Servant Leadership and Caring: Parallel Constructs for the Healthy Workplace

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Disclosures

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- No Conflicts of Interest or Sponsorship to report
Learner Objectives

- Compare servant leadership characteristics and outcomes with caring theory.
- Apply mutual attributes of servant leadership and caring to nursing education.
- Plan implementation of servant leadership and caring attitudes in each level of nursing to nourish and sustain a diverse workforce.
Servant Leadership and Caring—
Decades of parallel flow
Robert Greenleaf (1904-1990)

- Leo of *The Journey to the East*
- Thinking opposite to norms of Industrial Revolution
- 1970 “The Servant as Leader”
Caring Theory

- Knowing, learning, hoping, facilitating, understanding, & encouraging (Mayeroff, 1971)
- Philosophy & science of caring (Watson, 1979)
- Nursing, the professionalization of caring (Roach, 1984)
- Realizing another’s reality as possibility for self prompts caring (Noddings, 1984)
Critical Commonality

- The test of servant leadership: “Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely to become servants?” (Greenleaf, 2002, p. 27)

- *Growth* of the one cared for results from caring (Noddings, 1988).
Converging Constructs

Servant Leadership

Caring Theory

Assist one cared for/served

Empathy
Hope
Commitment
Trust
Empowerment

Outcome = Growth
Servant Leadership: Benefits to Organizations

- Acceptability across varying cultures
- Increased trust
- Greater employee job satisfaction
- Supports creativity and helping behaviors
- Improves followers’ well-being
Caring: Not Just for Patients

- Instillation of faith and hope
- Cultivation of sensitivity
- Helping, trusting relationships
- Acceptance of expressed feelings—positive or negative
- Provision of supportive, protective or corrective environment.
Health in the Workplace

- Focus on meeting the needs of the one(s) served/cared for
- Modeling value for diverse others