

AN ANNOTATED BIBLIOGRAPHY OF
LEADERSHIP JOURNAL ARTICLES

A Paper

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INTRODUCTION

This annotated bibliography offers a curated selection of twenty journal articles that enhance the field of Christian leadership development. Compiled for a seminar at New Orleans Baptist Theological Seminary, the bibliography includes eight articles from the *Journal of Biblical Perspectives in Leadership* and twelve from other peer-reviewed journals, each providing insights into servant leadership, ethical integrity, and scriptural foundations.

The articles emphasize servant leadership principles—humility, empathy, and self-sacrifice—as essential to Christian leadership, highlighting how these qualities build trust and foster inclusive communities. Ethical discussions underscore the importance of integrity and accountability, offering frameworks that align with Christian values while respecting secular contexts. Biblical role models, such as Moses and Deborah, illustrate resilience and adaptability, inspiring leaders to handle diverse perspectives with grace and integrity.

For Christians leading in secular settings, these insights are invaluable. They provide guidance on living out faith-driven values in professional contexts, fostering environments of respect, collaboration, and purpose. Integrating faith and professional conduct, Christian leaders can create a positive impact that transcends specific beliefs while staying true to core Christian principles.

ANNOTATED BIBLIOGRAPHY

Journal of Biblical Perspectives in Leadership

1. Gyertson, David J. "Leadership Reflection: Servant Leadership—A Personal Journey."

Journal of Biblical Perspectives in Leadership 1, no. 1 (2006), 83-86.

In "Leadership Reflection: Servant Leadership—A Personal Journey," David J. Gyertson shares his personal experiences and insights on servant leadership, inspired by the teachings of Jesus Christ. He focuses on the importance of humility, self-denial, and putting others first, using Philippians 2:1-11 as a key reference. Gyertson talks about his journey from wanting to be a star leader to understanding the value of being a supportive team player. He offers practical advice for those who want to be servant leaders, such as recognizing their unique gifts, accepting their limitations, and being willing to serve in uncomfortable situations.

This article is important for Christian leadership development because it provides a real-life example of how to practice servant leadership. Gyertson's reflections help leaders understand that true leadership is about serving others, not seeking personal glory. His advice and experiences can guide aspiring leaders in developing a more Christ-like approach to leadership.

2. Niewold, Jack. "Beyond Servant Leadership." *Journal of Biblical Perspectives in Leadership* 1, no. 2 (2007): 118-134.

In "Beyond Servant Leadership," Jack Niewold critically examines the popular concept of servant leadership within Christian circles. He argues that while servant leadership has been widely embraced, it may not fully capture the depth of Christ's leadership model. Niewold introduces the concept of "martyria" or witness-based leadership, suggesting that true Christian leadership should focus on bearing witness to Christ through one's actions and words. He believes that this approach better aligns with the biblical narrative and the early church's understanding of leadership.

Niewold's article influences the field of Christian leadership development by challenging leaders to rethink their approach. Instead of merely serving, leaders are encouraged to embody and testify to the transformative power of Christ in their lives. This shift from a service-oriented model to a witness-oriented model calls for a deeper integration of faith and leadership, urging leaders to be more than just servants but also active witnesses of their faith. This perspective can inspire a more holistic and authentic form of leadership that resonates with the core tenets of Christianity.

3. Irving, Justin A. " Leadership Reflection: A Model for Effective Servant Leadership Practice: A Biblically-Consistent and Research-Based Approach to Leadership." *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 118-128.

In "Leadership Reflection: A Model for Effective Servant Leadership Practice," Justin A. Irving presents a comprehensive model for servant leadership that integrates Biblical principles with empirical research. Drawing from key Biblical passages such as Matthew 20, Mark 10, and John 13, Irving underscores the servant-first ethic exemplified by Jesus Christ. He then identifies nine core servant leadership practices, clustered into three main themes: beginning with authentic leaders, understanding the priority of people, and helping followers navigate toward effectiveness. These practices are supported by regression analyses, demonstrating their effectiveness in fostering team performance.

Irving's work impacts Christian leadership development because it offers a strong framework that is both based on the Bible and proven by research. His model gives practical advice for leaders who want to practice servant leadership in different settings.

By connecting Biblical teachings with modern leadership studies, Irving's article becomes a useful tool for both scholars and leaders who want to develop effective, servant-focused leadership in Christian communities and other areas.

4. Bayes, J. D. "Charismatic and Servant Leadership as Seen in King Saul and Young David: An Inner Texture Analysis of 1 Samuel 17:1-58." *Journal of Biblical Perspectives in Leadership* 6, no. 1 (2014): 27-40.

In this article, J. D. Bayes explores the contrasting leadership styles of King Saul and young David through an inner texture analysis of 1 Samuel 17:1-58. By examining the biblical text, Bayes identifies Saul's leadership as charismatic, marked by his reliance on outward appearances and traditional power structures. In contrast, David's leadership is characterized as servant leadership, emphasizing humility, faith, and a deep commitment to serving others and God. This comparative study provides valuable insights into how different leadership styles can impact followers and organizational outcomes.

Bayes' analysis influences the field of Christian leadership development by highlighting the importance of servant leadership as a model for contemporary Christian leaders. By drawing on the biblical example of David, the article encourages leaders to adopt a servant-oriented approach that prioritizes the well-being and growth of their followers. This perspective challenges the often hierarchical and power-centric models of leadership, promoting a more inclusive and supportive leadership style that aligns with Christian values. The article serves as a valuable resource for those seeking to develop leadership practices that are both effective and deeply rooted in biblical principles.

5. **Wood Jr., J. Andrew. "Moderating Variables for Servant Leadership Models: A Sub-Model Based on Antecedents to Jesus' Footwashing Demonstration." *Journal of Biblical Perspectives in Leadership* 7, no. 1 (2017): 91-117.**

In "Moderating Variables for Servant Leadership Models: A Sub-Model Based on Antecedents to Jesus' Footwashing Demonstration," Andrew Wood explores the foundational elements that contribute to effective servant leadership within Christian contexts. By examining the biblical account of Jesus washing His disciples' feet, Wood identifies key moderating variables such as humility, empathy, and sacrificial service. These variables are then integrated into a sub-model designed to enhance existing servant leadership frameworks. The article provides a detailed analysis of how these antecedents can be applied in modern Christian leadership settings, offering practical insights for leaders seeking to emulate Jesus' example.

This article influences the field of Christian leadership development by providing a robust, biblically grounded model for servant leadership. Wood's work emphasizes the importance of internal character traits and their impact on leadership effectiveness, encouraging leaders to cultivate these qualities in their personal and professional lives. By linking scriptural principles with contemporary leadership theories, the article bridges the gap between ancient texts and modern applications, making it a valuable resource for both scholars and practitioners in Christian leadership. This integration of biblical antecedents into leadership models helps to ensure that Christian leaders remain true to their faith while effectively guiding their communities.

6. **Graves, Elizabeth. "Beyond Riches and Rubies: A Study of Proverbs 31:10-31 and Servant Leadership." *Journal of Biblical Perspectives in Leadership* 9, no. 1 (2019): 201-212.**

In "Beyond Riches and Rubies: A Study of Proverbs 31:10-31 and Servant Leadership," Elizabeth Graves explores the connection between the biblical description of the virtuous woman in Proverbs 31 and the principles of servant leadership. Graves argues that the characteristics of the Proverbs 31 woman align closely with modern servant leadership traits, such as humility, empathy, and a focus on serving others. By examining these parallels, Graves provides a biblical foundation for servant leadership, making it relevant for Christian leaders today.

This article influences the field of Christian leadership development by offering a scriptural basis for servant leadership, encouraging leaders to adopt a service-oriented mindset. Graves' work bridges the gap between ancient biblical principles and contemporary leadership theories, making it easier for Christian leaders to integrate their faith with their leadership practices. This integration fosters a more holistic approach to leadership, emphasizing the importance of character and service in effective leadership.

7. **Lewis, Derwin Earl. "Old Testament View of Robert Greenleaf's Servant Leadership Theory." *Journal of Biblical Perspectives in Leadership* 9, no. 1 (2019): 304-318.**

In "Old Testament View of Robert Greenleaf's Servant Leadership Theory," Derwin Earl Lewis explores how the principles of servant leadership, as proposed by Robert Greenleaf, align with the leadership examples found in the Old Testament. Lewis examines figures such as Moses, David, and Joshua, illustrating how their leadership

styles embody the core tenets of servant leadership, including humility, empathy, and a focus on serving others. By drawing these parallels, Lewis provides a robust scriptural foundation for Greenleaf's theory, making it more accessible and relevant for Christian leaders.

This article impacts the field of Christian leadership development by offering a biblical validation of servant leadership principles. It encourages Christian leaders to adopt a service-oriented approach, grounded in the rich traditions of the Old Testament. This integration of ancient wisdom with contemporary leadership theories helps Christian leaders to develop a more holistic and faith-based approach to leadership, emphasizing the importance of character, humility, and service in effective leadership.

8. Welch, Deborah L. "The Benefit of Role Reversal for Servant Leaders and Their Followers: A Genre Analysis of Philemon." *Journal of Biblical Perspectives in Leadership* 12, no. 1 (2022): 73-83.

In "The Benefit of Role Reversal for Servant Leaders and Their Followers: A Genre Analysis of Philemon," Deborah L. Welch explores the concept of servant leadership through the lens of Paul's letter to Philemon. Welch argues that Paul's appeal to Philemon on behalf of Onesimus exemplifies a paradigm shift in leadership, where leaders are called to serve rather than to command. This role reversal is not only beneficial for the leaders but also for their followers, fostering a community built on mutual respect and love. Welch's analysis highlights how servant leadership aligns with biblical teachings and offers a model for contemporary Christian leaders to emulate.

This article influences the field of Christian leadership development by providing a scriptural foundation for servant leadership. It challenges traditional notions of authority and power, encouraging leaders to adopt a more humble and service-oriented approach. By examining the dynamics between Paul, Philemon, and Onesimus, Welch provides practical insights into how leaders can build stronger, more compassionate communities. This perspective is particularly valuable for Christian leaders seeking to align their leadership style with their faith, making it a crucial resource for both academic study and practical application in ministry settings.

Other Journals

9. **Sun, Peter Y. T., Marc H. Anderson, and HeyIn Gang. " Determining the Hierarchical Structure and Nature of Servant Leadership." *Journal of Business and Psychology* 39 (2024): 715-734. <https://doi.org/10.1007/s10869-023-09904-9>.**

This study by Sun, Anderson, and Gang explores the hierarchical structure of servant leadership using Goldberg's "bass backwards" approach. The authors analyze data from 1248 respondents to identify distinct orientations within servant leadership, specifically distinguishing between follower orientation and community orientation. The study further breaks down follower orientation into task-oriented and person-oriented components. The findings contribute to the theoretical understanding of servant leadership by consolidating various models and measures, offering a comprehensive hierarchical structure that highlights the unique aspects of servant leadership compared to other leadership styles.

The article influences the field of Christian leadership development by emphasizing the servant leader's role in prioritizing the growth and development of followers and the community. This aligns with Christian values of humility, service, and ethical behavior. The study's insights into the hierarchical structure of servant leadership can guide Christian leaders in developing a balanced approach that addresses both organizational goals and the personal well-being of their followers, fostering a more holistic and spiritually grounded leadership style.

10. Lerner, Berel Dov. "Month-Naming and Ideology in Esther." *Jewish Bible Quarterly* 52, no. 3 (2024): 155-160.

In "Month-Naming and Ideology in Esther," Berel Dov Lerner explores the significance of the dual dating system in the Book of Esther, where months are referred to by both their numbers and Babylonian names. Lerner examines the ideological implications of this practice, particularly in the context of the Jewish diaspora under the Persian Empire. He critiques the popular academic view that chapter 9 of Esther is a later addition, arguing instead that the shift in date formulation reflects a deeper ideological message. Lerner builds on Aaron Koller's thesis that the Book of Esther embodies a diasporic Jewish ideology, contrasting it with the exodus-centric worldview of other biblical texts.

This article contributes to the field of Christian leadership development by highlighting the importance of understanding historical and cultural contexts in biblical interpretation. It encourages leaders to consider how different communities have navigated their identities and loyalties within larger political structures. By examining

the nuanced ways in which the Jewish diaspora maintained their identity while integrating into Persian society, Christian leaders can gain insights into fostering resilient and adaptable faith communities in diverse and changing environments.

11. Ding, Mengxiao, and Chengli Wang. " Relationship between leadership style and public service motivation: A meta-analysis." *Social Behavior and Personality: An International Journal* 52, no. 2 (2024): 1-12. <https://doi.org/10.2224/sbp.12980>.

This meta-analysis by Ding and Wang examines the relationship between various leadership styles and public service motivation (PSM) by analyzing 59 samples from 49 studies, encompassing 34,442 participants. The study finds that leader–member exchange leadership, charismatic leadership, and servant leadership have a strong positive correlation with PSM, while transactional, ethical, and transformational leadership show moderate positive correlations. The research also highlights the moderating effects of cultural background, measurement instruments, and participant sources on these relationships. The findings provide valuable insights for public sector management, suggesting that adopting specific leadership styles can enhance the motivation of public servants.

In the context of Christian leadership development, this article underscores the importance of servant leadership, which aligns closely with Christian values of humility, service, and putting others' needs first. By demonstrating that servant leadership strongly correlates with increased public service motivation, the study supports the idea that Christian leaders who embody servant leadership principles can effectively inspire and motivate their followers. This research can guide Christian leadership programs to

emphasize servant leadership as a core component, fostering leaders who are dedicated to serving their communities and promoting the public good.

12. Etukumana, Godwin A. " Servant-Leadership as a Model for Christian Community: A Subversive Rhetoric and Ideology in Luke 22:23–27." *Religions* 15, 391 (2024): 1-12. <https://doi.org/10.3390/rel15040391>.

Etukumana's article explores the concept of servant leadership as presented in Luke 22:23–27, emphasizing its relevance for modern Christian communities. By employing subversive rhetoric, the author interprets the Lukan text to reveal an ideology that challenges traditional leadership models, particularly those of the Roman Empire. The article argues that Jesus' teachings advocate for a leadership style centered on service and humility, contrasting sharply with the coercive and self-serving practices of the time. This model, exemplified by figures like Nelson Mandela, is proposed as a solution to contemporary issues such as poverty, corruption, and poor governance.

The article impacts the field of Christian leadership development by advocating for a shift from hierarchical and authoritarian models to one of servant leadership. It underscores the importance of leaders who prioritize the well-being of their communities, aligning with Jesus' teachings. This perspective encourages Christian leaders to adopt practices that foster equity, justice, and service, thereby addressing global challenges through a Christ-centered approach.

13. Nelson, Jill E. "Judge Deborah and Pastor/Teacher Priscilla: Templates for Contemporary Biblical Women's Leadership." *Religions* 15, no. 397 (2024).

<https://doi.org/10.3390/rel15040397>.

In this article, Jill E. Nelson explores the leadership roles of Judge Deborah from the Old Testament and Pastor/Teacher Priscilla from the New Testament, arguing that women have a biblical responsibility to lead in any vocation for which God has called and anointed them. Nelson contends that the Christian church has a biblical responsibility to accept and encourage women leaders. The study highlights the valuable leadership qualities women offer, such as collaboration, emotional intelligence, and servant leadership, which are exemplified by Deborah and Priscilla. Nelson emphasizes that leadership structures are incomplete without feminine inclusion and participation, and the church has historically deprived itself of rich resources by curtailing women's leadership roles.

This article influences the field of Christian leadership development by providing a strong biblical foundation for women's leadership. It challenges traditional gender roles within the church and encourages the inclusion of women in leadership positions. By presenting Deborah and Priscilla as exemplary leaders, Nelson offers contemporary women leaders models to emulate, promoting a more inclusive and effective leadership structure within the church. This work calls for a reevaluation of women's roles in ministry and advocates for the recognition and utilization of their unique leadership gifts.

14. Whitlock, Jeannie. "When a Church Fractures." *Opinions and Issues Facing the Church*, (2024): 25-28. American Theological Library Association.

Jeannie Whitlock's article, "When a Church Fractures," provides a deeply personal narrative of a church community torn apart by allegations of spiritual abuse and power struggles. Whitlock recounts her experience in a small expatriate church in Seoul, South Korea, detailing the emotional and spiritual turmoil that ensued following accusations against the head pastor. The article explores themes of leadership, accountability, and the complexities of human relationships within a faith community. Whitlock emphasizes the importance of humility, repentance, and the need for systems of accountability to foster a culture of harmony and righteousness in church leadership.

This article influences the field of Christian leadership development by highlighting the potential pitfalls of unchecked authority and the necessity for servant leadership. Whitlock's story serves as a cautionary tale, urging church leaders to prioritize character over external competencies and to create environments where open dialogue and accountability are encouraged. Her reflections on the New Testament's portrayal of leadership and the call for a "circle of tov" (goodness) provide practical insights for developing healthy, resilient church communities. This narrative underscores the importance of humility, repentance, and the need for systems of accountability to foster a culture of harmony and righteousness in church leadership.

15. Young, Elizabeth. "Women Deacons— A Perspective from Australia: A Response to Phyllis Zagano." *Australasian Catholic Record* 101, no. 1 (2024): 20-23

Elizabeth Young's article, "Women Deacons— A Perspective from Australia: A Response to Phyllis Zagano," provides a detailed response to Dr. Phyllis Zagano's lecture on the role of women in the diaconate within the Catholic Church. Young, a Sister of

Mercy and an instituted catechist, shares her experiences and insights from her ministry in the remote Diocese of Wilcannia-Forbes, Australia. She highlights the historical and ongoing discussions about women in the diaconate, emphasizing the importance of authorized liturgical and sacramental services for marginalized communities. The article underscores the potential benefits of including women in the permanent diaconate, drawing on historical evidence and contemporary experiences.

This article influences the field of Christian leadership development by advocating for the inclusion of women in ordained ministry roles. Young's perspective, rooted in her practical ministry experience, provides a compelling argument for expanding the diaconate to include women. This inclusion could enhance the church's ability to serve diverse communities and address liturgical and sacramental needs more effectively. The article encourages ongoing dialogue and discernment within the church, promoting a more inclusive and representative leadership structure that aligns with the evolving needs of the faithful.

- 16. Tan, Beijing, Zijing Wang, Shusong Zhao, and Jianqiao Liao. " A Dual-Path Model of Ethical Leadership's Influence on Civil Servants' Discretionary Work Behavior: Probing the Social Learning and Social Exchange Processes." *Public Personnel Management* 53, no. 2 (2024): 175-202. <https://doi.org/10.1177/00910260231196225>.**

This article explores the dual-path model of ethical leadership's impact on civil servants' discretionary work behaviors, specifically helping behavior and extra effort behavior. The study integrates social learning and social exchange theories to explain how ethical leadership influences these behaviors through moral efficacy and felt

obligation. The research, conducted with 256 Chinese civil servants, reveals that ethical leadership indirectly affects helping behavior and extra effort behavior via moral efficacy and felt obligation. Additionally, the study identifies social distance and power distance as moderating factors that influence these relationships.

The findings of this study are for the field of Christian leadership development as they highlight the importance of ethical leadership in fostering a culture of integrity and accountability. Christian leaders can apply these insights to enhance their leadership effectiveness by focusing on building moral efficacy and a sense of obligation among their followers. By understanding the dual pathways through which ethical leadership operates, Christian leaders can better inspire and motivate their communities to engage in behaviors that align with Christian values and principles.

17. Fleischman, Gary M., Derek K. Oler, and Christopher J. Skousen. " Advice for Senior Faculty: Supporting and Building Your School." *Issues in Accounting Education* 39, no. 2 (2024): 107-117. <https://doi.org/10.2308/ISSUES-2023-029>.

In this article, Fleischman, Oler, and Skousen provide comprehensive advice for senior accounting faculty on how to leverage their seniority to positively impact their departments and colleges. The authors emphasize the principles of servant leadership, encouraging senior faculty to focus on building up their colleagues through research, service, and teaching. They argue that senior faculty have the unique position and experience to address challenges in academia and the accounting profession, such as attracting students to the accounting major and fostering innovative research. The article is grounded in the authors' extensive experience and offers practical steps for senior

faculty to mentor and support junior colleagues, thereby enhancing the overall academic environment.

The article's influence on the field of Christian leadership development is as it aligns with the core values of servant leadership, which are deeply rooted in Christian teachings. By advocating for humility, empathy, and a focus on the well-being of others, the authors provide a model that Christian leaders can emulate. The principles discussed can be applied beyond academia, offering a framework for Christian leaders to foster a supportive and nurturing environment in various organizational settings.

18. Sharma, Kshamta. "Mental Health Crisis: Effect of Teachers' Mindfulness on Students' Burnout." *Indian Journal of Industrial Relations* 59, no. 4 (2024): 652-659. Shri Ram Centre for Industrial Relations, Human Resources, Economic & Social Development.

Sharma's study investigates the impact of teachers' mindfulness on students' burnout levels, focusing on the relational aspects of student-teacher relationships and students' perceptions of psychological safety. The research, conducted across three business schools in India, employs a sequential mediation analysis to confirm that teachers' mindfulness reduces student burnout. This reduction is mediated through the development of high-quality relationships and enhanced psychological safety in the classroom. The findings suggest that educational leaders and policymakers should consider incorporating mindfulness training for teachers to address the mental health crisis among students.

This article contributes to the field of Christian leadership development by highlighting the importance of mindfulness in fostering empathetic and supportive relationships. Christian leaders can draw parallels between the principles of mindfulness and the teachings of empathy and compassion in Christian doctrine. By adopting mindfulness practices, Christian leaders can create environments that promote psychological safety and well-being, thereby reducing burnout and enhancing the overall spiritual and emotional health of their communities.

19. Beeke, Joel R. "Ministering Together: A Pastor and His Wife." *Puritan Reformed Journal* 16, no. 2 (2024): 116–125.

In this article, Joel R. Beeke explores the dynamics of a pastor and his wife ministering together. He emphasizes that while the pastor is called to ministry, his wife plays a crucial supportive role. Beeke outlines what ministering together is not, clarifying that the pastor's wife should not be seen as a "pastorette" but rather as a helper and an ordinary church member. He then describes what ministering together entails, including teamwork, prayer, companionship, visitation, hospitality, teaching, confidentiality, sacrifice, and joy. The article concludes by stressing the importance of love in all aspects of ministry.

This article influences the field of Christian leadership development by highlighting the importance of a supportive marital relationship in pastoral ministry. It provides practical insights and biblical foundations for how pastors and their wives can effectively serve together, thereby enhancing the overall health and effectiveness of church leadership. By addressing common misconceptions and offering a detailed

framework for ministering together, Beeke's work serves as a valuable resource for pastors, their spouses, and those involved in training church leaders.

20. Clapham, Maria M., and C. Kenneth Meyer. " Leadership for Creativity and Innovation." *Journal of Business and Educational Leadership* 14, no. 1 (2024): 49-60.

This article explores the critical role of leadership in fostering creativity and innovation within organizations. It identifies various barriers to creativity at individual, group, organizational, and cultural levels and examines how different leadership styles can either encourage or hinder creative performance. The authors review research on transformational, servant, authentic, ambidextrous, ethical, and transactional leadership styles, among others, and discuss mediators and moderators that influence the relationship between leadership and creativity. The article concludes with practical recommendations for leaders to create environments that support innovation.

In the context of Christian leadership development, this article provides valuable insights into how leaders can cultivate a culture of creativity and innovation within faith-based organizations. By understanding the barriers to creativity and adopting leadership behaviors that promote autonomy, self-efficacy, social identification, and positive affect, Christian leaders can better inspire and guide their communities. The principles outlined in the article can help Christian leaders create supportive environments that encourage new ideas and solutions, aligning with the broader mission of serving and uplifting their congregations.