Servant-Leadership Featured in *Fortune* Magazine; Greenleaf Center Focus of Growing Number of Articles

by Larry Spears, Executive Director

The expanding coverage of servant-leadership by the public press was illustrated by an article which appeared in the May 4, 1992 issue of *Fortune* magazine.

The article, entitled: "The Leader as Servant," by Walter Kiechel III, focussed upon the emergence of servant-leadership as a vital force in the renewal of both for-profit and non-profit institutions.

"Try to think of the two words [servant and leader] not as an oxymoron but rather as a Zen koan," wrote Kiechel, "a juxtaposition of apparent opposites meant to startle the seeker after wisdom into new insight: The leader exists to serve those whom he nominally leads, those who supposedly follow him. He takes their fulfillment as his principal aim."

The *Fortune* article went on to give an overview of the origin and meaning of the servant as leader idea. It identified a half dozen traits of the servant-leader, including the supposition that he or she: takes people and their work seriously; listens well; provides a healing influence; is self-effacing; and, seeks to be a steward. The article contained quotes from a half-dozen institutional leaders, including Greenleaf Center member Max DePree, and RKG Trustee Jack Lowe, Jr.

As a result of this article, the Greenleaf Center received several hundred inquiries, literature orders, and new members. It should be noted that this article is just the latest in a series of reports and articles to have appeared in a wide range of publications. Over the past 18 months, nearly 40 such articles have appeared in a variety of business, educational, philanthropic, religious, and general publications. As each article has appeared, the Greenleaf Center has experienced waves of inquiries from interested readers. These articles are representative of the growing interest in servant-leadership within our society.

*Editor’s Note: See page 6 for a related bibliography.*

The Lilly Endowment Awards Two-Year Grant; Greenleaf Center to Conduct Research Project

Lilly Endowment, Inc. of Indianapolis, Indiana, has awarded a two-year grant to the Robert K. Greenleaf Center for Servant-Leadership. The purpose of this grant is to enable the Center to launch the Greenleaf Archives Project in order to evaluate, for the first time, the contents of both written and video materials pertaining to the life and thought of Robert Greenleaf.

In announcing the grant, Larry Spears, the Executive Director of the Greenleaf Center, said: "The grant from Lilly Endowment will enable the Center to further unearth the rich impact of Robert Greenleaf’s life. Included among these archival materials are many previously unpublished essays by Greenleaf. The Center hopes to ultimately publish some of Greenleaf’s writings in one or more new books, or as separate essays."

An Archives Project team has been put together to carry this project through to completion. That team includes: Anne Fraker, Archives Project Director; Don Frick, Archives Project Associate; Larry Lad, Archives Project Evaluator; and, Executive Director Larry Spears.

Anne Fraker has previously served as a research consultant for the Center for the Study of Religion and American Culture, the I.U. Center on Philanthropy, and Lilly Endowment. She is the editor of *Religion and American Life: Resources* (Champaign, University of Illinois Press, 1989).

Don Frick is a communications specialist with 20 years experience in audio-visual editing, writing and production. He works part-time as

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Message from the Chairman

by James B. Tatum

I encounter a number of people who express themselves as feeling a high degree of frustration in terms of the quality of our society. Some even say, "there is no hope." Hope seems to be an important ingredient in fueling the struggle for a better life. And for whatever the reasons may be, it is observable that the writer of yesteryear who said, "Hope springs eternal in the human breast," was on target. Certainly, we know of cases where despair was so overwhelming that it cast its shadow in a smothering of hope. Hopelessness is the most tragic condition of humankind. We marvel at people who work in conditions which seem so oppressive that the issue of hope seems to be nonexistent. Yet, there it is.

The power of hope is greater than all of the explosives which have been detonated in this world. If we believe that some hope exists in the absence of total despair it seems to me that we are being led strongly to build on that premise.

Such a belief coupled with a strong vision of a humane society creates a frame for our lives. It was William James who said, "The great use of life is to spend it for something that will outlast it." Life's examples clearly show that wealth and material things are transient, but the legacy of servanthood is another link in the connective tissue which binds all who yearn for the celebration of each other.

Robert Greenleaf found a story in Herman Hesse's Journey to the East which served as the seed for his essays on Servant Leadership. It was the same Hesse who wrote, "our aim is to recognize each other and for each to learn to see and honor in the other what he is—the counterpart and complement of the other."

Such recognizing and honoring poisons selfishness and moves us in the direction of freedom in its highest sense. We cannot be totally free unless and until everyone else is free. Such a freedom exists only where we all trust in our mutual commitment to the journey of servanthood. Trust builds because of the commitment and the efforts flowing from the commitment, not from a perfect performance.

It takes no special genius to realize that people want to know that they are heard. That somehow good intentions in the matter of being heard and understood will result in action to mend our failures and reveal the divine which has been submerged. Truly being heard is a liberating event. A sincere commitment to hearing and understanding is recognizable. It builds trust, reinforces hope and builds a foundation for service to each other.

One of my "hopes" is that you will come to Indianapolis this fall to hear Peter Senge talk about seeing things "whole" and participate in a time of hearing, being heard and growing.

Upcoming Programs

September 9: Larry Spears will facilitate the first in a four-session series of a servant-leadership Reading-and-Discussion Group sponsored by the Greenleaf Center, in Indianapolis, Indiana. Subsequent sessions will be held on October 14, November 11, and December 9. Registration fee for the series is $49 and includes all readings and refreshments. Contact the Greenleaf Center for more information.

September 12: Larry Spears will conduct a program titled, "Servant-Leadership for Community Leaders," at the 1992 annual conference of the National Association for Community Leadership (NACL) in Orlando, Florida.

September 14: Kelly Tobe will lead a post-conference workshop on servant-leadership as part of the 1992 NACL conference in Orlando, Florida.

The Greenleaf Center can provide speakers and workshops on servant-leadership for any organization or business. Write or call the Center for further information on any of these upcoming dates, or to explore scheduling a program in your area.
Message from the Executive Director

by Larry Spears

I have been on the road quite a bit in recent months. One of the great joys which has come about as a result of doing servant-leadership programs around the country has been the opportunity to personally meet several thousand people who share a common belief in the servant-leader idea. I want to share with you some brief highlights and insights which have emerged for me as a result of my recent travels:

- **Minneapolis-St. Paul, Minnesota:** The Greenleaf Center, in conjunction with the Minnesota Council on Foundations, the Blandin Foundation, and the College of St. Catherine sponsored, “The Meaning and Practice of Servant-Leadership.” This was a panel program involving a number of Greenleaf Center members as participants [see “On the Road ...” elsewhere in this issue for more details]. This well-received program brought together over 120 people. My conversations with a number of these folks underscored, once again, the broad base of the servant-leader movement. There were representatives from business, education, religion, philanthropy and community groups. It brought home my belief that servant-leadership transcends many of the artificial barriers which separate us as human beings.

- **Richmond, Virginia:** I have been to Richmond twice in the past few months—first to conduct a program for Leadership Metro Richmond, and then, again, to lead a program on servant-leadership at this year’s Leadership Education Conference, sponsored by the Jepson School for Leadership Studies, at the University of Richmond. The theme of this year’s Jepson School conference was, “Leadership as Service to Society.” This conference was notable for the fact that servant-leadership was referenced in many of the panel programs and workshop sessions. There are a growing number of leadership courses being offered at universities and colleges across the United States. Many of these courses now include books or essays by Robert Greenleaf as part of their course readings. It was most encouraging to see that values-based leadership is increasingly being taught within our institutions of higher learning.

- **Canton, New York:** I had the pleasure of leading a weeklong reading and discussion group involving 20 participants at this year’s Friends General Conference Gathering, held at St. Lawrence University. Together, we experienced a deep sense of personal growth and understanding through reading selected chapters of Greenleaf’s book, *Servant-Leadership*; through the viewing of servant-leadership videotapes; and most especially through the sharing of our thoughts and insights in reaction to what we had read and viewed. This experience has prompted me to launch a servant-leadership reading and discussion group this Fall in Indianapolis. It may be something which we will seek to replicate in other cities and towns beginning in 1993.

- **Philadelphia, Pennsylvania:** I conducted a two hour overview of servant-leadership at Immaculata College, located near Philadelphia. A mixed group of 100 Catholic nuns and Greenleaf Center members were in attendance. One highlight for me was meeting Sr. Maria Virginia, who had extended the original invitation to come speak, and who composed and read the following limerick which she had written for the occasion. It emerged as a result of her reading an earlier column which I had written which explained the idea behind the Greenleaf Center’s logo (which is a variation on a Moebius strip). I would like to close by sharing Sr. Maria Virginia’s special gift to me, with you. She quipped:

  As Mr. Spears so aptly confided
  A Moebius strip is just one-sided,
  So if you serve or you lead
  He readily agreed—
  The two roles cannot be divided!

Who is the Servant-Leader?

The servant-leader is servant first. . . . It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. . . . 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 in society; will they benefit, or at least, not be further deprived?

— from *The Servant as Leader* by Robert K. Greenleaf

The Greenleaf Center’s Mission

“The Center’s mission is to fundamentally improve the caring and quality of all institutions through a new approach to leadership, structure, and decisionmaking. Servant-leadership emphasizes increased service to others; a holistic approach to work: promoting a sense of community; and the sharing of power in decisionmaking.”

The Greenleaf Center’s Goals

1. To help deepen an understanding of the original ideas of Robert K. Greenleaf and the principles of servant-leadership, via the preservation and promotion of his writings.
2. To nurture colleagues and institutions by providing a focal point, and opportunities to share thoughts and ideas on servant-leadership.
3. To produce and publish new resources by others on servant-leadership.
4. To connect servant-leaders in a network of learning.

Originally founded in 1964 as the Center for Applied Ethics, Inc., the Center was renamed the Robert K. Greenleaf Center in 1985. The Center is an international, not-for-profit institution headquartered in Indianapolis, Indiana.
Lilly Endowment (Continued from page 1)

Director of Communications for the Church Federation of Greater Indianapolis.

Larry Lad is Associate Professor of Management in the College of Business at Butler University, in Indianapolis. His topics of papers and workshop presentations have covered areas such as leadership competencies, business ethics, and collaborative organizations.

Larry Spears has served as the Greenleaf Center’s executive director since 1990. He is a frequent writer and speaker on servant-leadership.

Additionally, a Project Advisory Panel has been established which includes Dwight Burlingame, Director for Academic Programs and Research, Indiana University Center on Philanthropy; Joe DiStefano, Professor of International Business, The University of Western Ontario; and, Newcomb Greenleaf, Professor of Computer Science, Columbia University.

In 1988, Robert Greenleaf donated his personal papers to 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. These papers were catalogued by the Library and the Greenleaf Archives was established in 1990. The Greenleaf Center also maintains a microfilmed copy of those same materials at its Indianapolis headquarters.

In the two years since the Archives was established, the Greenleaf Center has learned of a number of individuals and institutions having their own Greenleaf files which are not presently contained with the catalogued material. As such, the Archives Project will also seek to identify those who possess their own files of Greenleaf correspondence, and to add that to the catalogued archival material.

“This project has tremendous potential for creating a deepening awareness of the historical meaning of Greenleaf’s work—along with the creation of important and wide-ranging materials pertaining to servant-leadership,” said Spears. “In addition, it will ‘open-up’ the Greenleaf Archives for other interested researchers to benefit from our evaluation of these materials.”

The Greenleaf Center would appreciate hearing from anyone who may have correspondence or other materials pertaining to Robert Greenleaf.

On the Road with the Robert K. Greenleaf Center

Greenleaf Center personnel have been involved in the following programs in recent months:

April
• Larry Spears, Executive Director, chaired one of several small group discussions in Indianapolis, Indiana which followed a leadership teleconference involving Peter Drucker and John Gardner.

May
• Greenleaf Center member Richard Smith and Larry Spears conducted a program on servant-leadership for the Eli Lilly Corporation, Indianapolis, Indiana.

June
• Robert Sigmon facilitated the Greenleaf Center’s one-day servant-leader workshop for staff and friends of the Blandin Foundation, in Grand Rapids, Minnesota.

• Larry Spears spoke on, “Servant-Leadership and the Community,” for Leadership Metro Richmond, Richmond, Virginia.

• Kelly Tobe, Workshop Program Director, and Workshop Program Evaluator Grace Barnes conducted a two-day workshop on servant-leadership for community leaders from North, South and Central America, sponsored by the Partners of the Americas.

The workshop, held in Emmitsburg, Maryland, was simultaneously translated into Spanish and Portuguese for participants.

• The Greenleaf Center sponsored a program and reception for members and friends in Washington, D.C. Larry Spears gave an overview of servant-leadership and its emergence as a growing social movement.

• “The Meaning and Practice of Servant-Leadership,” an afternoon panel program co-sponsored by The Greenleaf Center, the Blandin Foundation, the College of St. Catherine, and the Minnesota Council on Foundations, was held in St. Paul, Minnesota. Panelists included the following Greenleaf Center members: 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. The panel was moderated by Greenleaf Center Trustee Paul Olson, President of the Blandin Foundation.

July
• Larry Spears conducted a week-long program on, “Servant-Leadership and Friends,” at the Friends General Conference Gathering, St. Lawrence University, Canton, New York.

• RKGC Trustee Jack Lowe, Jr., C.E.O. of TDIndustries in Dallas, Texas, gave a talk on servant-leadership to the Executive MBA class at Southern Methodist University.

• Larry Spears was a featured speaker on, “Developing Servant-Leadership in Organizations,” at the 1992 Leadership Education Conference, sponsored by The Jepson School of Leadership Studies, University of Richmond, Richmond, Virginia.
Conference Registration
The Robert K. Greenleaf Center’s 1992 International Conference on Servant Leadership
October 2-3, 1992

The Robert K. Greenleaf Center invites you to participate in this year’s International Conference on Servant-Leadership. Please plan to attend this lively and important gathering in Indianapolis.

Registration Form
Name__________________________
Address________________________
Organization_____________________
City/State/Zip_____________________
Daytime Phone____________________

Conference Fees:
Friday Evening/Saturday
• Members $200 ☐  • Non-Members $250 ☐
Friday Evening Only
• Members $95 ☐  • Non-Members $100 ☐
Saturday Only
• Members $185 ☐  • Non-Members $200 ☐
Pre-Conference Workshop • Friday 8:00 a.m. - 4:00 p.m.
• Members $200 ☐  • Non-Members $225 ☐

One-year Greenleaf Center membership (If included with this form, you are able to attend this conference at member rates.)
Membership $25 ☐

TOTAL $________________________
(Conference fee includes all meals, break service and conference materials.)
(Workshop fee includes lunch, break service and workshop materials.)

Please mail this form and checks made payable to:
The Robert K. Greenleaf Center, 1100 W. 42nd Street, Suite 321, Indianapolis, In 46208
(317)925-2677

Or FAX your registration to (317) 925-0466
____ Master Card or ______ VISA Expiration Date____________________
Card Acct.#____________________
Signature_____________________

Keynote Speaker will be 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 M.I.T.’s Sloan School of Management, and a founding partner of Innovation Associates in Framingham, Massachusetts. United States Senator, David Durenberger (Republican, Minnesota) will be the capstone speaker.

Pre-Conference Workshop
We also invite you to attend the pre-conference workshop, “Introduction to Servant-Leadership” on Friday, October 2 from 8 a.m. to 4 p.m. The workshop offers a powerful, personal and effective way to introduce the servant-leadership concept.

Hotel Information
A limited number of hotel rooms are available in Indianapolis during the conference weekend, so please make reservations as early as possible. After Sept. 1, rooms may be reserved on a first come/first served basis. Please call Kelly Tobe (317-925-2677) to make room reservations.

Pre-Conference Workshop • Friday, October 2
8:00 a.m. - 4:00 p.m.  “Introduction to Servant-Leadership”

Conference Program • Friday, October 2
6:00 p.m. - 7:00 p.m.  Registration
7:00 p.m. - 9:00 p.m.  Dinner
Welcome: Larry Spears, RKGC Executive Director; and Jim Tateum, President, RKGC Board of Trustees
Keynote Speaker: Peter Senge, Director, Systems Thinking and Organizational Learning Program, M.I.T.’s Sloan School of Management
“Robert Greenleaf’s Legacy: Building Learning Organizations”
9:00 p.m. - 9:45 p.m.  Getting to Know You
A hospitality suite will be open for an informal gathering of participants

Saturday, October 3
8:00 a.m. - 8:30 a.m.  Continental Breakfast
8:30 a.m. - 9:30 a.m.  Panel Discussion
Servant-Leadership: Why it Matters
Moderator: Jim Tateum, President, RKGC Board of Trustees
9:45 a.m. - 11:00 a.m.  Concurrent Sessions I
Servant-Leadership and Quality Issues
Joe DiStefano, faculty member, The University of Western Ontario and RKGC Trustee
Servant-Leadership and Trustee: The Trustee Renewal Project
Diana Leslie and Dick Broholm, Partners, Trustee Renewal Project
A Look at The Greenleaf Center’s New Servant-Leadership Workshop
Robert Signor, Workshop Designer, Grace Barnes, Workshop Evaluators; Kelly Tobe, Workshop Program Director

11:15 a.m. - 12:30 p.m.  Concurrent Sessions II
Servant-Leadership and the Legal Profession
Irving Stubbins, Stubbins & Co., Ltd.
Servant-Leadership and the Health Profession
Mark Robinson, M.D., Research Director, Carolina Health Center
Servant-Leadership in Organizations
Jill W. Graham, faculty member, Loyola University

12:30 p.m. - 1:45 p.m.  Lunch in the Bistro
2:00 p.m. - 3:15 p.m.  Concurrent Sessions III
Servant-Leadership in Corporate Practice: TDIndustries as a case study – Jack Lowe, Jr., CEO, TDIndustries and RKGC Trustee
Ann McGee-Cook, President, and Associates
Servant-Leadership and Spiritual Renewal Issues
Newcomb Greenleaf, faculty member, Columbus University and RKGC Trustee; Jim Robinson, Assistant Director, RKGC

3:30 p.m. - 4:30 p.m.  Capstone Speaker U.S. Senator David Durenberger, R. Minn.
“Helping Public Servants be Servant-Leaders.”

Closing Remarks
A servant-leadership book talk will operate Friday evening and Saturday
Listed below is a simple bibliography of articles related to servant-leadership which have appeared since Jan. 1, 1991:


