Larry Spears Named New Executive Director

Larry Spears has been named the Center's Executive Director and began work on April 1, 1990. Highly recommended for his management, public relations, and fundraising skills, Mr. Spears is a professional not-for-profit manager.

He has most recently served as the Managing Director of the Greater Philadelphia Philosophy Consortium, a cooperative association of 12 colleges and universities in the Philadelphia area; before that, he served as Executive Director for the Childbirth Education Association of Greater Philadelphia. He has also previously worked as either consultant or employee with the Great Lakes Colleges Association's Philadelphia Center, CCCO/An Agency for Military and Draft Counseling, and Friends Journal, a Quaker magazine. His current volunteer activities include service on the Friends Journal Board of Managers.

(Continued on page 2)

Robert K. Greenleaf Center Established in Indianapolis

The Robert K. Greenleaf Center has embarked upon an ambitious new phase of development through both the appointment of a new Executive Director and the simultaneous relocation of its headquarters to Indianapolis, Indiana.

On April 1, 1990 the Center moved its headquarters from Newton Centre, Massachusetts to Indianapolis. The decision to relocate to Indianapolis was based, in part, upon the region's vitality as a center for growth among corporations, religious institutions, educational groups, and other institutional bodies.

Additionally, Indianapolis was already the location of a new affiliated program, the Trustee Renewal Project, which was launched in October of last year. A number of the Center's longtime individual supporters live in Indiana; the state also has a very active group of trustee educators and others who have been inspired by Bob Greenleaf's writings on servant leadership.

Finally, Bob Greenleaf himself grew up in Terre Haute, Indiana. The Greenleaf Center's Board of Trustees believed that there was a certain symmetry in relocating the headquarters to Robert Greenleaf's home state. Bob Greenleaf has expressed both his pleasure and support for the Center's move to Indiana.

The Greenleaf Center invites you to drop by our new offices whenever you are in the area.
Message from the Chairman

by James B. Tatum

It is an exciting time for the Robert K. Greenleaf Center! The move to Indianapolis has placed the Center in a location where several practitioners of the Servant Leader philosophy are at work. The environment is a healthy one, conducive to our growth as a national organization.

A new executive director has been employed, necessitated by the move. We are most fortunate to have been able to acquire the services of Larry Spears. More information about Larry appears elsewhere in this publication, but suffice it to say that in the few months he has been on the job, his energy and commitment to the work of the Greenleaf Center have brought a freshness that has yielded immediate positive results. These qualities, along with his experience as executive director of other organizations, augur well indeed for the future of the R. K. Greenleaf Center.

The climate in this country and around the world has never been better from the standpoint of receptivity to the Servant Leader philosophy.

For the very first time in the two years that I have been on the Greenleaf Center board I believe that we are prepared to move forward in a strong way. I hope all of you who read this will see it as a special calling to continue your journey as servers of others. Also, that your commitment to support the work of the Center by becoming a sponsor is forthcoming. Together we can accomplish much in our quest to see our society move to a "caring" one striving to be more humane.

Larry Spears (Continued from page 1)

Larry is also a writer, editor, and publications designer. He has had published over 200 articles, essays, brochures, pamphlets, book reviews, newsletters, and a slideshow-filmstrip; and he has previously taught as an adjunct faculty member with the GLCA Philadelphia Center. Spears has written a number of successful grant proposals which have been funded by The Rockefeller Foundation, the Pennsylvania Humanities Council, Fidelity Bank, Quaker Chemical Foundation, the Shoemaker Fund, and the Delaware Valley March of Dimes, among others. Additionally, he has both marketing and development experience in advertising, direct mail solicitation, and special events.

Larry Spears has noted that he and Robert Greenleaf share several things in common—both of them grew up in Indiana; both have been associated with the Religious Society of Friends; and they both consider themselves students of institutional management. Spears commented that he shares with the Greenleaf Center’s Board of Trustees their great hopes and aspirations for the future. “I see every reason to believe that the Greenleaf Center can significantly expand its program and influence during the 1990’s,” said Spears. “The time is ripe for the concept of servant-leadership to take root in businesses, schools, foundations, churches, not-for-profits, and in other institutions. The Greenleaf Center, and servant-leadership, can lead the way in helping to foster an increasingly democratic and nurturing environment within all kinds of institutions.”

Larry’s move back to Indiana represents a homecoming following 12 years in Philadelphia. He received his B.A. in English from DePauw University, located in Greencastle, Indiana. He has also done graduate work in interdisciplinary studies at Temple University in Philadelphia. Spears is married and a father of two children: James, age 3, and Matthew, who was born on July 14, 1990. By coincidence, Matthew shares the same birthdate as Robert Greenleaf, who was born on July 14, 1904.
Robert K. Greenleaf Archives Established in Massachusetts

Scholars and others will be pleased to know that many of Robert Greenleaf’s personal papers and related materials have now been catalogued as part of the newly-established Robert K. Greenleaf Archives. These materials are part of the Merrill Department of Rare Books and Special Collections section of the Franklin Trask Library, which is located on the campus of the Andover Newton Theological School, in Newton Centre, Massachusetts.

The Robert K. Greenleaf Papers, covering the period from 1929 to 1987, document the life and professional work of Bob Greenleaf. The collection is arranged according to the following categories: journal (1940-1943); notebooks on dream analysis (c. 1958-1962); autobiographical essays; correspondence (1931-1987); subject files; unpublished literary manuscripts/essays and meditations, filed in alphabetical order; publications, filed in chronological order; memorabilia (records, documenting travel in India, date books, health information, passports, miscellaneous mementos classified by chronological periods of life); and Greenleaf family memorabilia.

(Continued on page 6)
energetic renewal and expansion which is presently taking place within the Center. This newsletter is the first in a series of new developmental steps for the Greenleaf Center. In the months to come we will be producing a new membership brochure; conducting promotional mailings to more effectively market our materials; and placing display advertisements within national magazines in order to heighten public awareness of the Robert K. Greenleaf Center and servant leadership. These and many other activities will be targeted toward specific institutional constituencies, including: corporations, colleges and universities, not-for-profits, and seminaries and churches.

On behalf of the Greenleaf Center I want to publicly acknowledge and thank two of our longtime institutional supporters for all that they have done for the Center in recent years. The Lilly Endowment has recently given two grants to the Greenleaf Center (see related story elsewhere in this issue). These two grants, along with several others which have previously been made, have helped to sustain the Greenleaf Center in its important mission. So, too, have the considerable in-kind contributions which have been made over the years by AT&T. The donations of printing, equipment, and other kinds of resources by AT&T have enabled the Greenleaf Center to grow in recent years. The contributions made by both the Lilly Endowment and AT&T are deeply appreciated.

Finally, I would like to take this opportunity to ask each and every reader to think seriously about how you may be able to further support the work of the Greenleaf Center. Many possibilities exist, including the following: Becoming a member of the Greenleaf Center, or encouraging someone else to do so; purchasing the Center’s materials for distribution to friends and colleagues; distributing our new informational brochure and/or literature list to others; identifying potential new sources of foundation and corporate support; or, in other ways, contributing to the publicizing of the Greenleaf Center and servant leadership. Another good way to show your support is through making a tax deductible contribution to the Center. I encourage you to write or call me if you are willing to assist us in any way with our burgeoning expansion effort.

Greenleaf Center Receives Grants from the Lilly Endowment

The Robert K. Greenleaf Center has recently received two multi-year grants from the Lilly Endowment.

On October 1, 1989, a three-year grant totalling $606,200 was awarded to fund the Trustee Renewal Project—an affiliated program sponsored by the Greenleaf Center. The purpose of the Trustee Renewal Project is to bring a sense of renewal to the trusteeship of nonprofit institutions by more clearly articulating a compelling vocation for trustees, and making this vocation easily understood and accessible for those who wish to serve as trustees. The Trustee Renewal Project directors are: Richard Broholm, Anne Hoover, Diana Leslie, and Don Schutt.

A second three-year grant in the amount of $167,516 has been awarded the Greenleaf Center for the purpose of general operating support.

"The awarding of these two grants," commented Larry Spears, executive director of the Greenleaf Center, "will enable the Center to further promote and support the servant leader concept in a variety of ways. The Greenleaf Center deeply appreciates the past and present support of the Lilly Endowment."

Servant Leader Books in Brief

Business Ethics: Profiles in Civic Virtue

In this book, Liebich describes two dozen business leaders who have sought, in a variety of ways, to act as agents for responsible and positive development within their own companies and the larger community. The leaders profiled in this book, many of whom are clearly "servant-leaders," are said to embody three different humanistic approaches to business. These are: "The Traditionalists," representing philanthropists who have donated time or money to civic causes; "The Transitionalists," being innovators who have creatively met a variety of employee needs; and, "The Transformers," representing those leaders who have "empowered" their employees by promoting their involvement in all levels of the organization. The spirit of servant leadership clearly infuses the philosophical approaches of each of the 24 leaders who are profiled; however, it is the "transformers" who are most closely linked to servant leadership. Two of the 24 people profiled in this book are C. E. (Bill) Bottom, of the Townsend and Bottom Family of Companies, and, Jack Lowe, Jr., CEO of TDIIndustries—both of whom are Trustees on the Greenleaf Center Board. Business Ethics offers superb case studies of successful corporate leaders who have made significant contributions within the general framework of the servant leader concept.

—L.S.

Up Another Notch: Institution Building at Mead

The Mead Corporation and AT&T represent two very large corporations which have been considerably influenced by Robert Greenleaf's writing and thinking on servant leadership. In his absorbing account of the development of the Mead Corporation under the leadership of James W. McSwiney, Bill Carr reveals the profound effects which Greenleaf had on McSwiney's thinking—and vice versa. In a chapter titled, "Servant Leadership," Carr goes into considerable detail about Greenleaf's life and writings. He

(Continued on page 5)
Books in Brief
(Continued from page 4)

quotes McSwiney on Greenleaf: “Greenleaf’s servant-as-leader is a very important concept. I don’t believe that in the world we live in today you are effectively serving the people that are with you unless they perceive that by being with you they are better off. In essence, you’ve got to be benefitting them, and it can’t be an ego trip in which you are using them to build another pyramid.” *Up Another Notch* provides a detailed look at how James McSwiney and other leaders at Mead succeeded in building a major company while also encouraging its employees’ support. The chapter on Bob Greenleaf and servant leadership will be of particular interest to our readers.
—L.S.

Leadership is an Art
By Max De Pree, Doubleday, New York, N.Y., 1989. 136 pages. $17.95

In the finest tradition of American essayists, Max De Pree, CEO of Herman Miller, Inc., has written an intensely personal and beautiful book on the theme of the art of leadership. De Pree’s observations are shot through with great insight and humor. The author successfully combines observations on Sandy Koufax, Robert Greenleaf, and the Scanlon Plan and relates them to a myriad of leadership issues which have had great relevance to the Herman Miller company and other corporations. In a section contrasting differing approaches toward corporate ownership, De Pree quotes Greenleaf. He writes: “One sees an admirable counterpart in a thoughtful book *Servant Leadership* by Robert Greenleaf, an executive with AT&T for twenty years. ‘Love is an undefinable term, and its manifestations are both subtle and infinite.’ It has only one ‘absolute condition: unlimited liability! As soon as one’s liability for another is qualified to any degree, love is diminished by that much.’” This slim volume packs a wallop; it is most convincing in its thesis that leadership, like art, is both experiential and creative.
—L.S.

Center Hosts Open House in New Headquarters

The Robert K. Greenleaf Center held an informal open house on June 8, 1990. This celebration was held in conjunction with a meeting of the Center’s Board of Trustees. Approximately 20 supporters from the area gathered together in the Center’s new offices to meet each other and to welcome the Center to Indianapolis.

The following individuals were among those in attendance: Elaine Amerson, Phil Amerson, Janet Arnett, Joan Barrett, Bill Bottum, Bill Carr, Max Case, Dan Dailey, Joe Di Stefano, Betsy Dykstra, Craig Dykstra, Don Frick, Jackie Green, Arleigh Kennedy, Tom Kennedy, Beth Lafferty, Diana Leslie, Jack Lowe, Jr., Sister Joel Read, Kathy Tyler Scott, Larry Spears, and James Tatum.

Left to right: Dan Dailey, Managing Director, The Cincinnati Group, located in Minneapolis, Minn., and William H. A. Carr, President and CEO, Raymond & Company, Inc., located in Indianapolis and New York.
Servant Leadership in Action

Corporate Leaders Contacted in Joint Venture by Herman Miller, Inc., and the Greenleaf Center

Thanks to the generosity and support of the Herman Miller Corporation, a mailing was sent to Fortune 500 leaders in late October, 1989. A copy of The Servant As Leader was mailed, along with a covering letter from Max De Pree, Chairman of the Board at Herman Miller, Inc. This mailing has generated a number of new corporate contacts and orders for Greenleaf Center materials.

The text of Mr. De Pree's letter read as follows:

Dear Colleague,

I realize that your company is considered to be successful in this very competitive era. You and your people spend time, energy, and money in the pursuit of ways to make your operation even more successful.

My purpose in writing to you is to share with you an essay by Robert K. Greenleaf, former AT&T vice president. Robert Greenleaf has written extensively on the subject of "Servant Leadership.

His writings have made a great impact on me and the people at Herman Miller, Inc. What he has to say seems to be remarkably on target for those of us seeking ways to involve people in a common vision leading to results of a lasting nature.

The Robert K. Greenleaf Center has furnished the essay, The Servant As Leader. I am enclosing it along with information pertaining to other materials on this subject. It is my hope that Greenleaf's work will be of help to you in this difficult and challenging job you have of leading your corporation.

Sincerely,
Max De Pree
Chairman of the Board
Herman Miller, Inc.

The Greenleaf Center wishes to express its gratitude to Max De Pree and the Herman Miller corporation for its vital support in this effort.

The Institute for Servant Leadership

Bishop Bennett J. Sims, President of The Institute for Servant Leadership, reports that ISL is now taking its servant leadership program more directly into the local churches—"working with vestries (as we call them in the Episcopal Church) and Boards, seeking the development of a more vigorous trustee leadership in the institutional church.

ISL is also planning a conference for the fall of 1991.

Contact Bishop Bennett J. Sims, President, The Institute for Servant Leadership, P.O. Box 1081, Hendersonville, NC 28793, for more information; or phone (704) 697-6957.

Trustee Leadership Development

Indiana's Trustee Leadership Development (TLD) is a statewide leadership education program for not-for-profit organizations and their trustees. Its mission is to build the capacity of individuals and organizations for service and leadership.

On June 7-8, 1990, Trustee Leadership Development sponsored a two-day retreat for Trustee Educators. This retreat was led by Parker Palmer, noted educator and author. Participants in the retreat examined the question: "What Does it Mean To Hold Something 'In Trust?'"

The Greenleaf Center sent a follow-up mailing to these retreat participants which included a little-known article by Robert Greenleaf on Trustees and the role of persuasion. This article, titled: "The Trustee and the Risks of Persuasive Leadership" originally appeared in the May, 1978 issue of Hospital Progress. A copy of this article is available by sending $1.00 to: The Robert K. Greenleaf Center, 1100 W. 42nd St., Suite 321, Indianapolis, IN 46208.

For more information on Trustee Leadership Development, contact: Katherine Tyler Scott, Project Director, Trustee Leadership Development, 719 Indiana Avenue, Suite 370, Indianapolis, IN 46202; or phone (317) 636-5323.

The Niagara Institute

Another interesting program which makes extensive use of Greenleaf Center materials is the Niagara Institute. The Niagara Institute is the only Canadian educational center dedicated exclusively to leadership development and support. Over the past 20 years it has earned wide recognition for its unique leadership development programs, and for its broad range of proven programs in the areas of issues identification and management.

To learn more about it, write: The Niagara Institute, Box 1041, 176 John Street East, Niagara-on-the-Lake, Ontario, Canada L0S 1J0; or phone (416) 468-4271

Archives

(Continued from page 3)

The collection is available for scholarly research; much of this material is on microfilm and may be borrowed through interlibrary loan service. Interested borrowers should contact the interlibrary loan department of any library where they have borrowing privileges for information on this service.

Anyone wishing to visit the collection is asked to contact the library in advance, by writing or calling: The Franklin Trask Library, Andover Newton Theological School, 169 Herrick Road, Newton Centre, MA 02159; phone, (617) 964-1100, ext. 252. Hours are Monday-Friday, 8:45 a.m.-4:30 p.m.

A 25-page listing of the catalogued materials, including a Chronology of Robert K. Greenleaf, is available through the Greenleaf Center for $5.00.