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## A Capacity to Serve and to Lead Across Cultures: Inter Cultural Leadership and the Experience of American Missionaries

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**Sedlacek, David Andrew. (2015).**  
*A capacity to serve and to lead across cultures: Inter cultural leadership and the experience of American missionaries.* Ph.D.,  
 Fielding Graduate University.

In order to better understand what happens when leaders put themselves in a posture that allows them to be influenced by the people they lead, this qualitative study explores the experience of American evangelical Christian missionaries engaged in leadership among people of other cultures. A review of the leadership literature shows how this theme has been examined within several domains of leadership studies. The field of missiology offers additional perspectives to the process of leadership among people of diverse cultures.

The research employs a phenomenological approach to develop a deeper understanding of the nature of intercultural leadership. Eight evangelical Christian missionaries from the United States were interviewed using a protocol designed to identify critical incidents in their experiences in leading people of cultures different from their own. The core findings are written descriptions of key experiences of these leaders that focus upon ways they were influenced by those they lead. The lived experience of the missionary leaders in this study informs prevalent leadership theories including transformative leadership, servant leadership, and cross-cultural leadership. This study demonstrates and expounds upon the value of relational transparency and cross-cultural servanthood for the intercultural leadership process.

**Spain, Michele Anne. (2014).**  
*Changing the world through servant leadership.* Ed.D.,  
 Pepperdine University.

A number of authors have studied Eunice Kennedy Shriver and written about her leadership style, but no one to date has conducted an analysis to determine if her characteristics match those of a servant leader. This historical case study sets out to recognize the leadership of Shriver and analyze the supposition that she was a servant leader. Shriver had the vision that became the Special Olympics movement that transformed the lives of people with intellectual disabilities, their families, and communities worldwide. The fact that under the leadership of Shriver the Special Olympics achieved global success makes a study of her leadership style significant to the field of organizational leadership. This qualitative case study sought to determine if leadership behaviors of Eunice Kennedy Shriver exemplified the 10 characteristics (behaviors) of servant leadership as defined by Robert Greenleaf (1970) and Larry Spears (1995, 1998).