



Leadership Coaching Digest

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DO YOU KNOW:

**ENGAGING IN SERVANT LEADERSHIP CAN INCREASE JOB SATISFACTION,
ORGANIZATIONAL COMMITMENT AND PERFORMANCE?**

**There are three key needs people have.
If you can meet them, you can unlock the best in your people.**

Author(s) for this volume:

Science to Practice: Carol Kauffman PhD, Founder/Executive Director IOC

Article for this volume:

[Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction](#), Chiniara, M. Bentein, K. *The Leadership Quarterly*, 27 (2016) 124 – 141.

Servant Leadership: Science to Practice & Business

As leaders and coaches an ideal outcome on those we lead is to increase job satisfaction, organizational commitment and performance. Engaging in servant leadership behaviors is seen to increase all three. How? The research shows that supporting three sets of universal psychological needs to pull on their intrinsic motivation, which leads to higher performance.

These are **Autonomy**, when people feel they have choice, even when times are tough; **Relatedness**, where there is increased sense of safety and support, which leads to increased creativity and engagement; **Competence**, where excellence in performance is supported and people can make a contribution. But how?

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EXECUTIVE SUMMARY: ARE YOU UP TO DATE?

Positive impact:

Many studies indicate Servant Leadership has positive impacts on:

- job satisfaction
- organizational commitment
- performance.

Secret ingredient?

What unlocks performance and satisfaction?

This is the *first study* to explore the link between these outcomes and Self Determination Theory.

Key concepts: Servant Leadership & Self-Determination Theory

Applications to Leadership Coaching:

- Points us to key avenues to unlock excellence
- Leaders identify them in self and subordinates, use for interaction and policies
- Autonomy was strongest: so empowering leaders to delegate is crucial
- How has your (leadership/coaching) helped someone become a better person?

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THE DEEP DIVE: PUT THE SCIENCE TO WORK FOR YOUR PRACTICE AND BUSINESS

The Leadership Quarterly, 2016

[Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction](#), Chiniara, M. Bentein, K. The Leadership Quarterly, 27 (2016) 124 – 141.

ABSTRACT

How can a servant leader focusing primarily on followers' growth and well-being influence the achievement of organizational outcomes? Despite a growing stream of academic studies exploring positive outcomes of servant leadership practice, little is known empirically about the underlying psychological processes that are activated to enhance individual performance at work. Using the autonomous motivational framework of Self-Determination Theory's (SDT) basic psychological needs (Ryan & Deci, 2000), we

propose that a servant leader's attentive focus on employees' development helps fulfill employees' three basic psychological needs, namely for autonomy, competence and relatedness. In turn, satisfaction of each of these three needs fuels employees in a distinct way, either producing an increase in task performance, organization- al citizenship behaviors (OCBs) or both. We collected information from 247 supervisor– employee dyads from a large Canadian technology design and manufacturing company. Structural equation modeling results indicate that servant leadership strongly predicted all three needs' satisfaction; autonomy need satisfaction mediated servant leadership's effect on task performance, OCB- Individual (OCB-I) and OCB-Organization (OCB-O); competence need satisfaction mediated servant leadership's effect on task performance only; and relatedness need satisfaction mediated servant leadership's effect on both OCB-I and OCB-O.

References

Research Article

Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction, Chiniara, M. Bentein, K. The Leadership Quarterly, 27 (2016) 124 – 141.



Carol Kauffman, PhD is the Founder/Executive Director of the IOC, an Assistant Professor at Harvard Medical School, the Chief Supervisor of Meyler Campbell and a leadership coach with over 40,000 client hours.

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