Servant-Leader Workshops Under Way

by Kelly Tobe, Workshop Program Director and Larry Spears, Executive Director

What was once just a dream has now become reality. Funded by a three-year grant from the W.K. Kellogg Foundation, the Greenleaf Center’s newly-established Servant-Leadership Workshop Program is now up-and-running.

"An Introduction to Servant-Leadership" is the title of our new one-day workshop. The Greenleaf Center has been busy in recent months, doing research and design for the workshop. It has created a workshop which has a strong experiential component to it.

A workshop design team has been established, headed up by Robert Sigmon, a noted experiential educator and author of several articles on servant-leadership. Sigmon, who resides in Raleigh, North Carolina, has been associated with the National Society for Internships and Experiential Education (NSIEE) for 20 years. Mark Medlin, an organizational consultant based in Nashville, Tennessee (and whose article appears elsewhere on this page), has also been a part of the design team, along with the entire Greenleaf Center staff and several volunteers. Grace Barnes, an educator and administrator from Azusa Pacific University, in California, is serving as a formal evaluator for the Center’s workshop program.

The design of the workshop has been structured so that the focus of the morning’s learning involves an introduction to the principles and practices of servant-leadership. During the afternoon, the workshop emphasizes an approach to making servant-leadership an important part of one’s daily life—at work, at home, and in other areas of one’s life. A variety of learning vehicles are used throughout the workshop day, including: traditional teaching methods, intentional exercises, personal reflection, videotape, and small group discussion.

A workshop information manual has been designed for each workshop participant and contains case studies, optional follow-up exercises, articles and other kinds of information. In addition, each workshop participant will be given a one-year complimentary membership in the Greenleaf Center. It is our hope that this complimentary membership may encourage continuing individual education and activities around servant-leadership long after the actual workshop experience. The combined effect of these varied approaches to learning has been the creation of an exciting, one-day immersion into the meaning and reality of servant-leadership.

This one-day workshop is intended for groups of up to 35 people. We are contracting with both for-profit and not-for-profit institutions worldwide that wish to have us travel to their location in order to conduct the servant-leader workshop. A sliding fee scale has been established for various categories of organizations.

Several dozen organizations have now responded to the last newsletter’s invitation to sponsor the Greenleaf Center’s workshop. Workshops may be scheduled to begin as early as June of this year. If you or your organization are interested in sponsoring a servant-leader workshop for your staff, board, or other constituents, please contact Kelly Tobe at 317-925-2677.

The grant from the W.K. Kellogg Foundation can significantly subsidize the cost of the workshop for a limited number of groups which fall into the

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Integrative Transformation:
Greenleaf, Deming, and Peck

by Mark Medlin

After twelve years of pondering my experience with various institutions, I find for myself that organizational and individual transformation can reinforce each other deeply. On the other hand, organizational and individual dysfunction can also reinforce each other intensely, just as Anne Wilson Schaef so adeptly describes in her work on addictive organizations. And so, I am left with two questions: How do we foster healthy organizations that nurture health in individuals? And, how can healthy individuals nurture health in organizations?

Recently, in my work as a counselor and teacher in the transformation process, I have begun to integrate the work of Robert Greenleaf in servant-leadership, W. Edwards Deming in continuous quality improvement, and Scott Peck in community building. Through an integration of these ideas in my teaching, people begin to understand how to encourage both individual and organizational transformation as they also deepen their relatedness to each other in the learning process. I’d like to share with you how I teach the connections between these ideas.

Organizational development theorists believe that groups move through

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Attitudes Speak Louder Than Words

Guest Column
by Sister Joel Read

The topic of leadership is one that never seems to go out of style. In an election year such as this, we find ourselves searching for political leadership. But a phrase recently coined by a frustrated voter is only too telling. It is feeling “politically homeless.” Why do we? Can’t we find answers in all our studies of leadership? Can’t our leaders lead us so that we know we are being rightly led and we can decide we want to follow?

Daniel Yankelovich, a noted public opinion analyst, recently suggested that one of the reasons—if not the main reason—that leaders and the public are not connecting on the solution of some of the major issues of our day is fragmentation of analysis. He concludes: “What is the result of this fragmentation of analysis? I have seen many thoughtful, intelligent reports ... that end with literally hundreds of recommendations along with a plea for political consensus. But it is impossible to achieve political consensus without a sharply focused analysis because the public gets no clear sense of what’s wrong and what to do about it.”

So, let us ask ourselves another question—why does this fragmentation persist? Certainly, what Yankelovich cites is known to our political leaders. They all have their pollsters and their analysts.

Might it once again simply be that leadership is perceived as an end rather than a means? For all the rhetoric of service to whomever, the fundamental underlying message too often is the person’s desire for the office, the position, the status. And while it is politics that currently dominates our horizon, one can see such underlying motivation in many other areas.

So, let’s surface the concept of Servant Leader. Is it “mush” as some contend? Too “weak” to survive in a competitive society? Too “old fashioned” to make it in today’s “advanced” society? Or is it simply too tough a concept? One that asks more than most of us want to give?

If 5% of people keep saving the world, and as Lincoln noted, democracy is always just one generation away from extinction, then Servant Leader may be the idea we’ve been looking for.

When totally integrated into a person’s thought and decision-making beliefs, such an idea enables a person to integrate the fragmented analysis, speak in such a way as to connect with his/her audience, take in the modifications derived from such listening, and all the while keep the exploring and decision-making process moving.

The Servant Leader is not a concept to make a person’s judgment always right. Rather a Servant Leader understands that leadership that is true and beneficial leads people to believe that they can, by their efforts, achieve desired ends. When one feels that way, one is not “homeless.” That feeling of belonging and contributing is basic to the internal coherence of societies and to the release of their most creative energies. The same is true within families.

Once again, a modification of an old adage is verified. “Attitudes speak louder than words.” For that to be so in many more instances means that the idea embodied in the phrase Servant Leader has to be the consistent way most of us do our work on a daily basis. Shall we try it? It’s been known to work!

Sister Joel Read, Vice-President of the Greenleaf Center’s Board of Trustees, leaves our board in June, following seven years of faithful service. She is President of Alverno College, in Milwaukee, WI.
The servant-leader concept is a powerful and growing influence among people who think about issues involving leadership, service, and management. This idea’s remarkable growth is paralleled by the amazing publishing history of Robert Greenleaf’s very special book.

Servant-Leadership, the book, has introduced the servant-leader idea to many readers since its initial publication 15 years ago. The first half of this work provides an overview of the servant-leader philosophy and model through the inclusion of Greenleaf’s three initial servant essays: The Servant as Leader, The Institution as Servant, and Trustees as Servants. The second half of the book contains some 20 essays, talks, and magazine articles.

In The Servant as Leader, Greenleaf defines the servant-leader as someone who views him-or-herself as being a servant first. The Servant as Leader offers inspirational ideas which can enable individuals to begin to move along a more servant-led path.

The second essay, The Institution as Servant, focuses upon how servant-leadership can most effectively operate within an institutional setting. In this work, Greenleaf recommends the ancient Roman model of primus inter pares, or “first among equals” as opposed to the hierarchical, pyramidal models which presently hold sway. This essay, itself, has proven to be increasingly influential among businesses and other institutions wishing to reorganize their structure along more democratic lines.

Trustees as Servants goes one step further in defining the true and proper role of institutional boards of directors or trustees. Greenleaf calls upon trustees to view themselves as servant-leaders for the benefit of their institutions and for the constituencies which they represent. Recently, this focus upon trustees as servant-leaders has garnered significant interest and support among many not-for-profit institutions.

The book’s second half focuses upon servant-leadership and its individual applications to the worlds of business; education; foundations and not-for-profits; and, churches and other religious institutions. Additionally, Greenleaf offers: profiles of several individual servant-leaders; an analysis of servant responsibility in a bureaucratic society; a look at needed reforms in U.S. and world leadership; and, a densely rich-and-personal meditation titled, An Inward Journey.

Donald Brophy, Managing Editor of Paulist Press recently observed that, “Servant-Leadership is selling better and better all the time. While the sale of most books drop off dramatically after the first year, that has not been the case with Servant-Leadership, whose sales continue to increase steadily year-after-year.”

Readers who have not previously read the three core servant essays now have an opportunity to have all three presented in one volume. For those who have read the first three essays, the meditations contained in the second half of the book can truly enrich one’s life. I encourage you to obtain a copy of this updated edition in order to (re)acquaint yourself or others with the realistic hope for positive change which servant-leadership provides.
On the Road with the Robert K. Greenleaf Center

The Greenleaf Center has conducted the following programs in recent months:

**January**
- **Larry Spears**, Executive Director, addressed the Executive Women’s Leadership Program, in Indianapolis, Indiana.

**February**
- **Jim Tatum**, Greenleaf Center Chairman, gave a lecture, “Toward a Deeper Understanding of Servant-Leadership,” in Indianapolis, Indiana.
- **Kelly Tobe**, Workshop Program Director, gave “An Introduction to Servant-Leadership,” to the Lambda Sigma Honor Society, Butler University, Indianapolis, Indiana.
- **Jack Lowe, Jr.**, Greenleaf Center Trustee, addressed the Harvard Business School Club of Fort Worth, Texas, speaking about the corporate practice of servant-leadership at TDIndustries, the Dallas-based company of which Lowe is the CEO.

**March**
- **Jim Robinson**, Assistant Director, and Greenleaf Center member **Rev. Phil Amerson** led separate servant-leadership programs for the Protestant Health and Human Services Assembly, which was held in Indianapolis, Indiana.
- **Larry Spears** conducted a program, “Understanding Servant-Leadership,” at Immaculata College, Immaculata, Pennsylvania.
- **Jim Tatum** did a servant-leadership program, sponsored by the W.K. Kellogg Foundation, for the American Association of State Colleges and Universities. The program was held in Battle Creek, Michigan.
- **Joseph J. DiStefano**, Greenleaf Center Trustee and Royal Bank Professor of International Management at the University of Western Ontario, did a session on servant-leadership as part of the Senior Health Executives’ Seminar at the Banff Centre for Management, in Alberta, Canada. He also conducted several programs on servant-leadership during 1991. Included among these were addresses to: University of Western Ontario Business School alumni in Vancouver, Canada; senior executives at Exxon Company International in Lausanne, Switzerland; and, Citibank executives from Europe, in the United Kingdom. DiStefano reports, that, “Asians and Europeans, especially, seem to be very receptive to the servant-leader idea; and, U.S. executives are noticeably more receptive these days to servant-leadership than even a few years ago.”

**April**
- **Larry Spears** gave a talk to the Indiana Chapter of the World Futures Society, Indianapolis, Indiana.
- **Larry Spears** addressed the annual meeting of Indiana Bell employees, Indianapolis, Indiana.

**Upcoming Talks & Presentations**
- May 4: Larry Spears and Greenleaf Center member Richard Smith, servant-leadership presentation for the Eli Lilly Corporation, Indianapolis, Indiana.
- June 3: Larry Spears will conduct a program on servant-leadership for Leadership Metro Richmond, Richmond, Virginia.
- June 4: Greenleaf Center-sponsored program and reception, Washington, D.C.
- June 16: “The Meaning and Practice of Servant-Leadership,” an afternoon panel program co-sponsored by The Greenleaf Center, the Blandin Foundation, and the Minnesota Council on Foundations, will be held in St. Paul, Minnesota. Panelists will include: Shelby Andress, Director, Consulting Services, The Search Institute; Peter Hutchinson, President, Armanjani, Hutchinson and James, Inc.; Sister Joel Read, President, Alverno College; Kathleen Rice, Director, Student Diversity Institute, University of Minnesota; James P. Shannon, Senior Consultant, Council on Foundations, and, Larry Spears, Executive Director, The Greenleaf Center.

- June 29-July 3: Larry Spears will conduct a week-long workshop on servant-leadership, Friends General Conference Gathering, St. Lawrence University, Canton, New York.
- July 21: Larry Spears will lead a program on servant-leadership at the Leadership Education Conference, The Jepson School of Leadership Studies, University of Richmond, Richmond, Virginia.
- September 12-14: Larry Spears will be in the Orlando, Florida area.
- October 2-3: “Winds of Change.” The Greenleaf Center’s annual servant-leadership conference will be held in Indianapolis, Indiana. Major addresses will be given by Greenleaf Center members Peter Senge, M.I.T. professor and author of *The Fifth Discipline*, and by United States Senator David Durenberger (R., Minn.). A pre-conference servant-leadership workshop will be held on October 2.
- October 20: Larry Spears will lead a luncheon round table discussion on servant-leadership for the Indiana Council of Fund Raising Executives, Indianapolis, Indiana.
- November 4-7: Larry Spears will be in the Newport, Rhode Island area.
- November 18-20: Larry Spears will be in the Philadelphia, Pennsylvania area.

**Workshops**

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following three categories: community leadership organizations, student leadership organizations, and youth-serving institutions. Groups in these categories are invited to apply for a possible subsidy by writing to Kelly Tobe at the Greenleaf Center.

It should be noted that while the Greenleaf Center will primarily be contracting with institutional sponsors for our workshop, we do intend to offer occasional opportunities for interested individuals to go through this workshop experience. The first public opportunity to do so will be at a workshop which has been scheduled in conjunction with the Center’s annual Servant-Leadership Conference, to be held in Indianapolis on Friday evening and Saturday, October 2-3. Interested individuals will have an opportunity to combine their attendance at the conference with the day-long servant-leader workshop, to be held on Friday, October 2. Information concerning both the workshop and the conference will be sent out soon to Greenleaf Center members. Members of the Center will be given priority registration for this workshop, and they will receive discounted rates for both the workshop and the conference. If you have not yet become a member of the Greenleaf Center, we invite you to do so now by using the registration form which appears on page 5 of this newsletter.

Workshops have already been scheduled by businesses, universities, foundations, and community leadership organizations. We hope to hear from you, too!
Transformation

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stages such as forming, norming, storming, and performing. Peck elaborates on this developmental theme by saying that, as groups of people come together to form a community, they move through the stages of pseudo-community, chaos, empiness, and true community. In my view, when formal leaders of a group use Greenleaf’s servant-leadership concept to define their roles, they enhance the possibility of genuine community. If the formal leader of a group, in Greenleaf’s words, makes “sure that other people’s highest priority needs are being served, then he or she will promote true community as described by Peck.

I ask people to consider Peck’s list of true community characteristics, and to think of the role of the servant-leader: inclusiveness, commitment and consensus, realism and humility, contemplation, a safe place for others, and personal and communal spirituality—in short, servant-leaders espouse and model those characteristics which enable true community to occur. Moreover, these characteristics are similar to Deming’s attributes of a leader, which include focusing on customers or constituents; coaching and counseling, rather than judging; creating trust; and, fostering collaboration.

But, I believe that Deming’s contribution goes further. In applying general systems theory to organizational behavior, he helps us see that we are always in a system of relationships whether we realize it or not. In other words, we are always in community whether we acknowledge it or not. Because our model of leadership is frequently authoritarian, we experience the discomfort and fear of pseudo-community and work in unproductive, wasteful organizations. Our relationships are guarded and uninspiring. But, in Deming’s words, when we focus on our customer or constituent (isn’t this servanthood?); work to eliminate fear; and, commit ourselves to continuous improvement; then, vitality returns to the organization. Our relationships begin to expand; and, I believe, the possibility of true community emerges.

We open ourselves to being present with ourselves and others; we open ourselves to new learning.

In Deming’s continuous learning and improvement I hear echoes of Greenleaf: “If one is servant, either leader or follower, one is always searching, listening, expecting that a better wheel for these times is in the making. It may emerge any day. Any one of us may find it out from personal experience.” Learning about and improving our ability to serve others moves us all toward the experience of true community. We feel the energy of innovation and creativity surface among us, and surprising things occur.

In summary, I believe that the path toward enlightened organizations includes working through these tasks:

• becoming aware of the stages of community;
• deciding for ourselves what the characteristics of true community are;
• clarifying our organization’s purpose, vision, and values;
• finding new ways to understand the needs of those we serve;
• ensuring that everyone understands our organization as a system; and, teaching the idea of the servant as leader to everyone.

The philosophical foundation informing all of these tasks is Robert K. Greenleaf’s idea of the servant as leader. Out of the spirit of servant-leadership, healthy individuals and organizations emerge. We understand our individual and organizational relatedness and become persons and institutions that nurture and uplift.

Mark Medlin is a Greenleaf Center member and a process-oriented counselor/teacher who consults in personal and organizational transformation. He can be reached at (615) 791-1941.

Demonstrate Your Commitment to Servant Leadership—

Become a Member of the Greenleaf Center

The Robert K. Greenleaf Center invites you to join with us as a sponsor and member. Your tax-deductible contribution entitles you to receive our quarterly newsletter; discounts on future conferences; and, notification concerning other significant servant-leader publications and symposia. Most importantly, your support will enable the Robert K. Greenleaf Center to continue to carry forward our important educational work in servant-leadership.

Please enroll me as a member of the Robert K. Greenleaf Center. Enclosed is my check for:

$25 Individual Sponsor
$100 Corporate/Institutional Sponsor
$500 Sustaining Sponsor
$1,000 Leadership Sponsor

$________ for my sponsorship plus a donation to further support the Greenleaf Center.

NAME________________________________________
ADDRESS_____________________________________
CITY/STATE/ZIP_______________________________
PHONE_______________________________________
OCCUPATION/EMPLOYER _______________________

Also, please send information on servant leadership and the Greenleaf Center to:

NAME________________________________________
ADDRESS_____________________________________
CITY/STATE/ZIP_______________________________
Boston’s City Year

Gordon Strause of City Year, a Boston-based organization which involves 17- to 22-year-old’s in a variety of community-action programs, tells us that the servant-leader concept provides the philosophical underpinnings for its work. Mr. Strause writes:

“It is not easy to give a short, quick description of the ways in which Greenleaf’s ideas can be found in our program. Virtually every page of Servant Leadership contains at least one point which reminds me of City Year. Ultimately, however, I would say that the parallels can be traced to one fundamental idea. We at City Year agree with Mr. Greenleaf’s assessment of the present mediocrity of American society. Like him, we believe that our ‘big institutions are not serving us well’ and that ‘nothing of substance will happen unless there are people inside these institutions who are able to (and want to) lead them into better performance for the public good.’

What we are fundamentally trying to do at City Year is prepare such people. We believe that by bringing together a diverse group of young people and asking them to work full time in service to their community, a year in which they are both made aware of the community’s problems and given the tools and skills for helping to solve these problems, we can prepare a group of future servant-leaders, young people who will leave City Year with both the desire and ability necessary to create a new level of excellence in America’s institutions.”

Readers wishing to learn more about the City Year program can write to: City Year, 11 Stillings Street, Boston, MA 02210; or phone (617) 451-0699.

Indiana State University Leadership Task Force

Indiana State University’s unique leadership development program for students is grounded in values of justice, diversity, personal integrity and servant leader principles. Primary responsibility for leadership development falls under the aegis of the Office of Student Life and seeks to foster commitment, compassion, competency, creativity and community in student leaders.

The Leadership Task Force (LTF) is composed of undergraduate students who work in teams to design, present and evaluate workshops on various aspects of leadership for student organizations and other publics. LTF provides a model of peer education which has been emulated not only at Indiana State, but by other universities. Students teaching other students, under the training and supervision of professionals, enhances the efficiency and effectiveness of the Student Life staff in offering leadership training opportunities to vast numbers of students. While the primary target population of the LTF is ISU students, LTF has increasingly become involved in services to the surrounding community. The LTF has worked collaboratively with Leadership Terre Haute on various projects and is presently participating in Youth Leadership Terre Haute which involves three local junior high schools. This project was one of two recent for an Outstanding Community Educator Award in 1991 by the Indiana Community Education Association.

The Leadership Task Force, an institutional member of the Greenleaf Center, is in its eighth year as an undergraduate group and is coordinated by Jan Arnett, Associate Dean of Student Life. Presently there are 24 active undergraduate LTF members. “Robert Greenleaf’s principles of Servant Leadership undergird the attitude and values of the Leadership Task Force,” reports Arnett. “I see great potential for us to use Greenleaf’s ideas and materials from the Center with the Leadership Task Force as well as in the course we teach.” She also reports that ISU has received numerous inquiries from other universities desiring to establish a peer based leadership development group.

For more information contact: Janet Arnett, Associate Dean of Student Life, Indiana State University, Terre Haute, IN 47809, or call 812-237-3852.

Winds of Change

The Robert K. Greenleaf Center’s 1992 International Conference on Servant-Leadership

October 2-3, 1992 • Indianapolis, Indiana
University Place Conference Center and Hotel

Keynote Speaker: Peter M. Senge, author of The Fifth Discipline: The Art & Practice of The Learning Organization. Peter Senge is Director of the Systems Thinking and Organizational Learning Program at MIT’s Sloan School of Management, and a founding partner of Innovation Associates in Framingham, Massachusetts.

Capstone Speaker: United States Senator David Durenberger (R., Minn.).

The Greenleaf Center will also be sponsoring a day-long, pre-conference workshop on servant-leadership, on October 2. Registration information will be sent out to Greenleaf Center members in the Summer. Mark your calendars now for what promises to be a lively and important gathering of servant-leaders.