W.K. Kellogg Foundation Awards Major Three-Year Grant; Greenleaf Center to Launch Workshop Program this Summer

The W.K. Kellogg Foundation of Battle Creek, Michigan, has awarded a grant of $264,000 to the Robert K. Greenleaf Center for Servant-Leadership. The three year grant will help the Greenleaf Center carry out its mission of improving the quality and caring of institutional leadership through the establishment of a servant-leader workshop program.

In announcing the grant, Larry Spears, the Executive Director of the Greenleaf Center, said: “The Kellogg Foundation grant enables the Center to offer a low-cost, one-day workshop experience with the aim of encouraging people to be both servant and leader in their business, family, and community relationships. We are delighted that Kellogg supports servant-leadership, and that the Foundation’s own leaders are confident that the Greenleaf Center will provide a meaningful workshop experience of great quality through this program.”

The grant will make it possible for the Center to hire a full-time director for the workshop program; develop the content of the workshop and related curricular materials; and, train Greenleaf Center workshop facilitators. It also provides both scholarship monies and a partial underwriting of the costs to three categories of organizations — community leadership associations, youth-serving organizations, and student leadership associations — to have the Center conduct workshops on their behalf.

“The Center’s move to conducting workshops is a logical one for us,” said Spears. “It follows an eighteen month period of reorganization and program expansion which has, among other things: tripled our income; created a five-fold increase in our membership ranks; witnessed the publication of fifteen separate articles on the work of the Center in diverse magazines and newspapers; spawned numerous requests nationwide for Center-sponsored talks, symposia, and conferences; and, dramatically increased public awareness of the servant-leader concept to an all-time high.”

The Greenleaf Center plans to begin conducting the one-day pilot workshops starting this summer. By the end of ’92 we will also offer workshops to any interested organizations or businesses across the United States and Canada. The Center intends to eventually supplement the one-day workshop experience with additional offerings, including multi-day and special topics.

James B. Tatum, the Chairperson of the Center’s Board of Trustees, said: “The generous grant from Kellogg builds broader recognition of the growing support in our culture for the servant-leader movement. The new grant enables the Center to take yet another great leap forward by offering institutions and individuals the chance to experience the true meaning of servant-leadership through our workshop offerings. I hope that other foundations and corporations concerned with the need for leadership based on caring and service to others will join Kellogg and our other funders in supporting the Greenleaf Center and its programs.”

The W.K. Kellogg Foundation was established in 1930 to “help people help themselves.” As a private grant-

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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.

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 Spring. Mark your calendars now for what promises to be a lively and important gathering of servant-leaders.
Message from the Chairman

by James B. Tatum

The R. K. Greenleaf Center was once called The Center for Applied Ethics. It is understandable why this title was chosen, because one cannot be in the role of legitimate leadership without the solid underpinning of ethical rightness. It would naturally follow that the leader would seek always to move to a higher level of ethical practice. As in all of life, ethical growth requires that we see things as wholly as possible and bring understanding which will result in a more ideal environment in which to help prepare people to live in an increasingly complex world.

Stimulated by the words of Gus Tyler, Assistant President and Political Director of the International Ladies’ Garment Workers’ Union, I have attempted a thought process which responds to the challenge and attempts to create a vision of ethical rightness. I do not claim exclusivity to this vision. It has wisly been said that there is nothing new in this world. For a surety, others have made this conceptual journey before I undertook it. It is true, however, that when we have that “aha!” moment — when the thought becomes our own — it is as fresh as the morning dew.

Tyler, in addressing the issues of our day, concluded with these remarks:

“Finally, how can we overcome our tendency to focus narrowly and learn to widen our vision to absorb the myriad influences on people and societies coming from all parts of the universe? The answer may lie in our ability to conceptualize — to condense detailed data into abstractions, inventing a word or a formula that transforms into a simple, understandable unit a plethora of items”.

Tyler’s remarks touched me with resonance at the deepest level, and I committed to attempt to deal with the issue of Ethics using such a process. Because I value so highly the work that Michael Josephson of the Josephson Institute for the Advancement of Ethics has done, I felt it was important to begin with his list of ethical values and principles. This is a list that people who are believers from all of the world’s great religions can come to oneness about. For that matter, most people I have known who embrace no religious belief would also agree with these values. They are: 1. Honesty; 2. Integrity; 3. Promise-Keeping; 4. Fidelity; 5. Fairness; 6. Caring; 7. Respect; 8. Citizenship; 9. Excellence; 10. Accountability; 11. Protection of Public Trust.

Contemplating the ethical values and principles above, with a view toward choosing those that seem more meaningful, the process brings about deeper understanding of each of the values and how they are intertwined. It reveals that it is possible to include some values as part and parcel of another, and to determine which is transcendental. The exercise of identifying the most important one is bound to cause the chooser to have a more encompassing vision of what that singular choice means.

It is possible that such thinking will lead to another word or phrase which has a broader, deeper meaning than those listed above. I choose the word trust. My choice of the word trust is made because it connects us all in a common but important way. It is a word which describes the results of actions conforming to all of the listed values. It brings both an experiential meaning and an intuitive one. Intuition in this case could be defined as a memory of the truth, carrying the ring of authenticity.

If trust is all that this writer believes that it is, it could well be viewed as an icon. To make an icon out of a word rather than an image — such as the Cross or (Continued on page 5)
The servant-leader concept has undergone an evolutionary expansion during the past 20 years. The ways in which servant-leadership is being applied by individuals and institutions has multiplied and deepened. Servant-leadership can no longer be defined as being primarily a corporate philosophy and model; nor as simply the inspired philosophical basis for what has come to be called, in recent years, "trustee education."

Although it is both of those things, it is also much more.

This seems like a good time to take stock of where and how servant-leadership’s influence is being felt in our culture today, by sketching out its dominant applications following two decades of growing recognition. I have identified six broad areas in which servant-leadership is being utilized as an inspiring and empowering philosophy and model. The following list suggests those applications. There may well be other significant areas which you, the reader, may be able to share with us. For now, I list the following:

1. Servant-leadership as an institutional philosophy and model. This crosses all boundaries and is being applied with considerable vigor by for-profit businesses; not-for-profit corporations; churches; universities; and foundations. Many individuals within institutions, along with some institutions themselves, have adopted servant-leadership as a guiding philosophy. Some institutions have taken this a step further and have actually reorganized their companies along the “primus inter pares” (first among equals) model of servant-leadership which Robert Greenleaf espoused in his essay, The Institution as Servant.

2. Servant-leadership as the theoretical and ethical basis for trustee education. The Lilly Endowment’s commitment to servant-leadership as a basis for educating not-for-profit trustees has brought forth a number of organizations and projects, including the Center’s affiliated program — The Trustee Renewal Project. A number of the Lilly Endowment supported programs incorporate Greenleaf’s writings and ideas as a basis for their own work, particularly his thinking as contained in Trustees as Servants.

3. Servant-leadership and community leadership. A growing number of community leadership organizations across the United States and Canada have begun using Greenleaf Center resources as part of their own education and training efforts. Some leadership programs sponsored by local Chambers of Commerce also utilize several of the essays and videotapes. Additionally, the National Association for Community Leadership (NACL) has adopted servant-leadership as a special focus; and, it recently named Robert Greenleaf as the posthumous recipient of the 1991 National Community Leadership Award. NACL and the Greenleaf Center have formalized a reciprocal relationship in an ongoing exploration of inter-institutional cooperation.

4. Servant-leadership and experiential education. Another exciting application of servant-leadership has originated in the field of experiential education, through the bringing together of two concepts — servant-leadership and experiential learning — into what is now termed “service-learning” programs. The National Society for Internships and Experiential Education (NSIEE) has adopted service-learning as a major program focus. It recently published a massive three volume work, titled: Combining Service and Learning: A Resource Book for Community and Public Service, in which Robert K. Greenleaf’s work on servant-leadership is quoted extensively. NSIEE and the Greenleaf Center have also formalized a reciprocal relationship and are working collaboratively.

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On the Road with the Robert K. Greenleaf Center

In recent months, numerous talks and programs have continued to expand public awareness of servant-leadership and the Center’s work. Among these programs have been the following:

June
- **Larry Spears** conducted a program on, “Servant-Leadership and Friends,” in Boone, North Carolina, for a group of interested Quakers at the 1991 Friends General Conference Gathering.
- **Greenleaf Center Trustee Jack Lowe Jr.,** CEO of TDIndustries in Dallas, Texas, spoke on servant-leadership at the annual dinner of Schneider Engineering Corporation, in Indianapolis.

July
- **Jim Tatum,** Greenleaf Center Chairman, addressed the “Leadership 2000” conference in Chicago, sponsored by the League for Innovation.
- **Jim Robinson,** assistant director of the Greenleaf Center, participated in a panel discussion on leadership for a meeting of the Indianapolis Kiwanis Club.

August
- **Janet Arnett,** Greenleaf Center member and Associate Dean of Student Life at Indiana State University, spoke on servant-leadership at a meeting of the Terre Haute (Indiana) Rotary Club. We thank Janet for representing the Greenleaf Center on this occasion.

September
- **Larry Spears** spoke on, “Robert K. Greenleaf’s Influence on Community Trusteeship,” at a retreat of members of Leadership South Bend-Mishawaka (Indiana).
- **Jack Lowe, Jr.,** Greenleaf Center Trustee, and **Paula Ulmer,** Greenleaf Center member, organized a regional gathering of Dallas-area folks interested in servant-leadership. Our thanks to Jack and Paula for their work in organizing this meeting.
- **Greenleaf Center member Milton Murray,** Director of Philanthropic Service for Institutions and recipient of the National Society of Fund Raising Executive’s 1991 Professional Fundraiser of the Year Award, gave a keynote address to the Indiana Council of Fund Raising Executives. His talk was titled: “Development Professionals: Power Brokers or Servant-Leaders?”
- **Greenleaf Center Trustees Newcomb Greenleaf and Robert Payton** both spoke at the annual conference of the National Association for Community Leadership, held in Denver. Newcomb accepted this Left to right: Robert Payton, NAACL President Hershel Lamirand, Newcomb Greenleaf.

October
- **Sister Margaret Earley,** Professor of Religious Studies and Coordinator of the Religion Department at Alverno College, conducted a two-day program on servant-leadership for the staff and Trustees of the St. Elizabeth Medical Center in Youngstown, Ohio. The Greenleaf Center extends its deep appreciation to Sister Margaret for her efforts.
- **Larry Spears** travelled to McMurry University in Abilene, Texas, where he spoke to a class of “service-leadership” program students. His presentation was titled: “Servant-Leadership for the ‘90’s.” Larry also addressed a faculty luncheon and did several interviews with Abilene newspaper and television reporters. Special thanks go to Randy Huey, director of McMurry’s service-leadership program, for his special efforts in organizing this trip.
- **Greenleaf Center member Mark D. Robinson, MD,** received the David S. Citron Lecture Award, sponsored by the Department of Family Medicine of the University of North Carolina. Mark’s lecture was titled, “Servant-Leadership: A Paradox Fitting Family Practice.” The Greenleaf Center extends its congratulations to Mark.
- **Greenleaf Center Chairman Jim Tatum** spoke on servant-leadership to a group of Allegheny Community College District administrators in Pittsburgh, Pennsylvania.
- **Larry Spears** was a panelist for, “Seeking Synergy in Service-Learning,” a program at the annual conference of the National Society for Internships and Experiential Education (NSIEE), which was held in Sarasota, Florida. Larry also did a second presentation at this conference on, “Servant Leadership and Experiential Education” for interested faculty members.
- **Greenleaf Center Trustee Sister Joel Read,** President of Alverno College in Milwaukee, Wisconsin, was the keynote speaker for the NSIEE conference. Sister Joel spoke on, “Experiential Learning as Organization.”
- **Greenleaf Center member Jill W. Graham,** Assistant Professor of Management at Loyola University in Chicago, Illinois, made a presentation on servant-leadership to a select group of business students from all over the U.S., in her capacity as a 1991-92 Richard D. Irwin Fellow. Her paper, entitled: Servant-Leadership in Organizations: Inspirational and Moral has recently been published in Leadership Quarterly. An earlier version of the paper was a selected winner when submitted in a competition sponsored by the honorary business society, Beta Gamma Sigma. The Center extends its thanks and congratulations to Jill.

November
- **Larry Spears** lectured on, “The Indiana Roots of Servant-Leadership,” at the Greenfield (Indiana) Public Library.

Greenleaf Center 1992: Scheduled Programs

February 8: Servant-leadership program and reception. **Indianapolis, Indiana.**
March 9: Rev. Jim Robinson, Rev. Phil Amerson, Protestant Health and Human Services Assembly. **Indianapolis, Indiana.**
March 21: Larry Spears, Immaculata College. **Immaculata, Pennsylvania.**
April 9: Servant-leadership program and reception. **Minneapolis, Minnesota.**
June 27-July 4: Larry Spears will be in the **Canton, New York** area.
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.**
November 4-7: Larry Spears will be in the **Newport, Rhode Island** area.

The Greenleaf Center can provide speakers on servant-leadership for groups and organizations. Write or call the Center for further information on any of these upcoming dates; or to explore scheduling a program in your area.
Kellogg Grant
(Continued from page 1)

making foundation, it provides seed money to organizations and institutions that have identified problems and have designed constructive action programs aimed at solutions. The Foundation supports programs in the broad areas of agriculture, education, health, leadership, and youth. Programming priorities concentrate grants in the United States, Latin America, the Caribbean, and southern Africa.

The Greenleaf Center has begun to compile a list of organizations and businesses which have expressed an interest in sponsoring a servant-leader workshop for their employees, staffs, or other constituents. We invite you to contact us if you are interested in exploring the possibility of the Center's conducting a workshop in your area or for your group. Groups involved in community leadership, student leadership, or youth-serving activities are particularly encouraged to let us know if they are interested in possibly serving as an early pilot site.

Executive Director's Message
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5. Servant-leadership and leadership/management education and training. This application finds voice in two areas — higher education and corporate training programs. A number of undergraduate and graduate courses on management and leadership incorporate Greenleaf's ideas and writings into their course curricula. Additionally, some seminary courses are making use of several Greenleaf Center essays — particularly Seminary as Servant and The Servant as Religious Leader. Several colleges and universities now offer specific courses on servant-leadership. And, in the area of corporate education and training programs, a number of management and leadership consultants utilize Greenleaf Center materials as part of their ongoing work with for-profit corporations.

6. Servant-leadership and personal transformation. Perhaps the newest exploration around servant-leadership may be found in the area of personal growth and transformational programs. The Center has recently become aware of a number of individuals who are seeking to integrate the servant-leader concept into various programs involving psychology; feminist philosophy; men's self-awareness groups; and, twelve-step programs. In addition, there is a fledgling examination underway of the servant-leader as a previously unidentified Jungian archetype.

The servant-leader idea is a philosophical thread which increasingly stitches together a number of diverse and useful applications. I believe that we presently stand at the beginning of what promises to be a deepening and wide-spread cultural influence of servant-leadership. I invite you to share with me and our readers your own thoughts and observations on these and other applications.

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 ________________________
Ecumenical Interest in Servant-Leadership Growing

by Rev. James R. Robinson
Assistant Director

The Greenleaf Center has become aware of numerous recent publications by several denominations on the theme of servant-leadership.

Among the United Methodists, Bishop Bruce Blake has written A Call to Community, Conviction, and Commitment (The North Texas Conference, The United Methodist Church, October, 1990) urging the pastors and congregations of the North Texas Conference to adopt the servant-leader model. In a very descriptive way, Bishop Blake distinguishes between the traditional model and the servant-leader model.

Another United Methodist resource is Building God's People: A Workbook for Empowering Servant Leaders by Thomas R. Hawkins (Discipleship Resources, P.O. Box 189, Nashville, TN 37202, 1990). Hawkins speaks of leaders as servants, catalysts, and compasses; power through mutuality; and discernment or consensus decisionmaking. He handles these topics in a way that would be appreciated by many Center members.

In The Heart & Soul of Effective Management by James F. Hind (Victor Books, Wheaton, IL 60187, 1989) we have an Evangelical Christian approach to managing and motivating people. Hind sees servant-leadership as the model Jesus used in working with his disciples. The Christian Church (Disciples of Christ) has several recent publications on leadership. Leaders for Such a Time as This by Peter M. Morgan (Christian Board of Publication, St. Louis, MO, 1990, $6.95) speaks to the need today for transforming leaders. He says that, "Servant leadership working through us is a liberating force calling forth the best from the church." (p. 19).

The term servant-leader is nothing new to Mennonites. One resource that deals with all aspects of servant-leadership in a congregation is Congregations And Their Servant Leaders by Harold E. Bauman (Mennonite Publishing House, Scottdale, PA 15683, 1982). The Seventh-Day Adventists similarly have promoted servant-leadership through their Ministry magazine, with recent cover stories by J. David Newman and Joel N. Musvosvi.

A Presbyterian offering that has come to my attention is Birthings and Blessings by Rosemary Catalano Mitchell and Gail Anderson Ricciuti (Crossroad Publishing Co., 370 Lexington Ave., New York, 1991, $12.95). In their book on liberating worship services, they suggest that servant-leadership is a good theme for Passion Sunday. They quote extensively from Robert Greenleaf's The Servant as Religious Leader, suggesting that Greenleaf, "offers interesting insights for Passion Sunday, as we contemplate Jesus as servant and as king" (p. 113). Also among the Presbyterians, we make special note of Charles Olsen and his "Set Apart Lay Leaders" project, which incorporates the servant-leader model.

Richard Hinz, President of the Southeastern District of the Lutheran Church — Missouri Synod has long been acquainted with Greenleaf’s writings and speaks regularly on the theme of servant-leadership. He and Don Zimmer are currently leading a major project to make servant-leadership a reality for the pastors and congregations in their district.

Robert K. Greenleaf’s vision of servant-leadership was inspired, in part, through his own personal experiences and observations as a member of the Religious Society of Friends (Quakers). The August, 1991 issue of Friends Journal contained an article on Greenleaf and servant-leadership, written by the Center’s executive director, Larry Spears.

We are pleased to see that a growing number of denominations are utilizing servant-leadership in their congregational, pastoral, and judicial settings. Let us know if you are aware of other denominational resources and programs on servant-leadership.