In the case of Debbie, there is an additional layer of complexity. She works for a multinational corporation and has to manage a large number of employees. Her immediate supervisees tell her that she is too involved in their personal lives and that she should be focusing on more professional matters. Debbie is torn between her desire to provide emotional support and her need to maintain a professional distance. She knows that by helping them develop their skills and assisting them in a highly relational manner, she can improve their work performance. However, she is also aware that too much empathy can drain her energy and impact her effectiveness in the workplace.

In conclusion, servant leadership is a complex and multifaceted approach that requires leaders to consider the needs and well-being of their followers. It is not a one-size-fits-all solution, and leaders must adapt their approach based on the unique circumstances of their organization. By prioritizing the needs of their followers and creating a supportive and inclusive work environment, leaders can foster productivity and engagement, and ultimately improve their own effectiveness as leaders.