

2018

# An Analysis of Servant Leadership in Russian-American Nongovernmental Organization Partnerships

Frederica Doctor  
*Walden University*

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# Walden University

College of Social and Behavioral Sciences

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Frederica Doctor

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Review Committee

Dr. Matthew Jones, Committee Chairperson,  
Public Policy and Administration Faculty

Dr. Karl Wolfe, Committee Member,  
Public Policy and Administration Faculty

Dr. Lynn Wilson, University Reviewer,  
Public Policy and Administration Faculty

Chief Academic Officer  
Eric Riedel, Ph.D.

Walden University  
2018

Abstract

An Analysis of Servant Leadership  
in Russian-American Nongovernmental Organization Partnerships

by

Frederica Doctor

MEd, Lesley University, 2006

BA, Charleston Southern University, 2002

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

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## Abstract

Despite Russia's foreign agent law and a plethora of literature on the deterioration of Russia's civil society, there is a scarcity of research about the breakthroughs and transformation of Russian-and-American (RA) nongovernmental organization (NGO) partnerships. Accordingly, the research goal of this qualitative case study was to explore the tenets of servant leadership theory exhibited by foreign aid organizations for the restoration of RA NGO partnerships. The research questions addressed the influence and dominance of servant leadership tenets within United States Agency for International Development (USAID) and its collaborating agencies. A content analysis was conducted using online publicly available data such as annual reports from foreign aid organizations, newspaper articles, fact sheets, recorded interviews, and blogs. Data were deductively coded around the servant leadership attributes: (a) listening, (b) healing, (c) awareness, (d) empathy, (e) foresight, (f) conceptualization, (g) stewardship, (h) persuasion, (i) commitment to the growth of people, and (j) building community. Content analysis findings revealed that some servant leadership tenets (e.g., building community, commitment to the growth of people) were more dominant than others among USAID and its collaborating agencies; however, there was insufficient evidence to conclude that servant leadership had a dominant effect on the restoration of RA NGO partnerships. The implications for positive social change include recommendations involving governmental agencies, NGOs, and nonpartisan groups with understanding and adopting the principles of servant leadership for the restoration of RA NGO partnerships to assist Russian civil society with embedding principles of democratic governance.

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## Dedication

This dissertation is dedicated to my late grandparents, Benjamin and Dorothy Davis; my late grandfather, Bishop Arthur Doctor; and my grandmother, Victoria Doctor. Thank you for providing me with an exceptional model of servant leadership through your commitment to the gospel, family, and service. For this I will be eternally grateful.

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## Table of Contents

List of Tables .....	v
List of Figures .....	vi
Chapter 1: Introduction to the Study.....	1
Background .....	2
Problem Statement .....	3
Purpose Statement.....	3
Research Questions .....	4
Theoretical Framework .....	4
Nature of Study .....	7
Definitions.....	7
Assumptions.....	9
Scope and Delimitations .....	10
Limitations .....	10
Significance.....	10
Summary .....	11
Chapter 2: Literature Review .....	12
Theoretical Framework .....	13
Critics of Servant Leadership.....	16
The Servant Leader .....	17
Servant-Led Organization .....	21
Application of Servant Leadership in Other Fields .....	22

Cross-Cultural Leadership Factors in Servant Leadership .....	26
Servant Leadership in Partnerships.....	29
Variables .....	34
Summary and Conclusion .....	35
Chapter 3: Research Method.....	36
Introduction.....	36
Research Design and Rationale .....	36
Role of the Researcher .....	39
Methodology .....	40
Participant Selection Logic .....	40
Instrumentation .....	41
Procedures for Recruitment, Participation, and Data Collection.....	42
Data Analysis .....	43
Issues of Trustworthiness.....	45
Triangulation of Data.....	45
Peer Reviewer .....	45
Bias of Researcher .....	46
Ethical Issues .....	46
Conclusion .....	47
Chapter 4: Results .....	48
Introduction.....	48
Setting .....	49

Demographics .....	49
U.S. Agency for International Development (USAID) .....	49
International Research and Exchanges Board (IREX).....	50
Eurasia Foundation .....	51
U.S. Department of State (DOS).....	51
Data Collection .....	52
Data Analysis .....	54
Evidence of Trustworthiness.....	56
Results.....	57
Overall Content Analysis Evaluation.....	76
Summary .....	76
Chapter 5: Discussion, Conclusions, and Recommendations.....	78
Introduction.....	78
Interpretation of the Findings.....	80
Limitations .....	81
Recommendations.....	82
Implications for Social Change.....	83
Conclusion .....	85
References.....	86
Appendix A: Coding Protocol .....	101
Appendix B: Word Frequency Table .....	102
Appendix C: Ranking of Coded Instances per Data Category .....	103

Appendix D: Case for Democracy: Response of RA NGO Partnerships .....	104
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## List of Tables

Table 1. Content Analysis Publications .....	53
Table 2. Content Analysis Publications, Continued .....	54
Table 3. Thematic Analysis of the Influence of Servant Leadership.....	58
Table 4. Ranking of Coded Instances per Theme Category .....	60
Table 5. 2009 USAID Sustainability NGO Index Frequency Results .....	61
Table 6. 2012 USAID CSO Sustainability Index .....	62
Table 7. 2013 USAID CSO Sustainability Index .....	63
Table 8. 2014 USAID Europe Eurasia CSO Sustainability Index .....	64
Table 9. 2015 USAID CSO Sustainability Index .....	65
Table 10. 2016 USAID CSO Sustainability Index .....	66
Table 11. IREX U.S. Russia-Civil Society Summit .....	67
Table 12. Civil Society Development in Southern Russia.....	68
Table 13. IREX CSSP Final Report “Dialogue” 2005-2009 .....	69
Table 14. 2011 Eurasia Foundation .....	70
Table 15. 2012 Eurasia Foundation .....	71
Table 16. 2013 Eurasia Foundation .....	72
Table 17. 2014 Eurasia Foundation .....	73
Table 18. 2015-2016 Eurasia Foundation.....	74
Table 19. 2012 Joint Report, DOS U.S –Russia Bilateral Presidential Commission .....	75

## List of Figures

Figure 1. Maslow's hierarchy of needs.....	5
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## Chapter 1: Introduction to the Study

Greenleaf (1977) presented the best test to apply when seeking to understand service:

Do those served grow as persons: do they while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or at least, not be further deprived? (p. 13)

Despite a 20-year partnership, the majority of programs funded by the U.S. Agency for International Development (USAID) and implemented through as the following four American agencies—Eurasia, New Eurasia Foundation, International Research and Exchanges Board (IREX), and the U.S. Department of State (DOS)—that had been known for their support of a stronger civil society have ended in Russia. Historically, most of these partnerships began after the fall of communism in the former Soviet Union. There have been many insinuations as to what caused this rift between these two societies, with suggested reasons including the implementation of Russia's foreign agent law, alleged U.S. interference with Russian elections, and the imposition of U.S. beliefs on Russia's sovereignty (Amnesty International, 2013; Human Rights Report, 2012; USAID, 2011; USAID 2010; Zaum, 2009).

This qualitative study explored the exemplars set forth by USAID along with collaborating agencies—Eurasia, New Eurasia, IREX, and U.S. Department of State—from the perspective of the 10 tenets of servant leadership. Along with an analysis of servant leadership in the context of Russian-and-American (RA) nongovernmental

organization (NGO) partnerships, background information about USAID and its four collaborating agencies is discussed. Chapter 1 addresses the research problem, purpose of the study, research questions, and theoretical framework of servant leadership. The nature of the study, operational definitions, assumptions, limitations, and significance are also presented in Chapter 1.

### **Background**

Much literature has been written by foreign scholars, members of the press, and international organizations on the potential adverse effects of NGOs being labeled as “foreign agents” (Herszenhorn, 2012; Human Rights Watch, 2012; Novosti, 2012). In 2012, Russian President Vladimir Putin signed the “foreign agent” law, which requires NGOs to register as “foreign agents” if they have received foreign funding and are involved in political activities deemed a threat to Russia’s sovereignty (Amnesty International, 2013). As a result of this law, over 200 NGOs in 50 Russian regions have been impacted by inspections, with an additional 700 NGOs subjugated to investigations for receiving foreign support (Amnesty International, 2013).

The Russian government has sent a clear message that it is more than able to provide for its citizens and does not need the assistance of the United States. Proponents of the law suggest that Russia is not the first country to implement this type of legislation, especially since post-9/11 terrorist attacks and threats. Critics of the law indicate that no one wants to partner with or fund an organization that has been labeled as a “foreign agent” due to the negative connotations of this term, which date back to the country’s communist past. What remains to be studied is how NGOs remain active while operating

in such a restrictive environment. Additionally, there is a scarcity of information that speaks to the strategies implemented by these NGOs that allow them to remain sustainable.

### **Problem Statement**

Despite USAID's presence over two decades, the United States' mission to support democracy, human rights, and civil society has ceased in Russia. Abbakumova and Lally (2012) contended that the departure of U.S. assistance would "demoralize and isolate embattled Russian activists" (p. 1), particularly those associated with NGOs that received foreign aid to monitor elections and advocate for environmental, educational, health, and human rights issues. NGOs in Russia served as conduits between local, national, and international organizations by offering humanitarian relief and public service to vulnerable communities following the Cold War (O'Dowd, 2011). Failure to document positive examples of strategies exhibited by USAID and its collaborating American agencies could lead to missed opportunities for restoring RA NGO partnerships.

### **Purpose Statement**

The purpose of this qualitative study was to explore how the application of the tenets of servant leadership could influence the restoration of RA NGO partnerships. For this case study, the work of USAID along with its four collaborating agencies was evaluated to determine how these organizations developed partnerships in a restrictive environment.

### **Research Questions**

The research questions focused on the tenets of servant leadership that have been documented and identified as being essential to building RA NGO partnerships. A detailed description of each tenet was used to explore its applicability to each agency. The research questions were as follows:

RQ1: How can the influence of servant leadership help to restore Russian-American NGO partnerships?

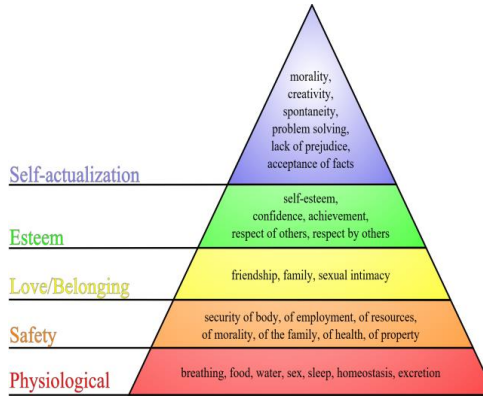
RQ2: Were there any tenets of servant leadership that had a more dominant effect on USAID and its collaborating agencies?

### **Theoretical Framework**

There has been some confusion as to what servant leadership is and how it is to be applied to individuals and organizations. Monroe (2013) addressed common misconceptions about servant leadership, noting that servant leadership and servitude are not the same. According to Monroe, those who ascribe to ideals of servant leadership reject the abuse of power and stress the fulfillment of needs over the fulfillment of wants.

Monroe (2013) described the ascension of Maslow's hierarchy of needs and Greenleaf's best servant leadership test as one in the same when individuals and organizations seek to develop, self-reflect, and succeed while aspiring to reach their full potential. From the servant leadership perspective, the reverse Maslow's hierarchy of needs (see figure 1) perspective places the needs of employees and customers on top while placing the leader on the bottom, "looking up at the employees and customers—

determining how to best serve customers and to develop servant leaders” (Mertel & Brill, 2015, pp. 230-231).



*Figure 1.* Maslow’s hierarchy of needs. From “Diagram of Maslow’s Hierarchy of Needs,” by J. Finkelstein, 2006 ([https://commons.wikimedia.org/wiki/File:Maslow's\\_hierarchy\\_of\\_needs.png](https://commons.wikimedia.org/wiki/File:Maslow's_hierarchy_of_needs.png)). Freedom to copy and distribute image granted under GNU Free Documentation License.

Avolio and Gardner (2005) observed that servant leadership has ethical underpinnings that encourage high standards among employees and employers (as cited in Hu & Liden, 2011, p. 852). Henderson (2008) provided further insight into the character of a servant leader, noting that such leaders (a) behave ethically and emotionally, (b) engage in healing, (c) put subordinates first, (d) help subordinates grow and succeed, (e) act empowering, (f) create value for the community, and (g) have conceptual skills (as cited in Hu & Liden, 2011, p. 852).

Although servant leadership has universal appeal, there is no overall consensus about the limited application or definition of this theory (Van Dierendonck & Nuijten, 2011). In other words, there is no one-size-fits-all formula when it comes to the concept of servant leadership. Greenleaf (1977) claimed that change occurs on the journey of

servant leadership. Therefore, it is encouraged that organizations, cultures, and societies be open to the application of this model at both individual and collective levels (Spears, 1999).

The 10 tenets of the servant leadership model are (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) building community, and (j) commitment to the growth of people (Spears 1995, 1998, 2004). In this qualitative study, this model was used to examine the influence of servant leadership to restore RA NGO partnerships. This study contributes to the body of knowledge by documenting the partnership between USAID in collaboration with other organizations and Russian stakeholders within the NGO sector.

This case study adds to the body of knowledge about how the influence of servant leadership could help to restore NGO partnerships in a restrictive environment. In particular, it presents an analysis of the interaction between American and Russian NGOs by exploring, first, how NGOs operated before the implementation of Russia's foreign agent law, and how a restrictive environment attributed to the law affected the development of effective RA NGO partnerships. More knowledge about servant leadership and how it may influence NGOs operating in restrictive environments could facilitate future RA NGO partnerships.

Existing studies about the application of servant leadership have been visible primarily in the voluntary sector. Additionally, some exemplars have focused on the strength and weakness of the servant leadership model. What remains to be studied is how the application of servant leadership translates at a broader level to the development

and restoration of NGO partnerships, specifically between Russian and American stakeholders.

### **Nature of Study**

Yin (2014) suggested that a case study should be used to understand a real-world case. This approach allows the researcher to gain an understanding that involves “important contextual conditions pertinent to your case” (p. 16). This single case study was designed to explore the application of servant leadership in NGO partnerships involving stakeholders from Russia and the United States. Organizations were purposively selected until data saturation was reached.

Primary data sources included newspaper and magazine articles, video archives, blogs, websites, interview transcripts, and all applicable documentation. Data were examined through content analysis to identify themes and patterns. Peer review, triangulation of data, and clarification of my biases as the researcher were used to verify data. Additionally, data were examined for validity, dependability, and reliability.

### **Definitions**

In this section of Chapter 1, operational definitions of key terms are provided in the context of this study.

*Civil society*: Civil society is the voluntary sector that consists of an array of actors, including but not limited to civil society organizations (CSOs), nongovernmental development organizations (NGDOs), nongovernmental organizations (NGOs), and human rights organizations that advocate on behalf of citizens on a social and political level as well as serve as think tanks (Poskitt, Shankland, & Taela, 2016).

*Donor:* A person or group that gives something (e.g., money, food, or clothes) to help a person or organization (“Donor,” 2016).

*U.S. Department of State (DOS):* The mission of the U.S. DOS is to promote a world that is conducive to peace, justice, prosperity, and democracy to the benefit of U.S. citizens and the international community. In the case of this study, the Bureau of European and Eurasian Affairs carried out this mandate. The Bureau of European and Eurasian Affairs is responsible for developing and implementing U.S. foreign policy throughout Europe and Eurasia.

*Eurasia Foundation (EF):* EF is a public-private enterprise helping to provide innovative and creative solutions to communities in Ukraine, Russia, Moldova, Central Asia, and the Caucasus in addressing local development issues (Eurasia Foundation, 2018).

*International Research & Exchanges Board (IREX):* Established in 1968, IREX is an international nonprofit organization committed to improving cultural and social divides through the exchange of experts, scholars, and ideas. IREX built capacity to strengthen Russian civil society through such programs as the Russia Civil Society Support Program (CSSP), which promoted dialogue among governmental officials and political actors. Although the CSSP is no longer present in Russia due to Russia's foreign agent law, its dedication to education, youth, technology, media, and leadership has expanded across the globe.

*Nongovernmental organization (NGO):* NGOs in Russia have a unique role in relation to the private sector and foreign governments. Typically, they are identified by

both their legal status and their engagement in activities that are designed to improve and alleviate the underlying conditions that affect citizens. These activities include involvement in education, health, economics, poverty, and human rights (Doctor, 2012, p. 47).

*Restrictive environment:* According to Cochechi (2016), a “restrictive environment can be defined as an area within a territorial system where development is constrained either by natural factors or anthropogenic factors” (p. 321). In this case, a restrictive environment was defined as significant opposition imposed on foreign-funded NGOs operating in Russia. This opposition included but was not limited to close state surveillance, with officials calling into question the activities of NGOs and restricting their sources of money (Feffer, 2015, para. 27). Although the foreign agent law did not eliminate Russia's civil society, it has resulted in the endorsement of state-controlled groups while discouraging others (Feffer, 2015).

*U.S. Agency for International Development (USAID):* Founded in 1961, USAID is the leading U.S. governmental agency whose aim is to end global poverty and establish sustainable democratic societies (USAID, 2016c). By 2012, all of its programs addressing health, environmental issues, civil society, and socioeconomic had ended in Russia.

### **Assumptions**

Due to the departure of the aforementioned organizations or their programs from Russia, an assumption was made that archival data would not be available from the organizations. Additionally, there was an assumption that adequate publicly available

documents were accessible to the purposively selected organizations as a result of their work in Russia. I obtained archival data and documentation from organizations' websites and annual reports, as well as by submitting requests to appropriate bureau and department heads. Additionally, I used previous research that I collected over the years as it pertained to these organizations' time serving in Russia. In the absence of interviews with organization leaders, relevant documentation was used.

### **Scope and Delimitations**

This study focused on the servant leadership model as it applied to RA NGO partnerships. This study did not include additional motivation factors, such as amount of aid that might have influenced or impacted these partnerships in a favorable or adverse manner. The research in this case study focused on the breakthroughs and transformations exhibited by RA NGO partnerships, which were eventually shut down due to the end of their mission in Russia.

### **Limitations**

This study was limited to USAID and other American agencies that participated in RA NGO partnerships. Due to the nature of the case study approach, the findings were not generalized to similar organizations; instead, they could be used to encourage the reemergence of partnerships in Russia. This case study revealed the strategies that were essential to the building and the possible reemergence of RA NGO partnerships.

### **Significance**

This case study is essential in many ways. More understanding about RA NGO partnerships is needed to learn lessons from the past in order to understand what caused a

rift between the two countries. The adaptation of the servant leadership model can provide a framework to these and similar partnerships that seek to continue operating in restrictive environments. The study can help partners identify which tenets of the servant leadership model cater to their strengths while improving upon their weaknesses. The positive social change component of this study could be the continuous exchange of dialogue between Russian and American stakeholders to develop and implement a strategic plan influenced by the underpinnings of servant leadership to serve vulnerable communities in Russia.

### **Summary**

Chapter 1 has outlined the social implications of servant leadership for the reemergence or future development of RA NGO partnerships. Chapter 2 explores the literature to date about servant leadership, servant leadership in organizations, and the work of RA NGO partnerships. In Chapter 3, the research design and the rationale for using the data are introduced. In Chapter 4, the results of the data analyses are presented. Chapter 5 provides an interpretation of the results.

## Chapter 2: Literature Review

Given the departure of USAID and other leading American donor agencies as a result of Russia's foreign agent law, the purpose of this qualitative study was to explore how the tenets of servant leadership can influence the restoration of RA NGO partnerships through the exemplars demonstrated by USAID and its four collaborating agencies. The study involved a case study of relationships between Russian nongovernmental stakeholders, USAID, and collaborating American organizations. The participants included USAID, IREX, U.S. DOS, Eurasia, and New Eurasia. Data sources such as blogs, video archives, recorded interviews, and transcripts were subjected to content analysis to identify themes and patterns.

For this literature review, I used peer-reviewed journal articles from experts on servant leadership, NGOs, cross-cultural partnerships, and Russia's civil society. Database searches included but were not limited to Academic Search Complete, Business Source Complete, Education Research Complete, International Security & Terrorism Reference Center, Military and Governmental Collections, Political Science Complete, ProQuest Central, PsycINFO, and SocIndex with full text. ProQuest Central and Google Scholar databases served as secondary sources for additional articles, dissertations, and theses. Additionally, Amnesty International, Human Rights Watch, and USAID's NGO Sustainability Index for Central and Eastern Europe and Eurasia were referenced to relay applicable information that might not be present in the resources mentioned above. Key search terms included *servant leadership*, *partnership*, *nongovernmental organizations*, *Russia's civil society*, and *Russia's foreign agent law*.

Previous studies and literature have suggested that servant leadership can be implemented across sectors (Parris & Peachey, 2013); this review indicated that this type of leadership was well suited for this study because of its presence predominantly in the voluntary and nonprofit sector. The role of servant leadership within RA NGO partnerships represents a gap in the current literature and thus was the focus of this study.

### **Theoretical Framework**

What is servant leadership? This term has a number of definitions. Greenleaf (1982) offered the following well-known operational definition of servant leadership:

The servant-leader is a servant first. The difference manifests itself in the care taken by the servant, first, to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons, do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged person in society; will they benefit, or at least, not be further deprived? (as cited in Balda-Bragan & Mora, 2011, p. 19)

Laub (1999) summarized the concept of servant leadership in the following way:

Servant leadership is an understanding and practice of leadership that places the good of those led over the self-interest of the leader. Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each, the entire organization and

those served by organizations. (as cited in Smith, Montagno, & Kuzmenko, 2004, p. 83)

Balda-Bragan and Mora (2011) observed that some millennials were uncomfortable with the term *servant* and proposed that *volunteer* or *intern* would be more suitable, in that these terms would better encourage their peers to get involved with public service. Thus, they offered this adaptable definition:

Service leadership is a relationship, providing opportunities for people to learn from and grow with others, to be challenged by meaningful work that matches the strengths of the person to their job, and to share and experience life together in accomplishing results. (p. 22)

In the 1970s, servant leadership was introduced to the field of leadership studies as a viable model, though many contributors to the discipline were skeptical due to its central tenet that leaders should seek first to serve. Robert Greenleaf developed the concept based on the influence of both eastern and western philosophies (Blanchard, Hodges, Ross, & Willis, 2003; Ebener & O'Connell, 2010, p. 201). It has been suggested that he may have purposely perplexed his predecessors in not providing a finite answer as to what servant leadership is and how it is to be applied in an organizational context (Anderson, 2009). Servant leadership has been identified as a leadership model that can be adapted to most organizational and corporate settings (Ebener & O'Connell, 2010; Parris & Peachey, 2013). The evolution of servant leadership dates back to stories in the Bible that refer to the life and teachings of Jesus Christ. In particular, servant leadership is exemplified by Jesus washing of the feet of his disciples (Hannay, 2011) and making

statements such as the following: “But even the Son of Man came not to be served but to serve and give his life as a ransom for many” (Mark 10:45).

*Journey to the East*, a short story by Hermann Hesse chronicling the spiritual journey of the servant, presented another source of inspiration for Greenleaf’s servant leadership theory; in that it emphasized that the essence of a leader involves placing the needs of others before the leader’s own. The reoccurring theme of serving first and leading second has been captured by numerous scholars in their attempts to define servant leadership (Ebener & O’Connell, 2010; Laub, 1999; Parris & Peachey, 2013; Polleys, 2002; Spears, 1995, 1998, 2004).

Although servant leadership has universal appeal, there is no overall consensus about the limited application or definition of this theory (Van Dierendonck & Nuijten, 2011). In other words, there is no one-size-fits-all formula when it comes to the concept of servant leadership. Greenleaf (1977) expounded that there is change along the way to servant leadership. Therefore, it is encouraged that organizations, cultures, and societies be open to the application of this model at both individual and collective levels (Spears, 1999).

These influences, placed in the context of his experience as an AT&T executive for 40 years, led Greenleaf (1977/2002) to describe servant leadership as “the natural feeling one wants to serve, to serve first. Then conscious choice brings one to aspire to lead...” (p. 27). Through the model of servant leadership, Greenleaf left a blueprint of what the tangible manifestation of this theory might look like and how it may be applied within an organizational setting.

## **Critics of Servant Leadership**

Since the introduction of servant leadership theory, there have been concerns about what servant leadership is (Anderson, 2009) and how it works within an organizational setting. Previous research indicates that servant leadership is an extension of transformational, spiritual, charismatic, and ethical leadership theories (Chen, Chen, & Li, 2013; Ehrhart, 2004; Rai & Prakash, 2012; Sendjaya & Sarros, 2002; Smith, Montagno, & Kuzmenko, 2004). Others, however, have claimed that the theory is gender biased, overly religious, and impractical in real-world situations (Eicher-Catt, 2005; Lloyd, 1996). Ebener and O'Connell (2010) conducted a study in which they attempted to address these concerns by suggesting that servant leadership works because it does not adhere to any other leadership style or conform to religion.

In the same way, Roberts (2013) argued that the practices of servant leadership can be adapted with minimal to no religious influence. Chen et al. (2013) suggested that organizations that exhibit strong spiritual, moral, and servant underpinnings commonly shared traits found in another well-known leadership theory, transformational leadership. As previously mentioned, Greenleaf encouraged leaders to consider other theories, as long as they led back to being productive at an individual and collective level, when it comes to applying servant leadership (Ebener & O'Connell, 2010).

In conclusion, Parris and Peachey (2013) proposed that servant leadership theory should play an integral role in the creation of a leadership framework that addresses matters such as environmental concerns, terrorism, the digital divide, economic growth, and a plethora of other issues that affect the global community in the 21st century.

Although some critics consider the concept of servant leadership to still be in its infancy, others maintain that its bold and innovative approach serves as “an ideal and necessary alternative to the traditional hierarchical paradigms of the industrial past” (Smith, 2005, p. 9). Greenleaf never presented a "how-to" guide on the best way to achieve servant leadership. He offered it as a way to inspire, develop, and challenge others to lead through service (Frick, 2004; Spear, 1995).

### **The Servant Leader**

The meaning of the term *servant leader* lies in the order in which its elements are presented: *servant* first, *leader* second. Blanchard et al. (2003) explained that to practice servant leadership is to lead like Jesus. Moreover, Roberts (2013) concluded in a study that participants who demonstrated high levels of servant leadership coupled with spiritual intelligence were more likely to create a work environment that was conducive to less stress and more positive attitudes.

Multiple scholars have agreed that servant leaders focus on providing service to others, thus placing the needs of their followers above their own needs (Ebner & O'Connell, 2010; Keith, 2009; Parris & Peachey, 2013; Polleys, 2002; Rishabh & Prakash, 2012). Numerous scholars have attempted to characterize what it means to be a servant leader (DePree, 1990; Ehrhart, 2004; Graham, 1991; Jaramillo, Grisaffe, Chonko, & Roberts, 2009; Keith, 2009; Russell & Stone, 2002; Winston & Ryan, 2008), with one of the most prominent depictions created by Spears (1995, 1998, 2004), a protégé of Greenleaf.

There is a need to examine the 10 traits model of servant leadership to understand its potential influence in restoring RA NGO partnerships.

The model developed by Spears (2004) includes the following tenets:

1. *Listening*: Listening is the holistic approach (e.g., mental, spiritual, etc.) that servant leaders use to understand the concerns expressed by others. Listening is essential for leaders to communicate effectively and to make decisions.
2. *Empathy*: Servant leaders strive to understand and be sensitive to the needs of others. It is essential for people to be acknowledged and shown appreciation for their gifts and talents.
3. *Healing*: Learning to heal is powerful motivation for change and acceptance. Healing is necessary for an individual to be whole in body, mind, and spirit.
4. *Awareness*: Being aware of one's surroundings and having self-awareness is vital to the development of servant leaders.
5. *Persuasion*: Servant leaders seek to persuade others, rather than using intimidation when making decisions. Being on one accord with their followers and staff is the ultimate goal of servant leaders.
6. *Conceptualization*: Servant leaders tend to dream big dreams. This requires a balance between reality and what an individual or organization has the potential to be in the future.
7. *Foresight*: Foresight is a characteristic that enables servant leaders to learn from their past, which creates opportunities for learning that can be applied in the future.

8. *Stewardship*: Stewardship involves demonstrating a life of service for the greater good of society.
9. *Commitment to the growth of people*: Servant leaders believe that the continual training of others for personal, spiritual, and mental development is critical to every organization.
10. *Building community*: Servant leaders are aware of the importance of communities helping to shape the lives of people. A community is a place where identities and values are formed. Therefore, servant leaders seek to use resources to strengthen communities.

Although Spears (1999) provided characteristics deemed necessary to qualify as a servant leader, this depiction was not intended to give a "fixed or complicated" set of rules for all to follow. Instead, it was developed to challenge those who aspire to become someone greater than themselves through servant leadership. To do this would be contrary to the philosophy of servant leadership, the primary purpose of which is to encourage service, leading by example as opposed to being a taskmaster and demanding it. Additionally, Ebener and O'Connell (2010) argued that while Greenleaf emphasized the importance of service, he did not discourage incorporating principles and practices of other leadership theories, as long as they provide a positive outcome that is beneficial to servant leadership.

Notably, to further enhance the characterization of the servant leader, Stone, Russell, and Patterson (2002) developed a trait model complementary to Spear's 10 servant leadership traits model. These particular traits were designed for servant leaders

to implement to thrive in the workplace. First, there are nine intrinsic traits: (a) vision, (b) honesty, (c) integrity, (d) trust, (e) service, (f) modeling, (g) pioneering, (h) appreciation of others, and (i) empowerment. Second, there are functional traits: (a) communication, (b) credibility, (c) competence, (d) stewardship, (e) visibility, (f) influence, (g) listening, (h) encouragement, (i) teaching, and (j) delegation. These traits help to provide a guide for individuals to reflect on their motivation to serve.

Whether internationally or locally known, servant leaders work to inspire others to use their gifts and talents to help others (Rishabh & Prakash, 2012). Furthermore, unlike leaders in other leadership theories (e.g., transformational, transformative, charismatic, etc.), where the actions of the leader are given high priority, servant leaders dedicate themselves to a life of service for the advancement of their followers. Greenleaf (1970/1991) asserted,

The servant leader is sharply different from one who is a leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. (p. 7)

Beazley and Beggs (2002) suggested that servant leadership is derived from one of the most prominent leadership theories, the transformational leadership model. Bass (1997) defined transformational leadership through five distinctive features: charismatic leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (as cited in Smith et al., 2004, pp. 81-82).

Some attributes are shared between transformational and servant leadership.

These attributes include influence, vision, trust, respect/credibility, risk-sharing/delegation, integrity, and modeling (Stone, Russell, & Patterson, 2004). Although this may be the case, it is important to remember that what sets a servant leader and transformational leader apart is their focus.

The servant leader's primary focus is service. This is not to say that servant leaders are not concerned with quality performance demonstrated by their followers; however, it is understood that followers are to reach their full potential. Additionally, their focus involves creating a foundation that is conducive to trust and service, thus allowing for continuous personal and professional development.

Jit, Sharma, and Kawatra (2016) found that servant leaders have an innate ability to resolve conflict while ensuring equality, open-mindedness, and fairness. Unlike their counterparts, transactional leaders tend to respond to conflict resolution with reprimands, withholding of awards, or retaliation. This is not to say that servant leaders do not use their authority when a compromise or solution cannot be reached between subordinates. However, it is the ultimate goal of servant leaders to solve disputes in the most amicable way to maintain harmony within their organization (Jit et al., 2016).

### **Servant-Led Organization**

Servant-led organizations provide for individual and collective opportunities to serve. Servant leadership can be adopted in the public, private, and nonprofit sectors. For instance, large corporations such as Wal-Mart, Starbucks, Vanguard Investment Group, Southwest Airlines, and ID Industries have sought guidance from Greenleaf Center for

Servant Leadership in an effort to adapt their mission to the philosophy of servant leadership (Ebener & O'Connell, 2010; Parris & Peachey, 2013; Smith, 2005).

Laub (1999) suggested that servant-led organizations are identified by six key components: (a) values people, (b) develops people, (c) builds community, (d) display authenticity, (e) provides leadership, and (f) shares leadership. An effective servant-led organization is a people-led organization. In other words, the driving force behind these organizations is service and giving back to address the needs of people and in this case, help to restore partnerships that may be considered vital to vulnerable communities in Russia. Servant leadership is essential in creating a continuous cycle of service, respect, trust while organizations strive to once again become the hands and feet of American and Russian governments.

### **Application of Servant Leadership in Other Fields**

Roberts (2013) developed a Servant Leader Workplace Spiritual Intelligence (SLWSI) 60-item additive survey scale to assess servant leadership attributes along with a 45 items questionnaire to city managers and other personnel. The purpose of the SLWSI survey scale is to test the hypothesis that higher levels of SLWSI will produce a workplace that is conducive to high morale, less stress, and positive attitudes. Roberts (2013) concluded that the results suggest:

The knowledge and practice of SLWSI are associated with more active coping and adaption strategies to the many internal and external sources of strain associated with the modern workplace. This endows managers with a higher level of SLWSI with greater resiliency and ability to resist the temptations to adopt

dysfunctional coping mechanisms, and achieve higher levels of performance. (p.

64)

In the case of Columbus State University (CSU), Servant Leadership Program, its mission is to encourage students, the community, and institutions to serve. To accomplish this mission, they applied the principles of servant leadership to promote future servant leaders in the public, private, and nonprofit sectors (Polleys, 2002). Students were exposed to the power of service through the collaboration of businesses, organizations in the private sectors which provided opportunities for community service, mentoring, and scholarship (Polleys, 2002). High school seniors are encouraged to participate in the program if they aspire to become a servant leader through personal and academic development.

The CSU Servant Leadership program is locally funded and secures additional resources from the university. This program receives support from the Pastoral Institute, an affiliate of The Center for Servant Leadership that provides numerous benefits to students, including academic seminars for which they can earn college credit, an array of community service opportunities at nonprofit organizations, self-assessment tools, and social activities (Polleys, 2002). The effectiveness of this program is assessed on a continual basis with the year-end results submitted to a task force. The results, which were both quantitative and qualitative, demonstrated the positive contribution the program made to each stakeholder (Polleys, 2002). In the case of this program, it provides a better understanding of the substantive impact that servant leadership can have

in the lives of students and for the betterment of the community and society (Polleys, 2002).

Correspondingly, Joseph and Winston (2005) found correlating results in their study of 69 college and school employees that concluded the perception of servant leadership leads to trust in leaders and organizations. Additionally, they found that trust allows for the hierarchical barriers to be broken down between leaders and followers which lead to an environment that encourages input about personal and professional development (Joseph & Winston, 2005).

Hunter (2004) developed the Leadership Skills Inventory (LSI) used by an organization to measure observable behaviors such as being respectful and forgiving others. Hunter was inspired by servant leadership and wrote a book entitled *The Servant: A Simple Story About the True Essence of Leadership*. This book depicts a tale about an unfulfilled leader quest in understanding and teaching the fundamentals of servant leadership through respect, love, and service. Below the Society For Human Resource Management (SHRM) formulated the following list inspired by Hunter and Greenleaf's definition of the observable characteristics of servant leaders:

- Honesty – be transparent and clear about your expectations;
- Respectfulness – treat others as you would want to be treated and create an environment that is conducive to the success of others;
- Patience – exhibit self-discipline. Acknowledge mistakes and provide opportunities for learning;

- Kindness – be considerate of others, be courteous, and learn to agree to disagree;
- Selflessness – place the needs of others ahead of your own;
- Humility – the lack of pride or conceit. Be true to oneself;
- Forgiveness – do not hold any bitterness, grudges, or resentment toward others if you have been wrongly accused; and
- Commitment – continue to work to improve yourself while helping others and never give up on your vision (Mertel & Brill, 2015).

Through continued innovative assessments of core behaviors demonstrated by leadership, the adaptation of servant leadership could create positive outcomes that increase employees' job performance, expertise, and service. Additionally, Winston and Fields (2005) recommended servant leadership as an essential training tool to be applied in the professional development of supervisors and managers within organizational settings.

Glistler (2014) developed the S.E.R.V.I.C.E model, expansion of servant leadership as a continuous cycle of service in health care may look like this:

S – Service includes all stakeholders giving exceptional service resulting in excellent results.

E - Education, Expectations, and Empowerment (Es') are essential to the service model. The Es' equip an organization to satisfy the needs of its employees, clientele, and community.

R – Respect and Appreciate is necessary to be shown by all stakeholders in an organization. Everyone should feel that they are a valuable asset to their organization.

V – Vision has to be demonstrated through words and actions. Additionally, vision is the thread that keeps an organization together and allows for focus when achieving organizational goals.

I – Inclusion is necessary for an organization to ensure that every voice, idea, and decision is heard and shared.

C – Communication is critical to the success of an organization. It is vital that employers and employees are open, trust, and transparent with one another "even if the messages are hard to hear." (Glister, 2014, p.2).

E – Enrichment is essential for the momentum of an organization. It is essential to acknowledge and celebrate the accomplishments of employees.

### **Cross-Cultural Leadership Factors in Servant Leadership**

Expanding on the idea of how servant leadership can influence organizational culture and the way leaders choose to lead, Hofstede explored the differences among national and organizational cultures in his framework of the six dimensions of national cultures. The Six Dimensions of National Culture as described by Hofstede (2016) are:

1. *Power distance (high vs. low)*: The extent to which the less powerful members of society accept that power is distributed unequally. In this dimension, Russia scored 91 compared to the United States' score of 40 (Hofstede, 2001/2010).

2. *Uncertainty avoidance (high vs. low)*: The extent to which people feel threatened by uncertainty and ambiguity and try to avoid such situations. In this dimension, Russia scored 95 compared to the United States' score of 46 (Hofstede, 2001/2010).
3. *Individualism (individualist vs. collectivist)*: Collectivism: people belong to in-groups (families, organizations, etc.) who look after them in exchange for loyalty. Individualism: people only care about themselves and their immediate family. In this dimension, Russia scored 39 compared to the United States' score of 91 (Hofstede, 2001/2010).
4. *Long-term orientation (long term vs. short-term orientation)*: The extent to which people show a realistic or future-oriented perspective rather than a normative or short-term point of view. In this dimension, Russia scored 81 compared to the United States' score of 26 (Hofstede, 2001/2010).
5. *Masculinity (high vs. low)*: Masculinity: the dominant values in society are achievement and success. Femininity: the dominant values in society are caring for others and quality of life. In this dimension, Russia scored 36 compared to the United States' score of 62 (Hofstede, 2001/2010).
6. *Indulgence (indulgence vs. restraint)*: The extent to which people try to control their desires and impulses. Relatively weak control is called "Indulgence," and fairly strong control is called "Restraint." (Hofstede, 2016, p. 5) In this dimension, Russia scored 20 compared to the United States' score of 68 (Hofstede, 2001/2010).

While the concept of servant leadership derived from the West, Zhao, and Gao (2016) indicated that servant leadership also have deep roots in Chinese culture. This notion may come as a surprise given China's high power distance status score of 80 on Hofstede's six cultural dimensions assessment. "Serving the People," a popular apolitical slogan, coined by the Chinese Communist Party is based on the fundamental beliefs to the "spirit of service" in China (Zhao & Zhonghua, 2016).

According to Zhao and Gao (2016), there are several attributes linked to the impact of servant leadership on supervisors – subordinate relationships in China. First, supervisors support their subordinates in reaching their full potential which helps to reduce turnaround rates. Secondly, servant leadership encourages supervisors to help subordinates embrace their identity and roles within organizational cultures. This is important to ensure service-oriented behaviors. Thirdly, supervisors are more empathetic and self-aware to the emotional well-being of their subordinates.

Servant leadership can play a significant role in helping to shape organizational culture in China specifically in addressing the tradition mindset of being “self-centered and afraid of hardship” (Zhao & Gao, 2016, p. 911). However, it is important to note that leaders strive to build relationships based on trust, respect, and value the community. These central attributes of servant leadership are conducive to change on a personal and professional level.

Hannay implied (2011) the application of specific cultural dimensions to servant leadership could facilitate its use in the workplace. Although the servant leadership model was developed in America, it still could be applied in different organizational

environments at the international level. Hofstede stressed that cultures have to be willing to monitor and adjust to meet the demands of the culture in an ever-changing world.

### **Servant Leadership in Partnerships**

Wisor (2012) revealed the following seven moral principles that encompass the philosophy of servant leadership while stressing the importance of partnership between NGOs and their partners.

1. Addressing individuals' needs has to be a high priority.
2. Consequences should be administered when deemed necessary.
3. There is no parity when considered individuals' need and their ability to obtain resources.
4. Develop relationships with the population that they have been assigned to serve to amend any adverse actions that they imposed or imposed by others.
5. Serve those groups that are most deserving of resources because of evidence of a substantial hardship then there are those groups who may not be as bad off as other groups but have a particular need that deserves attention.
6. Consideration of partner agencies. Partner agencies approve or disapprove projects and the allocation of funds by providing an unbiased opinion of how best the resources should be distributed.

The moral consideration should be given when distributing allocations Gotsis and Grimani (2016) found that servant leadership encourages inclusion among minorities and women. Since servant leadership embraces the attributes of humility and belonging to accommodate the unique abilities and identities of diverse individuals, this allows for

the alleviation of systemic discrimination. To avoid exclusion, servant leaders encourage their subordinates to develop strategies that involve the participation of both "in-group" and "out-group" members to work together building communities and creating fair practices to strength professional, social, and personal growth (Gotsis & Grimani, 2016).

In the servant leadership model, the leader is considered to be a facilitator of organizational change. They are foreseen as a crucial partner in training, motivating, and inspiring others to use their abilities for the success of an organization. In some cases, leaders are not selected but are sought out among their peers as a result of their commitment to service, their integrity, being effective communicators, and for earning the respect of their peers (Smith et al., 2004).

The purpose of this review is to build on servant leadership, which encourages partnerships that are essential to organizations. The following international and governmental organizations were selected for this case study due to their past and current work with Russian and American stakeholders in developing RA NGO partnerships:

**Eurasia and New Eurasia Foundation.** Eurasia Foundation (EF) is a private-public partnership established in 1992 and formerly housed in Moscow. During this time, their mission was to support Russia's civil society, private enterprises, and democracy. Over the years, EF along with their partners has expanded their purpose of strengthening civic and economic communities to the Middle East, Central Asia, and Eurasia. One of EF's important programs is the University Partnership Program (UPP).

UPP was formed in 2015 to promote bilateral partnerships between U.S. and Russian citizens along with Russian and American universities to fund project proposals.

Institutions communicate to each other through an online database and participate in funding competitions. Funding can range from modest to substantial support depending on the design and implementation of partnership projects. Additionally, partnership projects include but are not limited to: joint research, dual degree problems, resource-sharing arrangements, and faculty exchange programs. EF's goal is to continue to see UPP grow with the hopes of developing 15 bilateral partnerships between Russian and American universities.

In April 2004, the Washington-headquartered Eurasia Foundation, the Maradiaga European Foundation in Brussels, and the Moscow-based Dynasty Foundation partnered to form the New Eurasia Foundation (NEF). NEF is registered in Moscow and operates at an international level. NEF is funded through pledges from US and European governments, nonprofit organizations, and private donations. Andrei Kortunov, NEF president, is charged with bringing civil society leaders from the US, Europe, and Russia together to continue in Eurasia's mission. This mission consists of creating programs and applying best practices in grant making for innovative projects in the direction of the board.

**IREX.** IREX is an international nonprofit organization that promotes education, strengthening of civil society and media, conflict resolution, human rights, active communities, gender and youth social initiatives. Founded in 1968, IREX's eight guiding principles: (a) people, (b) respect, (c) inclusion, (d) professionalism, (e) innovation, (f) dedication, (g) creativity, and (h) reliability are the driving force behind mission and vision that promotes positive lasting change globally(IREX, 2016).

IREX has a rich legacy of supporting the strengthening of Russia's Civil Society that stems back to the creation of the Russia Civil Society Support Program (CSSP Russia).

CSSP was designed to strengthen the nongovernmental sector in Russia through the exchange of dialogue between governmental and civic officials. CSSP Russia along with IREX developed a strategic plan that involved third sector development, advocacy, and policy analysis skill development and training, and forums for policy dialogue between NGOs and the government. Although the CSSP Russia program is now closed, IREX continues to institute an environment that is conducive to positive collaboration with its 30 offices throughout Europe and Eurasia.

**U.S. DOS.** According to Berschinski (2016) the U.S. government has spent \$400 million to support civil society and media initiatives of which \$80 million was sent to Eurasia. Under the Obama administration, the Stand with Civil Society initiative along with the U.S. DOS addresses the repression of civil society imposed on NGOs operating in restrictive environments. This policy was implemented for strengthening and preservation of civil society in the following ways: (a) advocacy with governmental officials, (b) protect the voices of organizations, (c) proactive support of civil society, (d) form partnerships with governments and international organizations (e.g. United Nations, Organization for Security and Cooperation in Europe (OSCE), the Community of Democracies, and the Open Government Partnership) that support the advancement of civil society, and (e) continue to seek out those organizations that need or want to lend their support to the cause of civil society. (Berschinski, 2016).

**USAID.** USAID has a unique relationship with each agency mentioned in this study since it has helped to support and raise awareness about their initiatives. Since 1992, USAID has spent \$2 billion to strengthen Russia and US relations including the development of its civil society, democracy, and human rights. The following highlights are only a snippet of the work done at USAID

- Hundreds of Russian and American representatives from the NGO, public, and private sectors participated in the C2C Summit. This summit was formed to address issues such as media, policies, and human rights that posed a threat to the sustainability of Russia's civil society.
- USAID has collaborated with Russia in becoming a global donor to address such health issues as polio and malaria.
- USAID along with the Global Fund, UNAIDS, international organizations, local, regional, and national officials promoted best practices for preventative care and treatment of the HIV/AIDS epidemic driven by the drug injections.
- USAID endorsed democracy by being a supporter of has been a proud supporter of Russia's oldest human rights organizations.
- To promote transparency in government, USAID has supported civic watchdog organizations that focused on electoral process in Russia.
- Since 1987 through 2012, USAID supported civil society organizations that have made positive contributions dedicated to improving the socioeconomic and political climate for Russian citizens.

- USAID endorsed the partnership of several thousand Russian and American judiciary bodies through multiple exchanges and events.
- U.S. – Russia Peer-to-Peer Dialogue Program, which promotes partnerships and the exchange of best practices between U.S. and Russian NGOs and universities (USAID, 2012).

Best practices developed over years of program implementations through the spirit of the partnership are evident in each of these organizations. The majority of their work has been impacted by the foreign agent law, yet the breakthroughs and transformations achieved by both Russians and Americans should be considered as a significant accomplishment. Although the intent behind their efforts may be celebrated or challenged, the willingness to come together during a time of uncertainty especially after the fall of communism will help to deepen the case for the restoration of RA NGO partnerships.

### **Variables**

Understanding the tools needed for partnership and leadership through the paradigm of servant leadership is important not only to leaders but the effectiveness of organizations (Austin & Honeycutt, 2011). The variables utilized in this study are the dependent variable of RA NGO partnerships coupled with the independent variables (tenets) of servant leadership, and the perception of servant leadership embodied by these partnerships. The literature on RA NGO partnerships has been overshadowed by a conflict of interest between two foreign governments and their qualifiers of what constitutes a thriving civil society in Russia. Based on the contributions of USAID and

its collaborating agencies working along the side of nongovernmental organizations and citizens in Russia, positive social change exhibited by both Russians and Americans stakeholders appears to be the common thread that supports the power and influence of effective partnerships.

### **Summary and Conclusion**

Servant leadership is going on all around us on a daily basis. A mother helping her child with homework, someone cutting the grass of a neighbor, or a dad helping his child learn how to throw a baseball – it all equates to service. It has been suggested that the term “servant” has a negative connotation (van Dierendonck, 2010) and should be redefined which in turn may allow for the acceptance of servant leadership.

Although previous studies and literature have suggested that it can be implemented across cultures and sectors (Hannay, 2011; Hofstede, 1993), there are no studies that discuss how the influence of servant leadership can help to build RA NGO partnerships. Such an investigation was featured in this study. It is the hope that this analysis will evoke scholars to investigate further how servant leadership can develop and help to shape effective partnerships in restrictive environments.

Chapter 3 provided an in-depth discussion about the research design that was in used in the study. This included: the role of the researcher, methodology, participant selection, instrumentation to be used, procedures for recruitment of participants, data collection, data analysis, issues of trustworthiness, and ethical procedures.

## Chapter 3: Research Method

### **Introduction**

The purpose of this qualitative study was to explore how the application of the tenets of servant leadership could influence the restoration of RA NGO partnerships. The aim was to evaluate how organizations developed NGO partnerships in a restrictive environment. This chapter outlines the research design and rationale, role of the researcher, methodology, and issues of trustworthiness.

### **Research Design and Rationale**

The research questions focused on the tenets of servant leadership that are documented and identified as being essential to the restoration of RA NGO partnerships. A detailed description of each tenet was used to explore its applicability. The research questions were as follows:

RQ1: How can the influence of servant leadership help to restore Russian-American NGO partnerships?

RQ2: Were there any tenets of servant leadership that had a more dominant effect on USAID and its collaborating agencies?

The tradition of a case study approach was chosen to explore the tenets of servant leadership and its influence on restoring RA NGO partnerships. A case study is a form of qualitative research that examines “a contemporary phenomenon (the ‘case’) in its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident” (Yin, 2014, p. 2). Furthermore, case studies allow the researcher to

thoroughly investigate a program, event, activity, process, or one or more individuals (Stake, 1995).

Trochim (2001) posited that “good research” consists of both quantitative and qualitative methods (p. 157). Fundamentally, both of these methods were designed to complement each other because one method cannot be coded without the judgment of the other and vice versa (Trochim, 2001). Qualitative inquiry allows for diversified methods to be applied when conducting research.

The perception that qualitative, quantitative, and mixed methodologies are drastically different is a common one in the world of research design (Creswell, 2009). During the selection process, the design is ultimately determined by the inquiry and what type of data the researcher wishes to present in the study. Creswell (2009) addressed the differences between qualitative, quantitative, and mixed methods research, explaining that qualitative research deals primarily with exploring and understanding the human condition, whereas quantitative research deals mainly with examining the relationships between variables and mixed methods are a combination of both quantitative and qualitative methods. Creswell (2009) further explained that theory in quantitative research acts as a bridge between variables. In qualitative research, it provides a broad explanation of questions that may arise during the study, and in the mixed methods approach, it can be used deductively or inductively.

Therefore, in consideration of this study's inquiry, I used a qualitative research design: a case study approach. This qualitative approach allows a researcher to explore in depth a program, an event, an activity, a process, or one or more individuals. It allows

for detailed information to be collected using an array of procedures over an extended period (Stake, 2000). Additionally, case studies are known for their ability to provide rich data collection (Rudestam & Newton, 2007).

In general, researchers who are conducting qualitative or quantitative studies have to be mindful of the possibility that identified potential participants might opt not to take part in the research. This decision could not only affect the data collection process, but also derail the progress of the entire study. Deciding to conduct a single case study is particularly risky because, as Yin (2014) indicated, “single case designs are vulnerable if only because you will have to put all your eggs in one basket” (p. 64). Researchers conducting this type of case study are very reliant on their participants.

Multiple case designs give researchers more choices of informants; however, there are no guarantees that presented data will be more substantive or readily available than data from a single case design. Single case design allows for subunits of analyses, which can enhance awareness about the case or the issues surrounding a case at an in-depth level. Even though the suggestions mentioned earlier need to be taken into consideration before conducting a single case design, it should be known that in the event of “new information or discovery during data collection” (Yin, 2014, p. 65), it is the responsibility of the researcher to indicate if any modifications will need to be made to the initial design. Yin (2014) cautioned that when using an embedded design, it is crucial that the subunit levels return to the larger unit of analysis.

Building on the case to conduct a single case study, Rudestam and Newton (2007) suggested that single-subject research strategies are appropriate in developing and

shaping interventions and in closely observing the behavior of individual subjects. Yin (2014) found that subunits of analyses create significant opportunities for extensive review.

With a single case design, these modifications may include selecting new cases or changing the theoretical context. Yin (2014) posited that there are five rationales for conducting a single case study: (a) critical, (b) unusual, (c) common, (d) revelatory, or (e) longitudinal. In this particular case, this single case study exhibited both a critical and common case because it contributed to the study's theoretical framework through the 10 attributes of servant leadership by confirming, challenging, or extending the theory along with adding to the breadth of an argument for the restoration of RA NGO partnerships. Therefore, I decided that a single case approach would be best suited for this study.

### **Role of the Researcher**

As the primary data collector for this study, my perceptions of RA NGO partnerships had been shaped by previous research conducted by such entities as USAID, IREX, Human Rights Watch, and Amnesty International. From the early 1990s to the present, these international agencies have committed themselves to bringing awareness about their work at local, national, and international levels to Russia's civil society. Additionally, I had completed two Knowledge Area Modules (KAMs) about democratic governance and organizational change and leadership, in which rational inferences and experts' opinions helped to develop my understanding of the perception of Russia's important political and social influences. I gave a presentation at the 2012 Southeastern Conference of Public Administration (SECoPA) on "Organizational Leadership and

Social Change in Russia's Nongovernmental and Nonprofit Sector.” Having participated in the forum and studied the references mentioned above, I may have brought certain biases to this study.

Yin (2014) advised that researchers should not rely on statistical data from archival records. Again, researchers have to be aware of the intent and audience for which archival records are produced. Although a plethora of documentation sources can be invaluable to the data collection process, particular attention needs to be given when retrieving documents from the Internet.

Yin (2014) cautioned that it is vital for researchers to analyze data and make sure that data are void of bias. Researchers have to be mindful that data contained in archival documents could have been altered to conceal important information from the reader. It is also worth mentioning that peer-viewed articles provide a safeguard in giving validated information critical to the data collection process.

My primary role as the researcher was to be prepared to address any issue that might arise during this study. Such preparation is important for a researcher's contribution to be active and beneficial as opposed to harmful (Locke, Spirduso, & Silverman, 2007). I anticipated that I would experience more opportunities for learning that will enhance my awareness, knowledge, and sensitivity for RA NGO partnerships.

## **Methodology**

### **Participant Selection Logic**

The research used a content analysis of American governmental and nonprofit organizations associated with USAID. As result of its past and present work within

Russia's civil society and being directly or indirectly impacted by Russia's foreign agent law, USAID was the primary donor agency, with Eurasia, IREX, and the U.S. DOS serving as collaborating agencies. Due to the dual-level inquiry, the final analysis included data about the individual organizations, as well as single-case data about the policies, programs, and practices of USAID as the donor organization to the various entities operating in Russia, spanning over 20 years until the organizations' departure from Russia. Therefore, the final product is a single case study of USAID, based in part on a cross-case synthesis from the collaborating four American organizations. Archival documentation, interview manuscripts, video archives, blogs, magazines, and applicable information were the primary sources of data. Triangulation, peer review, and clarification of researcher bias were used to verify research findings.

### **Instrumentation**

The researcher is commonly referred to as the data collection instrument in a qualitative study (Creswell, 2009; Rudestam & Newton, 2007). The sources of evidence most often used in case study research are documentation, archival records, interviews, direct observation, participant-observation, and physical artifacts (Yin, 2014). Yin (2014) suggested that researchers use as many sources as possible because no single resource has a complete advantage over another.

It is important to take into consideration the types of documentation that will enhance the data. Upon considering all possible sources of evidence that best suited this study, I chose archival data and documentation. I believe that the implementation of these sources provided insight and answers to the research questions in this case study.

Because the research only used information about organizations affiliated with USAID and RA NGO partnerships, some biases may have been present. To address this concern, I implemented the following measures:

- Obtain written consent for the use of publications.
- Ask good questions—and interpret the answers reasonably.
- Be a good listener—not trapped by existing ideologies or preconceptions.
- Stay adaptive, so that newly encountered situations can be seen as opportunities, not threats.
- Have a firm grasp of the issues being studied, even when in an exploratory mode.
- Avoid biases by being sensitive to contrary evidence, also knowing how to conduct research ethically. (Yin, 2014, p. 73)

### **Procedures for Recruitment, Participation, and Data Collection**

Several types of documents were reviewed to gather information to address the research questions regarding USAID and its collaborating agencies. Documents were stored in a case study database created in Microsoft Word using electronic folders, and archival data were separately stored in three-ring binders. This database is a compilation of all data from this case study. These documents include blogs from the former U.S. ambassador to Russia; USAID fact sheets, annual reports, and website; IREX website and annual reports; DOS website; New Eurasia and Eurasia website and annual reports; and magazine and newspaper articles from the *Moscow Times* and *New York Times*. Data will be stored for 5 years and then later destroyed. A case study database is intended to

preserve collected data in a retrievable form (Yin, 2014). Criteria for documentation selection were based on USAID's and its collaborating agencies' involvement with RA NGO partnerships.

### **Data Analysis**

This was an exploratory single case study of RA NGO partnerships. In this study, I collected qualitative data to answer two research questions. Yin (2014) posited that the analysis of case studies is still evolving, in that there are no defined formulas or tools to tell a novice researcher how to analyze evidence. I adapted an analytic strategy that allowed for the following (Miles & Huberman, 1994, as cited in Yin, 2014, p. 135):

- Placement of information into different categories;
- Development of a categories matrix and placement of evidence within each group;
- Tabulation of the frequency of events; and
- Placement of information in chronological order or within another temporal scheme.

Once the aforementioned concepts had been identified, they were organized and manually coded. The final step of this process was to provide a narrative of my interpretation of the codes that conveyed descriptive information about the tenets of servant leadership exhibited by RA NGO partnership.

A content analysis was used to supplement the narrative and interpretation portion of the data analysis. The themes identified formed the framework for interpreting the concept of servant leadership. The analysis was conducted using the following process:

1. *Theory and rationale*: Ten tenets of a servant leader were used to indicate the focus of this study.
2. *Conceptualization*: Ten concepts were explored in this study: (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) commitment to the growth of people, and (j) building community.
3. *Operationalization*: A coding protocol (see Appendix A) was used based on the predetermined categories as outlined in the identified theory.
4. *Coding*: Data were manually coded. Predetermined codes (tenets of servant leadership) were used, and then the data were fit into them, using some combination of predetermined codes. In essence, this created a “qualitative codebook” (Creswell, 2009) that contained a list of predetermined code. This consisted of the names of the codes in one column, code definitions in another column, and then the specific instances (word or phrase frequency) in which the codes were found in archival records and public documents.
5. *Sampling*: Sampling units were defined as words and phrases.
6. *Tabulation and reporting*: Word frequency tables (see Appendix B) were used to display the frequency of each of the 10 tenets of servant leadership analyzed in the study.

All data were analyzed and compared to establish the presence or absence of concepts in the text. Additionally, it is important to connect initial and subsequent codes to original research questions (Yin, 2014).

### **Issues of Trustworthiness**

Internal validity is a form of verification that evaluates the "trustworthiness" of reported data (e.g., interviews, interpretations, etc.). Although there are eight qualitative paradigms of inquiry (i.e., triangulation; member checking; rich, thick description; clarify the bias; negative or discrepant information; prolonged time in the field; peer debriefing; and external auditor; Creswell, 2009), the following strategies were implemented to add credibility to the study.

External validity came from thick, rich, detailed description. In gathering thick, rich data, I was mindful of the need for "the descriptions of the participants or setting under study" to be "sufficiently detailed to allow for transferability to other settings" (Rudestam & Newton, 2007, p. 113). This study involved peer-reviewed notes and personal reflections from data collected about selected participants of RA NGO partnerships. These components were essential in adding "richness" and validity to the study's results (Creswell, 2009).

### **Triangulation of Data**

I sorted or "triaged" through documents to determine their relation to the research questions or inquiry. I spent more time reading what appeared to be relevant and put the other materials aside to review at a later time. Although this strategy was not perfect, it allowed for progress to be made to adhere to other case study tasks.

### **Peer Reviewer**

I recruited a peer who was well versed in qualitative and mixed methods doctoral research to serve as the peer reviewer. As recommended by Yin (2014), he identified any

derivation of evidence from the initial research questions to the conclusions of the case study. Written accounts of our review sessions were recorded through email correspondents. Copies of generalized findings were provided to the peer reviewer.

### **Bias of Researcher**

Yin (2014) posited to use caution when retrieving information from such social media outlets, e.g., Facebook, YouTube, Twitter and individual blogs. It is essential to be aware that provided information (e.g., author, places, or events) may not be accurate. Additionally, it is vital to acquire permission when using materials (e.g., photographs) from these sites. Biases of the researcher were articulated in the section of the Method's chapter entitled "The Role of the Researcher."

### **Ethical Issues**

Before data collection, I obtained IRB approval (IRB approval number 08-30-17-0110219) from Walden University. Yin (2014) prescribed that before conducting a case study, the researcher should request a copy of Institutional Review Board (IRB) guidelines. This is particularly important for researchers conducting a case study due to the board's lack of familiarity with case study research. The IRB application entailed detailed information when applicable about the data collection instruments, interactions with organizational leadership in order to utilize data from public domain websites (e.g. internet sources), acquired consent when deemed necessary from participants, and how I plan to ensure anonymity, confidentiality, and protection of identified organizations and/or programs.

## **Conclusion**

In this chapter, a description of the essential components of the method process was presented. I began by restating the purpose and research questions as it pertains to this study. The research design and the rationale for utilizing the data were introduced. Personal biases and how to avoid them was mentioned in the "Role of the Researcher" section. I discussed in sufficient depth the data collection and analysis process along with verification procedures. Finally, issues of trustworthiness and ethical issues were addressed. Chapter 4 the results of analyses were presented.

## Chapter 4: Results

### Introduction

The purpose of this qualitative single case study was to explore how the application of the tenets of servant leadership could influence the restoration of RA NGO partnerships. In this study, the aim was to evaluate how identified American and nongovernmental organizations developed NGO partnerships in a restrictive environment. In this case, USAID was the primary agency, with Eurasia Foundation, IREX, and the U.S. DOS serving as collaborating agencies. This study was a first step toward addressing a void in the literature to further understand the following questions:

RQ1: How can the influence of servant leadership help to restore Russian-American NGO partnerships?

RQ2: Were there any tenets of servant leadership that had a more dominant effect on USAID and its collaborating agencies?

Data triangulation and peer review were used to verify the findings. Data were examined for credibility, dependability, transferability, and confirmability. Implications of the findings were drawn regarding the applicability of servant leadership to the restoration of RA NGO partnerships.

This chapter details the processes by which organizations were selected, organizations' demographics were determined, data were collected and analyzed, and steps of verification were followed to ensure accurate and high-quality data. The chapter concludes with an evaluation of the results and a summary.

## **Setting**

As a result of Russia's foreign agent law, USAID and its collaborating agencies (e.g., IREX, DOS) no longer exist in the country. Although a partnership that spanned over 20 years has ended, USAID and its partners still seek to support Russian NGOs, thereby "supporting democracy, human rights, and the development of a more robust civil society in Russia" (Nuland, 2012, p. 1).

## **Demographics**

### **U.S. Agency for International Development (USAID)**

USAID was created to consolidate existing foreign aid organizations into a single agency under the Foreign Assistance Act of 1961. Since this time, USAID has provided U.S. foreign aid to over 100 countries to further its cause in helping to provide a democratic and free-market society for citizens around the world. During the 2015 fiscal year, USAID's Bureau for Europe and Eurasia, along with DOS, partnered with 14 countries throughout the Europe and Eurasia region, including Russia, providing \$450 million in foreign assistance to support humanitarian efforts for those countries seeking a peaceful and sustainable society (Bureau for Europe and Eurasia, 2017).

In September 2012, USAID was forced to leave Russia due to allegations that it was negatively affecting the political interests of Russia. Subsequently, USAID has provided over \$2.7 billion (Plummer, 2013) in aid to fund programs that promote health, human rights, and sustainable civil society. Hope remains that USAID will be able to continue to serve NGOs in Russia; however, Russian officials have discouraged these attempts (Plummer, 2013).

**International Research and Exchanges Board (IREX)**

IREX is an international nonprofit organization that partnered with USAID to develop the Russia Civil Society Support Program (CSSP Russia) in 2006. CSSP Russia's mission was to strengthen Russia's civil society. This program was designed to bring representatives from the governmental, civic, local, and regional sectors together to advance policies that would address the needs of citizens.

In an effort to promote dialogue among governments, NGOs, and citizens, CSSP introduced three initiatives: Third Sector Development, Advocacy and Policy Analysis Skills Development and Training, and Forums for Policy Dialogue between NGOs and the Government (Russia CSSP, 2012). As result of these initiatives, six thematic alliances were formed that consisted of members from several NGOs and associations in Russia, amendments were made to federal and local legislation that addressed the regulation of Russia's civil society, and over a thousand NGOs and civil society organizations (CSOs) participated in campaigns and capacity-building programs that promoted alliances, advocacy, policy research, health, education, and housing (Russia CSSP, 2012).

USAID sponsored CSSP Russia and similar projects/conferences offered through IREX until these projects closed in 2012 as a result of Russia's foreign agent law. IREX has offices in 30 countries throughout the Europe and Eurasia region. IREX is committed to promoting economic growth and peace through its expertise in media, civil society, and education to empower youth and community leaders (IREX, 2017).

**Eurasia/New Eurasia Foundation**

Eurasia Foundation is a nonprofit organization whose mission is to equip people with necessary tools to take ownership of their economic and civic prosperity. Eurasia Foundation (USA) and the New Eurasia Foundation (Russia) participate in the Eurasia Foundation Network. This network is a partnership of independent foundations promoting economic growth and sustainability throughout the former Soviet Union (New Eurasia Foundation, 2009). DOS sponsored the U.S.–Russia Civil Society Summit, which brought together representatives from the NGO, private, and public sectors to address public interaction between the United States and Russia.

**U.S. Department of State (DOS)**

DOS can also be referred to as the “foreign officer” of the United States. Created in 1789, DOS is responsible for overseeing foreign policy issues, negotiating foreign treaties, and representing the United States to the United Nations. Although one of its leading partnership agencies in foreign affairs, USAID, no longer operates in Russia, the State Department has remained committed to supporting Russian civil society.

Currently, the President’s Stand with Civil Society (SWCS) agenda is supported by the State Department, along with other governmental agencies, to promote sustainable civil societies in restrictive environments. Funding has been dedicated to human rights, political reforms, gender equality, tolerance, and independent media outlets. Additionally, the State Department supports the recruitment and training of professionals to further the cause of democracy and human rights on a global level (USAID, 2016b).

### **Data Collection**

Several relevant documents were reviewed to gather information to address the research questions regarding USAID and its collaborating agencies. Under IRB application, all textual data were stored in a case study database created in Microsoft Word using electronic folders, and archival data were separately stored in three-ring binders. This database is a compilation of all data from this case study.

A total of 26 publications from the years 2009 through 2017 were obtained through public-domain organizational websites and Internet searches. Titles, types, and sources of publications are listed in Table 1. Blogs, factsheets, and interviews are listed in Table 2.

Table 1

*Content Analysis Publications*

Title of publication	Type of publication	Source
2009 NGO Sustainability Index for Central and Eastern Europe and Eurasia (13 <sup>th</sup> Edition)	Annual report	USAID
2012 CSO Sustainability Index For Central and Eastern Europe and Eurasia (16 <sup>th</sup> Edition)	Annual report	USAID
2013 CSO Sustainability Index For Central and Eastern Europe and Eurasia (17 <sup>th</sup> Edition)	Annual report	USAID
The 2014 CSO Sustainability Index for Central and Eastern Europe and Eurasia	Annual report	USAID
The 2015 CSO Sustainability Index	Annual report	USAID
2016 CSO Sustainability Index	Annual report	USAID
U.S.–Russia Civil Society Summit—2010	Annual report	IREX
Civil Society Support Program “Dialogue” Final Program Report (August 2005-November 2009)	Annual report	IREX
“Civil Society Development in Southern Russia in 2007-2010”	White paper	IREX
Eurasia Foundation 2011 Network Yearbook	Annual report	Eurasia Foundation
Eurasia Foundation 2012	Annual report	Eurasia Foundation
Eurasia Foundation 2013	Annual report	Eurasia Foundation
Eurasia Foundation 2014	Annual report	Eurasia Foundation
2015-2016 Annual Report Eurasia Foundation	Annual report	Eurasia Foundation
U.S.–Russia Bilateral Presidential Commission 2012 Joint Report	Annual report	U.S. DOS

Table 2

*Content Analysis Publications, Continued*

Title of publication	Type of publication	Source
A Short Timeline of Deteriorating U.S.–Russia Relations	News articles (1)	Washington Post
Factsheet: Russia’s NGO Law; Bureau of European Affairs factsheet	Factsheet (2)	Bureau of European Affairs (DOS), Freedom House
Michael McFaul’s blog: Happy New Year: Looking Back, Looking Forward; A Novice’s Journey Start by Seeking; Why I Believe in Servant Leadership	Blogs (3)	Greenleaf Center for Servant Leadership, Russia Beyond
What Is Servant Leadership?; What You See Determines How You Serve; Cultivating a Servant Leadership Culture; How to Create Lasting Change by Mastering the Influence & Effective Servant Leadership; Before You Invert the Pyramid, Create the Vision	Prerecorded interviews (5)	Servant Leadership Online Summit

**Data Analysis**

An exploratory single case study of RA NGO partnerships was conducted. In this study, I collected qualitative data, which I used to answer two research questions. Yin (2014) posited that the analysis of case studies is still evolving because there are no defined formulas or tools to tell a novice researcher how to analyze evidence. I adapted an analytic strategy that allowed for the following:

- Placement of information into different categories;
- Development of a categories matrix and placement of evidence within each category;
- Tabulation of the frequency of events; and
- Placement of information in chronological order or within another temporal scheme. (Miles & Huberman, 1994, as cited in Yin, 2014, p. 135)

Once these components were identified, they were organized and manually coded. For the final step in this process, I provided a narrative of my interpretation of the codes that conveyed descriptive information about the tenets of servant leadership exhibited by RA NGO partnerships. A content analysis was used to supplement the narrative and interpretation portion of the data analysis. The themes identified formed the framework for interpreting the concept of servant leadership. The analysis was conducted using the following process:

1. *Theory and rationale*: Ten tenets of servant leadership were used to indicate the focus of this study.
2. *Conceptualization*: Ten concepts were explored in this study: (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) commitment to the growth of people, and (j) building community.
3. *Operationalization*: A coding protocol (see Appendix A) was used based on the predetermined categories as outlined in the identified theory.
4. *Coding*: Data were manually coded. Predetermined codes (tenets of servant leadership) were used, and then I fitted the data into them, using a combination of predetermined codes. In essence, I created a “qualitative codebook” (Creswell, 2009) that contained a list of predetermined codes. This consisted of the names of the codes in one column, descriptors of the codes in another column, the specific instances (word or phrase frequency) in which

the codes were found in archival records and public documents, and then the overall frequency percentage.

5. *Sampling*: Sampling units were defined as words and phrases.
6. *Tabulation and reporting*: Word frequency tables were used to display the frequency of each of the 10 tenets of servant leadership analyzed in the study.

All data were analyzed and compared to establish the presence or absence of concepts in the text. Additionally, it is important to connect initial and subsequent codes to original research questions (Yin, 2014).

### **Evidence of Trustworthiness**

Once the data had been sorted, reviewed, and analyzed, the verification process followed. The data for this study were verified by peer review, by clarifying researcher bias, and through rich, thick descriptions, as suggested by Creswell (2009) and Rudestam and Newton (2007).

An external observer identified any deviation of evidence from the initial research questions to the conclusion of the case study. I recruited a former associate professor and Fulbright Specialist from the University of Central Florida who was well versed in qualitative and mixed methods doctoral research and the political and nonprofit sectors in Russia to serve as the peer reviewer. Written accounts of our review sessions were recorded through email correspondence. Copies of generalized findings were provided to the peer reviewer.

## Results

Research Question 1 was as follows: How can the influence of servant leadership help to restore Russian-American NGO partnerships?

The results indicated that USAID and its collaborating agencies did not display all of the tenets of servant leadership. Although the data were inclusive concerning their impact on RA NGO partnerships, there needs to be consideration of the number of factors that created barriers preventing these partnerships from being reestablished and how the influence of servant leadership can help to transcend cultural and political divides. Table 3 features various officials who worked with USAID and its collaborating agencies, dignitaries, and leading experts in the field of servant leadership alongside Russian and American stakeholders in improving the holistic process of establishing RA NGO partnerships. Data were collected from blog posts and publications made publicly available through (a) the Google search engine, (b) USAID, (c) Greenleaf Center for Servant Leadership, (d) DOS, (e) Russia Beyond, and (f) Eurasia Foundation.

Servant leadership not only speaks to doing what's right and putting others needs above your own, it also address the six essential human needs: (a) certainty, (b) variety, (c) importance, (d) connection/love, (e) growth, and (f) contribution beyond yourself (Robins, T., 2017). On the other hand, there is a false perception that servant leadership excuses bad behavior. Yet it does the opposite by pointing out the behavior while speaking to a person or organization's potential and not focusing on the negative (Hodges, 2017).

Table 3

*Thematic Analysis of the Influence of Servant Leadership*

Theme	Descriptor	Phrase	Participant/Source
Listening	Understand the concerns expressed by others	“Although we have disagreements on some issues, we listen to each other respectfully. On those areas where we can cooperate, we do so professionally and effectively.”	Former U.S. Ambassador to Russia, McFaul, M. (2015) See Table 2
Empathy (Understanding)	Sensitive to the needs of others	EF promotes greater understanding of advocacy, and builds technical skills on advocacy strategies and techniques while supporting citizen-driven campaigns.	Eurasia Foundation 2014 Annual Report
Healing	Change/ Acceptance	“I believe in servant leadership because our groaning world needs it. Now. Imagine the shift in consciousness and policies if even one country’s political system applied Greenleaf’s “best test” to measure government initiatives by their outcomes in health, wisdom, freedom, autonomy and servanthood.”	Frick, D.M. (2017) Author and Consultant See Table 2
Awareness (Aware)	Self-awareness of surroundings	“We firmly believe that a credible dialogue about democracy and human rights should involve not only contacts between the American and Russian governments, but also direct communication and linkages between American and Russian non-governmental organizations, independent policy experts, and regular citizens to confront common challenges and learn from different experiences faced by our societies.”	Melia, T. (2011), Deputy Assistant Secretary, Bureau of Democracy, Human Rights, and Labor (DOS)
Persuasion (Influence)	Being on one accord with followers/staff	‘After a 30 year battle, John Woolman used the SL attribute of persuasion that resulted in the eradication of systemic slavery in the late 1700’s among Quakers’.	Falotico, P. (2017) Executive Director of the Greenleaf Leadership Center; See Table 2
Foresight (Anticipation)	Learn from the past while creating future opportunities	“For history teaches us that real progress – whether it’s economic or social or political – doesn’t come from the top-down, it typically comes from the bottom-up. It comes from people, it comes from the grassroots – it comes from you.”	Former U.S. President Barak Obama’s remarks at the 2009 U.S.–Russia Civil Society Summit
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	“The people of Russia deserve a strong, democratic government that respects the role that civil society plays in holding governments accountable and providing essential services, rather than stifling NGOs’ important work. We urge the Russian government to abolish this legislation today and uphold its international human rights commitments.”	Kirby, 2016 State Department Spokesman
Building community	Seek and use resources in order to strengthen communities	CSOs nonetheless try to focus their social services on meeting community needs and to expand their scope.	USAID, CSOSI Report, 2017

Greenleaf and other scholars emphasized the importance of servant leaders pushing beyond their biases and first impressions of others. People do not care what you know; they want to know that you care. This is achieved by seeing yourself and others in the right way. The findings indicated the challenges that prohibited the influence of servant leadership for the restoration of RA NGO partnerships; however it suggested that the implementation of servant leadership can help to transcend political, philosophical, and cultural divides because the capacity to serve are found within these organizations and between the Russian and American stakeholders.

Research Question 2 was the following: Were there any tenets of servant leadership that had a more dominant effect among USAID and its collaborating agencies?

Table 4 displayed the coding occurrence for the 10 attributes of servant leadership. Results ranged from the highest to the lowest frequency among the servant leadership tenets. USAID and its collaborating agencies were found to exhibit seven tenets, although with varying degrees of dominance. Data were gathered from featured organizations' public domain sites and USAID's Development Experience Clearinghouse (DEC) (see table 1).

Table 4

*Ranking of Coded Instances per Theme Category*

Theme	Word/Phrase (n)	Rank
Building community	227	1
Commitment to the growth of people	167	2
Stewardship (Management)	114	3
Empathy (Understanding)	76	4
Awareness	53	5
Persuasion (Influence)	49	6
Listening	6	7
Conceptualization	--	--
Foresight (Anticipation)	--	--
Healing	--	--

A content analysis was performed to indicate the frequency of which servant leadership tenets had a dominant effect among USAID and its collaborating agencies (see tables 5 through 19). Results were tabulated based on the number of times the tenet (based on its descriptor) appeared divided by the number of total instances of that tenet was found in the documents (see table 1). For example, the prescribed SL “listening” tenet was found 8 (n) times divided by the total number of 29 instances therefore the overall frequency percentage is 28%.

Table 5

*2009 USAID Sustainability NGO Index Frequency Results*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	1	2	50
Empathy(Understanding)	Sensitive to the needs of others	8	25	32
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	9	41	22
Persuasion (Influence)	Being on one accord with followers/staff	4	26	15
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	12	83	14
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	14	125	11
Building community	Seek and use resources in order to strengthen communities	19	168	11

Table 6

*2012 USAID CSO Sustainability Index*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	1	1	100
Empathy(Understanding)	Sensitive to the needs of others	6	13	46
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	5	24	20
Persuasion (Influence)	Being on one accord with followers/staff	7	32	22
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	11	154	7
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	7	78	9
Building community	Seek and use resources in order to strengthen communities	14	83	17

Table 7

*2013 USAID CSO Sustainability Index*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	1	1	100
Empathy(Understanding)	Sensitive to the needs of others	5	17	29
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	7	26	27
Persuasion (Influence)	Being on one accord with followers/staff	3	30	1
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	11	145	8
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	7	122	6
Building community	Seek and use resources in order to strengthen communities	21	213	10

Table 8

*2014 USAID Europe Eurasia CSO Sustainability Index*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	1	1	100
Empathy(Understanding)	Sensitive to the needs of others	8	22	36
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	8	39	21
Persuasion (Influence)	Being on one accord with followers/staff	8	49	16
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	12	158	8
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	16	141	11
Building community	Seek and use resources in order to strengthen communities	20	214	9

Table 9

*2015 USAID CSO Sustainability Index*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	1	1	100
Empathy (Understanding)	Sensitive to the needs of others	8	22	36
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	5	28	18
Persuasion (Influence)	Being on one accord with followers/staff	4	31	13
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	10	160	6
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	19	120	16
Building community	Seek and use resources in order to strengthen communities	37	93	40

Table 10

*2016 USAID CSO Sustainability Index*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	1	1	100
Empathy (Understanding)	Sensitive to the needs of others	14	19	74
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	7	34	20
Persuasion (Influence)	Being on one accord with followers/staff	6	32	19
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	1	0
Stewardship (Management)	Contribute services for the greater good of society	28	144	19
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	15	159	9
Building community	Seek and use resources in order to strengthen communities	26	234	11

Table 11

*IREX U.S. Russia-Civil Society Summit*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	3	5	60
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	4	5	80
Persuasion (Influence)	Being on one accord with followers/staff	1	1	100
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	0	4	0
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	14	23	61
Building community	Seek and use resources in order to strengthen communities	12	30	40

Table 12

*Civil Society Development in Southern Russia*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	1	0
Empathy (Understanding)	Sensitive to the needs of others	2	2	100
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	1	1	100
Persuasion (Influence)	Being on one accord with followers/staff	4	6	67
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	--	--	--
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	13	32	41
Building community	Seek and use resources in order to strengthen communities	12	15	80

Table 13

*IREX CSSP Final Report “Dialogue” 2005-2009*

Theme	Descriptor	Word/Phrase ( <i>n</i> )	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	5	7	71
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	2	5	40
Persuasion (Influence)	Being on one accord with followers/staff	10	12	83
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	18	65	28
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	7	38	18
Building community	Seek and use resources in order to strengthen communities	35	76	46

Table 14

*2011 Eurasia Foundation*

Theme	Descriptor	Word/Phrase ( <i>n</i> )	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	2	2	100
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	--	--	--
Persuasion (Influence)	Being on one accord with followers/staff	1	2	50
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	--	--	--
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	9	22	40
Building community	Seek and use resources in order to strengthen communities	9	20	45

Table 15

*2012 Eurasia Foundation*

Theme	Descriptor	Word/Phrase (n)	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	1	2	50
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	1	1	100
Persuasion (Influence)	Being on one accord with followers/staff	--	--	--
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	1	4	25
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	17	25	68
Building community	Seek and use resources in order to strengthen communities	6	16	37

Table 16

*2013 Eurasia Foundation*

Theme	Descriptor	Word/Phrase ( <i>n</i> )	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	--	--	--
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	2	5	40
Persuasion (Influence)	Being on one accord with followers/staff	--	--	--
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	1	9	11
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	5	11	45
Building community	Seek and use resources in order to strengthen communities	9	27	33

Table 17

*2014 Eurasia Foundation*

Theme	Descriptor	Word/Phrase ( <i>n</i> )	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	1	1	100
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	1	3	33
Persuasion (Influence)	Being on one accord with followers/staff	--	--	--
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	1	10	10
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	6	18	33
Building community	Seek and use resources in order to strengthen communities	9	27	33

Table 18

*2015-2016 Eurasia Foundation*

Theme	Descriptor	Word/Phrase ( <i>n</i> )	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	2	3	66
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	1	2	50
Persuasion (Influence)	Being on one accord with followers/staff	--	--	--
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	2	8	25
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	11	25	44
Building community	Seek and use resources in order to strengthen communities	6	25	24

Table 19

*2012 Joint Report, DOS U.S.–Russia Bilateral Presidential Commission*

Theme	Descriptor	Word/Phrase ( <i>n</i> )	Total # of instances	Frequency (%)
Listening	Understand the concerns expressed by others	--	--	--
Empathy (Understanding)	Sensitive to the needs of others	11	17	64
Healing	Change/Acceptance	--	--	--
Awareness	Self-awareness of surroundings	--	--	--
Persuasion (Influence)	Being on one accord with followers/staff	1	1	100
Conceptualization	Balance between reality and the potential of individuals or organizations	--	--	--
Foresight (Anticipation)	Learn from the past while creating future opportunities	--	--	--
Stewardship (Management)	Contribute services for the greater good of society	7	26	27
Commitment to the growth of people	Continual personal, professional, mental, and spiritual training	7	13	53
Building community	Seek and use resources in order to strengthen communities	4	6	66

### **Overall Content Analysis Evaluation**

In Tables 5 through 19, the attributes and behaviors of USAID and its collaborating agencies, as described in the data, were evaluated in terms of the 10 themes of (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion (influence), (f) conceptualization, (g) foresight (anticipation), (h) stewardship (management), (i) commitment to the growth of people, and (j) building community. Table 4 displayed the ranking across the dataset (see table 1) when it comes to the dominance of the 10 themes which resulted in: (a) building community (33%), (b) commitment to the growth of people (24%), (c) stewardship (16%), (d) empathy (11%), (e) awareness (8%), (f) persuasion (7%), and (g) listening (1%). Although USAID and its collaborating agencies are not typically identified as servant-led institutions (Laub, 1999), the findings exhibited 7 out of 10 attributes of servant leadership as prescribed by Spears (2004) to be evident in USAID and its collaborating agencies for the case of democracy and partnership between Russia and the United States political and civil sectors.

### **Summary**

This is the first study to investigate the influence of servant leadership in RA NGO partnerships. Although there have been many challenges imposed to NGOs funded by the U.S. in Russia, the results of this study showed that ideology of servant leadership should be considered in helping to restore RA NGO partnerships. In context, the findings verified that not all of SL tenets were evident from USAID and its collaborating agencies as described by Spears and that the implementation of servant leadership does not necessarily reflect the restoration of RA NGO partnerships.

The findings revealed that some tenets were more dominant than others; however the absence of certain tenets did not diminish the effectiveness of USAID and its collaborating agencies with fulfilling their mission as it related to RA NGO partnerships. These results are original contributions of this study knowledge base of RA NGO partnerships and servant leadership. In chapter 5, I provided interpretation of the findings, limitations, recommendations, implications, and conclusion.

## Chapter 5: Discussion, Conclusions, and Recommendations

### **Introduction**

The purpose of this qualitative, single case study was to explore how the application of the tenets of servant leadership could influence the restoration of RA NGO partnerships. For this case study, the work of USAID along with its collaborating agencies—IRES, Eurasia/New Eurasia Foundation, and DOS—was evaluated to determine how these organizations developed partnerships in a restrictive environment. This single case study was designed to explore the application of servant leadership in NGO partnerships between Russia and the United States. Yin (2014) suggested that a case study should be used to understand a real-world case. This approach allows a researcher to gain an understanding that involves “important contextual conditions pertinent to [the] case” (Yin, 2014, p. 16).

This study was conducted as a content analysis. Primary data sources included annual reports, blogs, websites, webinars, interviews, memos/notes, and all applicable documentation. Data were examined through content analysis to identify emerging themes and patterns. Peer review, triangulation of data, and clarification of researcher's biases were used to verify data. Additionally, data were examined for validity, dependability, and reliability.

The findings revealed that there are many challenges that stand in the way of the restoration of RA NGO partnerships. Before the expulsion of USAID and its collaborating agencies, there were efforts being made to amend parts of the original 2006 foreign agent law. For example, language that would not allow NGOs to register because

of their perceived threat to Russian sovereignty would be removed, NGOs would not be automatically denied registration if they failed to submit all documents without prior notification, authorities could only request a limited amount of materials from NGOs, audits would be conducted every 3 years as opposed to annually, and NGOs receiving less than \$100,000 would be tax exempt (Machalek, 2012). One of the most controversial amendments to the legislation stated that NGOs that received foreign funding would have to be labeled as “foreign agents” and that refusal to do so would result in funding being denied.

President Putin stated, “If people are involved in domestic politics and receive cash from abroad, society has the right to know which organizations these are and who fund them” (as cited in Reuters, 2013, para. 6). Upon further review, Putin did order his administration to amend the law to exclude religious organizations, state-funded corporations, and business groups. Since the reemergence of the Putin administration, the restrictions imposed on foreign NGOs in Russia have been swift and repressive.

As a result of Russia's pushback on foreign NGOs—mainly those funded by the United States—the possibility of the restoration of RA NGO partnerships seems to be null and void. Although USAID and its collaborating agencies may practice behaviors that support servant leadership, they do not necessarily hold those behaviors within their value system. In the lens of servant leadership, growth occurs through adversity. The principles of servant leadership equip leaders and organizations to handle fear, uncertainty, and cultural divides (Robins, 2017).

Given political and cultural divides, the implementation of ideologies and strategic measures inspired by servant leadership may help to influence the resetting of RA NGO partnerships. Additionally, the findings showed that several tenets of servant leadership were demonstrated by USAID and its collaborating agencies. It is to be noted that the frequency and dominance of tenets vary per data category and case.

### **Interpretation of the Findings**

The intent of this study was to provide insight into how servant leadership can influence the restoration of RA NGO partnerships based on servant leadership attributes being demonstrated by USAID and its collaborating agencies. The results indicated that specific characteristics (see Results) were frequently demonstrated by USAID and its collaborating agencies. However, the findings did not specify that servant leadership had a dominant effect on the influence of restoring RA NGO partnerships.

Many challenges have deterred the restoration of RA NGO partnerships. For example, the implementation of Russia's foreign law cut funding for foreign-funded NGOs in Russia. At the time of this study, the majority of programs funded by USAID and implemented through its collaborating agencies that had been known for supporting a stronger civil society had ended in Russia.

Existing studies about the application of servant leadership have been visible primarily in the voluntary sector. Additionally, some exemplars have focused on the strengths and weaknesses of the servant leadership model. However, studies have not shown how the application of servant leadership translates at a broader level to the

development and restoration of NGO partnerships—specifically, in this case, between Russian and American stakeholders.

Data were not available on servant leadership in USAID and its collaborating agencies for the restoration of RA NGO partnerships. The adoption and contributions of servant leadership within USAID and its collaborating agencies had not been studied. It is important to capture examples of servant leadership within these entities in order not to miss opportunities for restoring RA NGO partnerships in the future.

### **Limitations**

A limitation of the study was the use of four American organizations characterizing servant leadership in RA NGO partnerships. Although the results are not generalizable to similar partnerships, they could be used to encourage the reemergence of partnerships in Russia or other restrictive environments. Subjectivity and bias may have been present because the findings were derived from the data presented by the organizations; however, the perspectives of similar organizations/partnerships or Russian stakeholders were not a factor in this study.

In an effort to present current data related to RA NGO partnerships among USAID and its collaborating agencies, I chose to use data that only dated as far back as 2009-2016. Data from prior to 2009 were not considered but might have provided a better sense of the plight of RA NGO partnerships before legislative changes transpired in Russia. In terms of further limitations, the results were limited to the information that was provided by each organization.

The study investigated only four cases characterized by the 10 tenets of servant leadership as described by Spears (2006) in relation to RA NGO partnerships. Therefore, it is not possible to determine whether or not the implementation of the 10 tenets supported the reemergence of RA NGO partnerships. Moreover, this study did not mention other observable characteristics of servant leadership as described by Laub (1999) and Hunter (2004), which could have elicited evidence of servant leadership being demonstrated by USAID and its collaborating agencies.

### **Recommendations**

Based on the findings of this study, it is recommended that USAID and its collaborating agencies, alongside American and Russian stakeholders, adapt a servant leadership framework to address political and cultural divides and promote the restoration of RA NGO partnerships. An analysis will need to be conducted to determine how servant leadership can be implemented to address all of the current challenges that caused a rift between Russia and America relating to RA NGO partnerships. Additionally, values-based assessment tools should be used to measure behaviors that support servant leadership in order to determine how servant leadership can be incorporated into the value systems of USAID and its collaborating agencies as well as those of other stakeholders that are essential to the restoration process.

Stoner (2017) concluded that before servant leadership can become fully realized, it has to be visualized. Creating a shared vision is crucial to the success of organizations when implementing the practices of servant leadership. In order to achieve a shared vision, organizations must know who they are, where they are, and what will guide their

journey. It is also important that organizations are able to address “why” questions pertaining to their purpose. Furthermore, Milletstaedt and Maranto (2017) suggested that cultivating a servant leadership culture requires motive, modeling values, and messaging.

Once a shared vision is created, further consideration should be given to the practicality of imposing a theoretical model that has been primarily demonstrated in the nonprofit sector as opposed to the public sector. Although USAID and its collaborating agencies have exhibited tenets of servant leadership, is servant leadership the best leadership model to use when addressing the challenges that these organizations and their stakeholders will have to face in seeking to restore RA NGO partnerships? Some perceive servant leadership as impractical for solving real-world problems (Eicher-Catt, 2005; Lloyd, 1996). Continuous monitoring of policy reforms, funding, sustainability of civil society, democratic practices, and political regimes through think tanks and the media is essential for bringing awareness to the underlying issues that affect RA NGO partnerships.

### **Implications for Social Change**

The findings of this study support the notion that servant leadership tenets are demonstrated in USAID and its collaborating agencies and that the effects of servant leadership can be influential on the restoration of RA NGO partnerships. Additionally, the findings of this study confirm Blanchard’s (2017) assessment that servant leadership in action are those that serve rather than being served. The following tenets had the most dominant presence in USAID and its collaborating agencies: (a) building community, (b)

commitment to growth of people, (c) stewardship (management), (d) empathy (understanding), (e) awareness, (f) persuasion (influence), and (g) listening.

Applying the aforementioned tenets for the restoration of RA NGO partnerships could lead to the following:

- Support from the international community for the sustainability of RA NGO partnerships.
- Bridging the cultural gap between Russian and American stakeholders through teaching and consulting in order to achieve cultural competence.
- Establishing an advisory council or partnership with one or more legal clinics to monitor and report the current status of NGO legislation to Russian and American NGO leaders and stakeholders.
- Developing a cross-cultural manual that examines Russian and American motivational factors, addressing cultural differences in leadership styles.
- Hosting a cultural exchange between countries in which participants visit thriving NGOs in identified cities.
- Developing partnerships with governmental, municipal, and commercial entities and presenting NGOs as social service providers in order to enhance membership, volunteer, training, and funding initiatives.
- Developing fundraising activities that promote Russian and American NGOs' mission and purpose.

The adaptation of these practical suggestions involving the underpinnings of servant leadership could help to facilitate continuous dialogue exchange among all stakeholders

that seek to restore RA NGO partnerships in order to assist vulnerable communities in Russia.

### **Conclusion**

This study was an attempt to fill the gap in literature regarding the restoration of RA NGO partnerships through the tenets of servant leadership. Greenleaf (1977) posited that the tenets of servant leadership are experienced not only at an individual level, but also holistically through organizations, which can be subjective, complicated, and authoritative. “A Case for Democracy: Response of RA NGO Partnerships” (see Appendix D), an original poem, outlines the challenges and opportunities for a freer and democratic society through the personification of RA NGO partnerships.

Correspondingly, the poem promotes continuous efforts toward positive social change by capturing the importance of the most important capital, the human race, and the need to ensure that their rights and freedoms are respected and protected through the framework of RA NGO partnerships.

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## Appendix A: Coding Protocol

### Level of Analysis

Word counts and frequency were reviewed. All data were categorized under one of the 10 characteristics of a servant leader. The established thresholds of <10>100 were considered sufficient when coding for a specific topic or theme.

### Predefined Sets of Concepts

For the purpose of this study, the 10 tenets associated with servant leadership were the predetermined set of categories/themes used. To include: (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) commitment to the growth of people, and (j) building community. Using a predefined set of concepts allows the examination of qualitative text data for specific items and improves the focus of the process (Yin, 1994).

### Frequency

Themes were codes for frequency and not the absence of words. Yin (2014) suggested studying the outputs to determine whether meaningful patterns are emerging.

### Level of Generalization

Key words and phrases were coded as they appear in the text.

### Translation Rules

Each tenet was recorded under a predetermined category. Each tenet was color-coded using highlighters. This was done manually in Microsoft word using the following functions: (a) text-formatting and (b) the find and replace command to categorize and tally code.

## Appendix B: Word Frequency Table

Theme	Descriptor	Word/Phrase (n)	Total # Number of Instances	Frequency (%)
Listening	Understand the concerns expressed by others			
Empathy(Understanding)	Sensitive to the needs of others			
Healing	Change/Acceptance			
Awareness	Self-awareness of surroundings			
Persuasion (Influence)	Being on one accord with followers/staff			
Conceptualization	Balance between reality and the potential of individuals or organizations			
Foresight (Anticipation)	Learn from the past while creating future opportunities			
Stewardship (Management)	Contribute services for the greater good of society			
Commitment to the Growth of People	Continual personal, professional, mental, and spiritual training			
Building Community	Seek and use resources in order to strengthen communities			

## Appendix C: Ranking of Coded Instances per Data Category

Theme	Word/Phrase (n)	Rank
Building Community		
Commitment to the Growth of People		
Stewardship (Management)		
Empathy(Understanding)		
Awareness		
Persuasion (Influence)		
Listening		
Conceptualization		
Foresight (Anticipation)		
Healing		

## Appendix D: Case for Democracy: Response of RA NGO Partnerships

As nations arise from the mist of turmoil  
We were there to savage the spoils  
The spoils of war that brought pain and sorrow  
As we strived to provide a better tomorrow  
We heard the cries for freedom in Central Europe  
And colored the nation with protest from revolutionists.

Russia, we have felt your disdain  
Through stringent laws and hurtful restrains  
However, we will not refrain from our efforts  
To give up now, we say no not EVER!  
Many say that we cannot be effective  
In lands where rulers have their own objectives  
Objectives to control and not to lead  
Who would rather see bloodshed than to give up their greed.  
Our record is consistent and our reputation is world renowned  
But one may ask the question, "What obstacles have held us bound?"

Is it financial woes or domestic disputes?  
Is it a failure to plan for the future?  
Or  
Is it a lack of influence in developing polices?  
Can you really help to shape democracies?  
Yes, it is true we have had our challenges  
And in fighting for democracy we must seek balance.

Balance of influence among political, private, and civil service actors

This is important in order to give power to the people, the benefactors

Governments, we need transparency and accountability

Private sector, we need businesses to operate at full capacity

Civil society, the place where we call home

We must share our expertise and make our power known.

Freedom is not free and it comes at a cost

If we want to see democracy we must risk it all.

For the sake of future generations

Who are unfamiliar with corrupt and communist ties

For those who gave up their lives

Who will never see their country restored sense of pride.

We represent the downtrodden, the poor, and the voiceless

Creating opportunities of hope and bringing awareness of choices.

So this is our response for democracy

And we hope we have made our case

For we are many entities that seek to help the human race.

However, we cannot do this alone nor can we hesitate

The call to action has gone out and change is waiting at the gate.

So as long as the outcries for peace, justice, and freedom remains

We will continue to be the extended hands and feet

That Greenleaf and others proclaimed!