructor
Personal Trainer
Member Services Associate

**FIGURE 3**

<b>Top 3 Locations:</b>
Wichita
Bel Aire
Andover

Figure 4 below shows the response rate for each of the thirteen questions asked in this case study on servant-leadership.

**FIGURE 4**

<b>Question</b>	<b>Response Rate (%)</b>
1	99
2	99
3	99
4	99
5	96
6	87
7	95
8	97
9	95
10	75
11	93
12	95
13	1

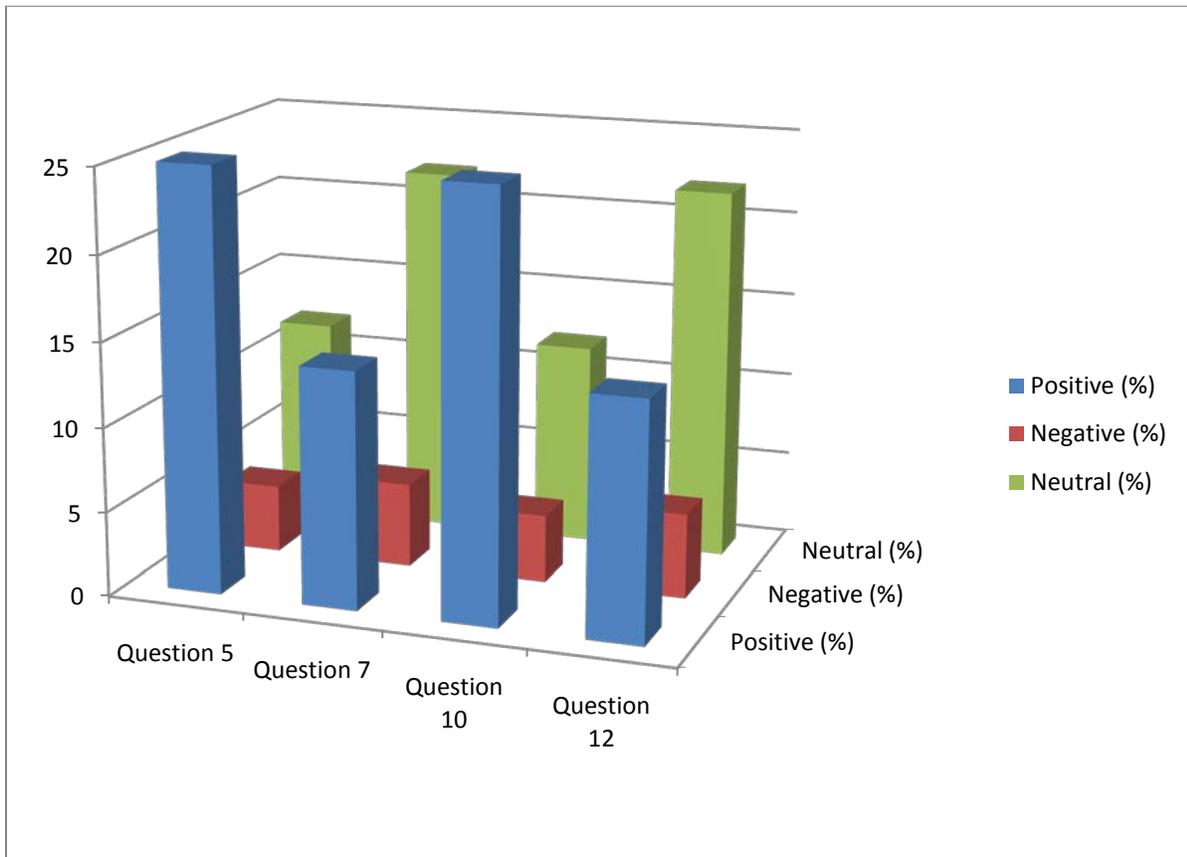
Figure 5 below shows the percentage on responses of whether they were positive, negative, or neutral.

**FIGURE 5**

<b>Question</b>	<b>Positive (%)</b>	<b>Negative (%)</b>	<b>Neutral (%)</b>
1	99	0	0
2	99	0	0
3	99	0	0
4	99	0	0
5	25	4	12
6	0	24	17
7	14	5	22
8	14	3	24
9	14	6	21
10	25	4	12
11	11	7	23
12	14	5	22
13	1	40	0

From this data, questions 5, 7, 10, and 12 require more detail in understanding the significance on why they have the same numbers, while the others do not, except the demographics. These questions that were asked are, “What are some positive experiences you have had at the YMCA? In your own words, how would you define Servant-Leadership? If there were some things you would like to see changed with your position, what would it be and why? How about with Servant-Leadership? In what ways, could you apply Servant-Leadership both in and outside of an organizational setting? Figure 6 below is a graph of these four questions to show the similarities and differences between the four of them.

**FIGURE 6**



Question number 5 is as follows, “What are some positive experiences you have had at the YMCA?” Please keep in mind that the I as the author of this study had some level of bias in coming up with the percentages as well as definitions. Some of the responses I received from the employees are significant. One participant said, “I love the people I work with, working with the children, interaction with members, hearing the positive effects the Y has on peoples lives, and being able to to help people and nurture children.” Another individual mentioned that, “Getting to know the members, and helping people who need financial assistance.” A third example of what a participant said, “Interaction with the members, knowledge gained, brushed up on skills, and keeps mind active positively while on the job.” The last subject that made a significant contribution as well said, “Lots of feedback, training, and guidance from management.”

A manner in which to sum the different responses up as well a definition. To delineate it, the Wichita YMCA meets the communities needs by getting to know their members, providing financial assistance, lots of training provided for employees to help them grow, and an excellent work environment.

More positive than negative were mentioned in this study, which is significant because of many reasons. One, a consent form was signed, so maybe individuals were afraid to speak of anything constructive because they were afraid that confidentiality could easily become breached. Two, they really had a positive experience, but chose to give brief answers to an open-ended question. Three, persons chose to not go in much depth because of treating their job as business, so in turn gave short answers. Last, many were apathetic, and did not like to fill out a survey or sit through an interview for research purposes.

The next question is number seven that impacted the study, it stated, “In your own words, how would you define Servant-Leadership?” Many depictions were given, and much similarity between them took place. Here are a few of them from some of the participants in the study. One person said, “I suppose it is that by being willing to help serve, instruct, and guide others you show them an alternative to a selfish life, and in turn lead them to a better life.” Another individual mentioned, “To lead by example-healthy lifestyle and Christian, and to serve or minister to members through interaction.” A good meaning that is significant as well is from another person who stated, “Servant-Leadership is a ‘Christ-like’ leadership through example, humility, and an attitude of providing a ‘product’ through serving.”

From this study, I would define servant leadership as the following: A person who is willing to serve others by ethical means possible, and to lead them through their example and attitude to the community by striving for humility, and demonstrating principles that positively impact the world. This definition sums up what Greenleaf did when he termed “servant-leadership.” and demonstrates how the YMCA views it as well. However, this is from my point of view, and is subject to change the more servant-leadership is studied in a qualitative method.

Question ten says, “If there were some things you would like to see changed with your position, what would it be and why? How about with Servant-Leadership?” Here are some examples of what some individuals thought. One person suggested, “Age appropriate work, and delegation of tasks to the people who can physically handle them.” Another said, “Equipment to improve classes, and a direction to improve Pilates.” A third participant mentioned, “Hire someone to take care of the equipment.”

These were the most well-defined answers I received from this question. 25% refused to answer on this query too. This is probably the case for a number of reasons. I do remember many of them not coming up with an answer when interviewed. Maybe it was the pressure of mentioning something negative about their job, that he or she was scared of not speaking up to bring about change, or the possibility of losing their position. Either which way, this made it difficult for me as the researcher because I needed more answers in order to help the organization improve positively, and make life more pleasant for every employee that works there.

I believe this is a way to demonstrate what needs transformed within the organization. These are areas that need modified. The equipment needs updated, and someone needs to look over it. Every employee needs to feel trusted to some degree with their work, so that confidence is instilled in them to do excellent customer service. Communication needs improvement because somewhere there is a breakdown of it taking place. The janitorial staff as well as many others require more encouragement to do their job more effectively. Many of them also expressed receiving better pay as well as better training on reaching out to the community.

The last question that had significance for this case study is number twelve, which states, "In what ways, could you apply Servant-Leadership both in and outside of an organizational setting?" Here are some of the answers I received. One participant said, "Commitment, self-awareness, helping wherever needed, giving of time, and getting involved." Another person mentioned, "Lifestyle, observe others-reach out to them, assigning a theme, helping them understand." This next subject gave an example in her answer, him or her thought, "Take initiative, do the small things, and volunteer at a food kitchen." A last example from a subject is, "Empathy, humility, and communication (including respect, reflect, respond, confirm)."

To aggregate everything up that the participants said for the study, I would have to say that many of them have a small grasp of what servant-leadership is, but are not sure how it pertains to an organizational setting. They understood that it meant to volunteer in a community. This could mean donating to the food bank, working at a homeless shelter, help at a church, rake the leaves for a neighbor, clean a house for a friend who cannot do it physically, give money to a non-profit, and the list goes on for quite a while. Regardless, servant-leadership involves giving of your time and money both in and out of an organization. This requires getting rid of any selfishness, and putting others before self. In the end, the person who gave of their time is blessed and feels good about themselves knowing that he or she made a difference in the world.

#### Proposed Interventions

Here are some suggestions on improving the YMCA. First, money is an issue when it comes to equipment, hiring, and pay. I would propose the following. Management can go to churches, for profits, and any non-profit that might consider contributing. Basically, expand where you are at presently, and not limit yourself because you can do great things when you trust in Him. Another possibility is to go to people you know. Everybody recognizes someone, and surely an individual is willing to donate. I really do not believe in raising the monthly fee will help because it could possibly make it harder for people, couples and families to pay.

Maybe when families sign up to join the YMCA, an employee can ask them if they would like to make an additional donation. This could range from \$1-1,000 depending on circumstances. If they choose to do so, then they can make it a tax credit every fiscal year. In the future, when people know their money is making a difference for this organization, they are more likely to donate monthly, or whenever possible.

You could use a timeline in which to follow-up with supporters, but always make sure to send them out a newsletter at least every 1-3 months, that way they know what is going on within the organization. This maintains supporters, but it also helps to increase revenue, which will boost employee pay too; consequently, management can hire an equipment director as well as make purchase of any new apparatus needed.

In order for trust to take place, a rapport with each employee is crucial. Here are some ways in which to make this happen in the workplace. I would propose talking to the employee, and getting to know them at least for fifteen minutes minimum during the day to build relationships. This will help management to get to know whom they hired, and maybe give them helpful advice if they do need it, which requires an individual to remain as professional as possible.

Another idea is to send out regular e-mails that have inspiring words of encouragement not only from management, but employees are encouraged to do so too. This will develop better teamwork at the YMCA, and job satisfaction will increase as well. All employees will feel good about themselves, and it will reflect on how they do customer service within the organization.

Besides e-mail as an option, people always enjoy it when it is verbal as well. A manager or supervisor could say, “Good job on helping out that member, and getting to know them,” or “Good job on cleaning the restrooms and the entire facility.” No position is easy, but if there is at least one encouragement once a day, that is usually sufficient enough to make someone more effective at their work. The reasoning behind this is that individuals tend to hold on to the negative if they receive more of that at work or home. If people need more encouragement in the workplace, then it is crucial to let them know that they are appreciated. This also applies to calling in an employee to come into work early. Let them know that they are needed, and it will make them a more productive worker that way rapport is built amongst management and employees.

Some break down of communication is taking place within the organization. I experienced it as a researcher. Imagine the circumstances of an employee. I would assume that they are frustrated when they have no clue of basic information in order to help a member, and that is one example.

Here are some ways to solve this issue. Do whatever is necessary to inform the employee whether it is by phone, e-mail, staff meetings, or verbally. People want to stay informed in order to help others. How are they going to have the opportunity to help someone if all he or she can say is, “I do not know, but let me check with my supervisor?” This makes them appear incompetent, and reflects poorly on the YMCA’s mission, vision, and values of the organization. When management and employees communicate, this decreases the turnover rate, and job satisfaction increases.

Not everyone has a perfect memory, so every employee and manager has to adapt to each other. This means putting everything in writing, and/or repeating a number of times to make sure each individual understood what was said to him or her. For example, when I am asked to do something, I look for paper immediately, or have them repeat it a lot, but I also say it a plethora of times out loud to make sure I grasped what was asked of me. In turn, I remember what task(s) I was given, and I follow through on it immediately. This is something to consider when working with an employee because it depends on their past on how well they can comprehend such undertakings. Regardless, a person needs to have some level of sensitivity when dealing with anyone because no one really knows what happened to them because it could possibly bother them in the present, which is why communication is crucial.

Some recommendations for sensitivity are as follows. A person needs to take the time to listen to their fellow employees. This means dropping what is going on if a customer is not present. The employee is at that point considered important and valuable. Another suggestion is to have sensitivity training classes for employees to become better with understanding their fellow co-workers as well as members. By doing this, many of them will improve in their work, and have higher job satisfaction through servant leadership because they put others before themselves.

### Forecasts for Future Research

Much research is needed in the theory of servant-leadership. Empirically, I think that is wonderful on what was done so far by researchers, but I also speculate if there is any way to use a mixed methods approach. As I was writing and researching this topic, I struggled at times to make it strictly qualitative because some of the data could have easily become statistical. This is one area I would like to see investigators attempt in their quest for understanding this particular topic.

In regards to qualitative research, I would like to see more individuals participate within an organization, and not have that fear that confidentiality could easily become breached, that they choose not to participate in the study. This hinders also on the length of responses on open-ended questions too. I was frustrated on many occasions by the answers I received because many of them knew that it required more than one reply. At times, I felt as if I had to pry it out of the employee in order to receive a lengthy answer, and this should not have become the case. Maybe the next person will come up with creative ways to get more individuals to participate as well, and maybe come across someone who is passionate about it.

Some parts I would like answered qualitatively are complex. Whoever chooses to research this topic in the near future needs to continuously avoid an excessive amount of statistics. I, at times, wanted to go this route because of previous undergraduate studies, and think that when someone is working on their Bachelor's degree they need to teach and have the student do both methods before they are required to graduate, that way when he or she goes to graduate school, they are more informed.

I would love to see how other organizations characterize servant-leadership. Each organization defines it uniquely, which makes this research interesting because an individual does not always know what kind of answers he or she will receive. When I first started this project, I had no idea how it would all come together, and this includes the explanations I received from my participants because it can become subjective. The goal is not to pick and choose what to use for the study, but to strive to integrate every answer possible to make it where every person can learn something from it.

Another area that needs more research is in regards to what needs changed within the organization. I received much hesitation on this topic from employees due to having not every question answered through the survey, and in how slow employees responded. An examiner wants to do this in person rather than through e-mail because people are more likely to respond due to the interview. This will increase the response rate; consequently, more answers will occur. Management will know what needs fixed, and will get right on it to make it happen, so that the work environment is more pleasant for everyone who works there.

The last area that I believe needs more research for servant-leadership is to have more surveys available through scholarly journals. I saw some out there for empirical studies, but was hard to adapt to this one, so I had to come up with one that covered everything I wanted to know as a researcher. Regardless, I hope that more people research this topic qualitatively, so that this information is available for future use. Also, any question that is asked for studies are going to overlap, and any participant will avoid trying to answer it anyway, but it has to get asked by someone, otherwise we humans will not know enough about it in order to help organizations work with excellence in their community.

## Conclusion

Greenleaf paved the way for Servant-Leadership back in 1970. Researchers have done some work in this area, but have a long ways to go in regards to learning more about it. Some of the studies are empirically based, but demonstrate that quantitative analysis is not always the best direction with this theory.

According to my research, I learned that Servant-Leadership is “A person who is willing to serve others by any means possible, and to lead them through their example and attitude to the community by striving for humility, and demonstrating principles that positively impact the world” (my definition). This coincides with Greenleaf as well as how the YMCA conducts business on a regular basis.

For example, the YMCA’s mission and vision are to have excellent customer service and to meet the needs of their members. They do everything possible for them to financially have a part of their organization in order to make them healthier as well as the community around them. This includes providing financial assistance to those who cannot afford to pay \$50 a month, providing a clothing drive for the community, and so forth.

I had many glitches in my study, but overall had an excellent response rate of 72%. Four questions that were analyzed had the same responses, which were servant-leadership definition, changes within your position, positive work experiences, and using servant-leadership in the organization and community. This is demonstrated through the one word answers received on every question, but I did have a select few that refused to respond to any of the thirteen that were given out to participants. A frustration is that I was promised that every single question is filled out by every employee, but that was not always the case. Also, that everyone including management would fill out the survey. Well, that did not happen at all, it was mainly part-time

employees.

The documentation part of the study was very successful. I received 9 job descriptions. Five of them were management and the others were regular employees. I also had an employee handbook that is given out at Orientation for all new-comers. As the researcher, I went through and analyzed every single one that I received, and made notes of how servant-leadership is embedded within the organization.

I did learn that Servant-Leadership is entrenched deeply in the organization. This is mainly due to the fact that customer service is stressed immensely to every worker there. Plus, continuing education is given to every employee, which demonstrates how much management believes in lifelong learning. Many of the employees were appreciative of this because they wanted to stay open minded about ways to do their job better, so members needs are met more effectively. This shows how much each individual cares about their job, and how passionate they are about exercise and health in order for positive change to take place in every person who steps foot at the YMCA on a regular basis.

My observations were exactly in sync with the mission and vision of the organization. I noticed many areas that needed improvement, but also the fact that management and employees are living out their job description at the YMCA. For example, I saw an individual sitting on the job and eating. She also was not using hand sanitizer each time she wiped her nose. I wondered if she went to work sick, or if there was something else. Another area is that a lot of talking took place instead of working. As a non-participant observer, I became concerned because at that time I assumed that this organization is not much different than any out there, which I later to find out as true. However, management did not do anything about it, yet I had to remain confidential on faces and names.

Overall, this study demonstrates that servant leadership is at its beginning stages. Not much is done out there qualitatively, or at times empirically. Many researchers may struggle to get participants as well as to get much data. However, this is quite common. No one person can fully get around it, but each individual does have to work hard to the necessary information needed to keep the information as accurate possible, so that the results are not skewed.

Thankfully, I had a high response rate in regards to this theory, but that may not occur on a regular basis for every individual. As a student of Fort Hays I knew I had to work hard and long to make this research project possible. Management took time out of their schedule to help me, and I really appreciate it a lot. Without them, this study would not have gone as far as it did.

I want to thank everyone who did participate in this study because I learned more about servant-leadership, and how I can better display it in any setting I choose to work at in the near future. Each individual that contributed made an impact on my life as well as those he or she works with on a daily basis. I learned how to become a better leader as a result of this study, especially as a servant. This includes giving of both my time and money both within and outside of an organization. I have to stop thinking about myself, and strive to put others first in any setting, which ranges from home, work, and community. No one is perfect, but this is something everyone can strive for because we will become better leaders and managers in our businesses because of it. The work world will hopefully become more accepting of this concept if we display it first with ourselves, which will help any industry grow immensely through revenue and consistent employees that love their jobs. Servant leadership benefits the entire world, and now is the time to start learning more of it regardless of race, location, background, and so forth.

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## Appendices



# Fort Hays State University

AFFORDABLE SUCCESS

## YMCA Case Study Contract

### A. Project Purpose

The purpose of this study is to understand Servant-Leadership within a non-profit organization in regards to both management and employees at the YMCA. A review of the literature reveals that there is not enough quantitative analysis out there on this particular subject; however, much is available qualitatively, so a case study is the best way to conduct this particular area. Not much is known in regards to the characteristics of Servant-Leadership as well how they affect everyone in an organization.

### B. Describe the proposed participants

The proposed participants are those that are 18 years of age and older in Sedgwick County at the local North YMCA.

### C. Population from which the participants will be obtained

#### General Populations

Adult students (18-65 years)

Adults (18-65 years)

### D. Recruitment Procedure

The Primary Investigator has contacted the main director of all the Greater Wichita YMCA's, and she gave her permission to conduct her study at any of the Y's. However, the director of the East YMCA received a promotion and asked the Primary Investigator if she would like to move her study to the North YMCA, and she agreed to do so as well as will work out the details upon the receiving of this contract. A consent form is for interviews in order to maintain high ethics.

*Recruitment Letter (to be sent to **participants**):*

*Dear To Whom It May Concern,*

*I am doing a Case Study at the North YMCA on Servant-Leadership. The purpose of this study is to understand Servant-Leadership within a non-profit organization in regards to both management and employees at the YMCA. A review of the literature reveals that there is not enough quantitative analysis out there on this particular subject; however, much is available qualitatively, so a case study is the best way to conduct this particular area. Not much is known in regards to the characteristics of Servant-Leadership as well how they affect everyone in an organization.*

*Everyone ages 18 and older are encouraged to participate in this study. I will do observations, interviews, and documentation to receive a grasp on Servant-Leadership within your organization. As soon as September, you will have an opportunity to sign up for an interview during the entire month of October. At the conclusion of the study, everyone is encouraged to come to a debriefing that discussed what the Researcher learned about the organization, and ways to make it better.*

*Any questions? Please feel free to contact me at the information below.*

*Sincerely,  
Elizabeth Mattke  
FHSU Graduate Student  
[ekmattke@scatcat.fhsu.edu](mailto:ekmattke@scatcat.fhsu.edu)*

#### **E. Benefits of the study to the YMCA**

For Participants/Organization: Participants will have an opportunity to grasp how Servant-Leadership is used in their organization, so that they too can become better at their work. They will appreciate what they do more so after the study than before because everyone is self-aware of the company, and ways to make it better in this area. A Power Point Presentation is offered to all whom want to come and learn about what the Primary Researcher found at the end of the project in a specific location Management chooses.

#### **F. Risks to the YMCA**

The Primary Investigator believes there are limited risks with this study. The biggest risk is that employees jobs are on the line because of the in-person interviews. Some questions may pertain both positive and negative feedback to how one views their job at the time, or what areas need improvement. Another risk is loss of anonymity. The names that are used for the consent form will become psuedonyms, but other individuals whom work there may recognize who said what. One more risk is that the interviews could easily become overheard by other employees in the building; consequently, confidentiality could become broken if gossip should spread from

employee to employee.

Regardless, the risks are imminent, but are important for self-awareness, and to make this study a success. The benefits far outweigh the risk of any study. This project is backed by Fort Hays State University Graduate Leadership Department, and helps each student to gain a better grasp of leadership within an organizational setting. Each individual who succeeds from this program is able to work in any Interdisciplinary organization to make a difference in the lives around him/her.

### **G. Procedures used in the research project**

The first procedure is documentation. This is in the form of job descriptions, employee handbooks, and so forth. Anything that could have embedded in it Servant-Leadership is used to analyze and better understand the organization as a whole.

The second procedure used in the project is observation. Every employee 18 and older will be watched from a distance in how they display Servant-Leadership in their daily routine. Notes are going to be taken from the Primary Investigator, typed up, and analyzed.

The last procedure is interviewing current employees. This is for the Primary Investigator to receive a grasp of each job function of the individual, and how he or she strives to use Servant-Leadership while at the YMCA. Each interview will have notes and consent forms, and will become analyzed. For each person who chooses to participate in the interview, the length of time is 30-45 minutes.

### **H. List all measures/instruments used in the project**

*Survey questions are as follows:*

1. What is your age?
2. What position do you hold?
3. How long have you worked here?
4. What city or town do you live?
5. What are some positive experiences you have had at the YMCA?
6. What are some negative experiences you have had at the YMCA?
7. In your own words, how would you define Servant-Leadership?
8. In what ways do you display Servant-Leadership at the YMCA?
9. Do you think the YMCA empowers their employees to use Servant-Leadership? If so, how? If not, why not?
10. If there were some things you would like to see changed with your position, what would it be and why? How about with Servant-Leadership?
11. What would you describe as the top priorities should be for people interested in Servant-Leadership at the YMCA, and surrounding businesses? Explain.
12. In what ways, could you apply Servant-Leadership both in and outside of an organizational setting?

13. Anything that was left out, that you would like to discuss in regards to your position and Servant-Leadership?

#### **I. How confidentiality is protected before, during, and after the project**

Confidentiality is protected a number of ways during the study. One, a folder will have the consent forms and interview questions asked for each participant. Upon completion of each interview, the papers are immediately placed in the folder for only the Primary Investigator to see. Two, names are kept confidential by using pseudonyms instead, such as instead of using Jared Lollipop (real name), another name will be used instead such as (Jerry Lilipoppoer). Third, a conference room or an office is used for interviews to protect the Primary Investigator and the participant. Last, anything that management would prefer the Primary Investigator to use to maintain confidentiality will also be used for the study as well.

#### **J. Details on the data: storage, destroyed, access, etc.**

Data will be stored on the Elizabeth Mattke's computer that is password protected. The results of the study will be presented in a Power Point Presentation for all North YMCA employees. All results could possibly be published within a five year period to peer-reviewed journals depending on what the YMCA will allow. Privacy is respected and ethics are maintained with the data, and after five years is destroyed.

#### **K. Process of obtaining consent**

The letter written under the letter D is used to obtain participants in the study, and to make everyone self-aware that it is taking place in their organization. A sign up sheet will be in a central location for everyone to participate during the month of September, and interviews will take place in October. Management will help in getting word out to every employee as well to make sure everyone 18 and older participates to make this study a success.

#### **L. Debriefing procedures**

Please see the letter N for more information

**M. How will the research location/site, parent/guardian/etc., participant be contacted? Attach copies of the 1) recruitment letter and consent for each location/site that will be used during this research project; 2) recruitment letters and consent forms for parent/guardians/etc.; and 3) participant assent forms and/or process used to obtain and document assent.**

*Example Consent Form (given by **Researcher**):*

*Thank you for choosing to be a part of the Servant-Leadership Case Study at your local YMCA. Participants will have an opportunity to grasp how Servant-Leadership is used in their organization, so that they too can become better at their work. They will appreciate what they do more so after the study than before because everyone is self-aware of the company, and ways*

to make it better in this area. A Power Point Presentation is offered to all whom want to come and learn about what the Primary Researcher found at the end of the project in a specific location Management chooses.

The Primary Investigator believes there are limited risks with this study. The biggest risk is that employees jobs are on the line because of the in-person interviews. Some questions may pertain both positive and negative feedback to how one views their job at the time, or what areas need improvement. Another risk is loss of anonymity. The names that are used for the consent form will become psuedonyms, but other individuals whom work there may recognize who said what. One more risk is that the interviews could easily become overheard by other employees in the building; consequently, confidentiality could become broken if gossip should spread from employee to employee.

Regardless, the risks are imminent, but are important for self-awareness, and to make this study a success. The benefits far outweigh the risk of any study. This project is backed by Fort Hays State University Graduate Leadership Department, and helps each student to gain a better grasp of leadership within an organizational setting. Each individual who succeeds from this program is able to work in any Interdisciplinary organization to make a difference in the lives around him/her.

I, \_\_\_\_\_, agree to the benefits and risks to this study, and am willing to participate in it to make a difference for the YMCA, and for individual empowerment.

_____	_____	_____
<i>Participant Signature</i>	<i>Date</i>	<i>Primary Investigator Signature</i>

**N. Upon completion of the research project, how will the site/location, parents/guardians/etc., and participants be debriefed and notified of the termination of the project.**

A Power Point Presentation will be used to debrief everyone on the case study, and the project is terminated at the end of it.

**O. Special precautions used in keeping information confidential**

Please look at information on the letter L for more information.

I have read everything listed above, and agree to make this Case Study on Servant-Leadership a success.

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Management Signature

---

Date

---

Primary Investigator Signature

---

Date