

Servant Leadership Measures (SL-28 and SL-7)

Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multilevel assessment. *Leadership Quarterly*, 19, 161-177. [original scale development research]

Section A. In the following set of questions, think of _____, your immediate supervisor or manager (or team leader); that is, the person to whom you report directly and who rates your performance. If the person listed above is not your immediate supervisor, please notify a member of our research team.

Please select your response from Strongly Disagree = 1 to Strongly Agree = 7 presented below and enter the corresponding number in the space to the left of each question.

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

- ___ 1. My manager can tell if something work-related is going wrong.
- ___ 2. My manager gives me the responsibility to make important decisions about my job.
- ___ 3. My manager makes my career development a priority.
- ___ 4. My manager seems to care more about my success than his/her own.
- ___ 5. My manager holds high ethical standards.
- ___ 6. I would seek help from my manager if I had a personal problem.
- ___ 7. My manager emphasizes the importance of giving back to the community.
- ___ 8. My manager is able to effectively think through complex problems.
- ___ 9. My manager encourages me to handle important work decisions on my own.
- ___ 10. My manager is interested in making sure that I achieve my career goals.
- ___ 11. My manager puts my best interests ahead of his/her own.
- ___ 12. My manager is always honest.
- ___ 13. My manager cares about my personal well-being.
- ___ 14. My manager is always interested in helping people in our community.
- ___ 15. My manager has a thorough understanding of our organization and its goals.
- ___ 16. My manager gives me the freedom to handle difficult situations in the way that I feel is best.
- ___ 17. My manager provides me with work experiences that enable me to develop new skills.
- ___ 18. My manager sacrifices his/her own interests to meet my needs.
- ___ 19. My manager would **not** compromise ethical principles in order to achieve success.

- ___20. My manager takes time to talk to me on a personal level.
- ___21. My manager is involved in community activities.
- ___22. My manager can solve work problems with new or creative ideas.
- ___23. When I have to make an important decision at work, I do **not** have to consult my manager first.
- ___24. My manager wants to know about my career goals.
- ___25. My manager does whatever she/he can to make my job easier.
- ___26. My manager values honesty more than profits.
- ___27. My manager can recognize when I'm disappointed without asking me.
- ___28. I am encouraged by my manager to volunteer in the community.

Item Key (SL-28)

Item #s	Reference/comments
1, 8, 15, 22	Servant Leadership: Conceptual skills
2, 9, 16, 23	Servant Leadership: Empowering: our items
3, 10, 17, 24	Servant Leadership: Helping subordinates grow and. Item #3 is adapted from Ehrhart, PPsych, Spring, 2004
4, 11, 18, 25	Servant Leadership Putting subordinates first. Items #11 and #18 adopted from Barbuto & Wheeler, 2006 G&OM.
5, 12, 19, 26	Servant Leadership: Ethical Behavior. Item #5 is adapted from Ehrhart, PPsych, Spring, 2004.
6, 13, 20, 27	Servant Leadership: Emotional healing
7, 14, 21, 28	Servant Leadership: Creating value for the community. Item #7 is adapted from Ehrhart, PPsych, Spring, 2004

Item Key for SL-7 (short form)

Item #s	Reference/comments
1, 3, 6, 7, 11, 16, 19	Servant Leadership short form (SL-7): Liden, R.C., Wayne, S.J., Meuser, J.D., Hu, J., Wu, J., & Liao, C. (2015). Servant Leadership: Validation of a Short Form of the SL-28. <i>Leadership Quarterly</i> , 26, 254-269. - also used in: Liden, R.C., Wayne, S.J., Liao, C., & Meuser, J.D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. <i>Academy of Management Journal</i> , 57, 1434-1452.

- ___1. My manager can tell if something work-related is going wrong.
- ___2. My manager makes my career development a priority.
- ___3. I would seek help from my manager if I had a personal problem.
- ___4. My manager emphasizes the importance of giving back to the community.
- ___5. My manager puts my best interests ahead of his/her own.

- ___6. My manager gives me the freedom to handle difficult situations in the way that I feel is best.
- ___7. My manager would **not** compromise ethical principles in order to achieve success.