Max DePree and M. Scott Peck Address “Leadership Synergy” Conference

The Greenleaf Center’s annual servant-leadership conference brought together 350 people, from 33 states and several foreign countries, for two days of learning and sharing in what one participant called, “the best conference I have ever attended, anywhere.”

Those in attendance reflected the broad range of our membership, with participants from business, education, non-profits, religious institutions, healthcare organizations, and foundations, among others.

“Servant-leadership is more than a concept,” said Peck. “It is a fact. Any great leader, by which I also mean an ethical leader of any group, will see herself or himself as a servant of that group and will act accordingly.”

“Servant-leadership can be learned only by doing, and sustained only by practice,” commented Peck. He spoke at length about the work of the Foundation for Community Encouragement, the not-for-profit organization which he co-founded in 1984 and which conducts programs on building community, noting that servant-leadership and community-building are intersecting ideas.

Saturday’s program began with a panel discussion of Robert Kelley’s book, The Power of Followership. Following the panel program was a series of three blocks of concurrent sessions—25 in all—which examined a wide range of meanings and applications of servant-leadership.

Max DePree, author of Leadership is an Art and Leadership Jazz, delivered the capstone address, titled: “Servant-Leadership: Three Things Necessary.” DePree identified these

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Servant-Leadership Spreading Into Eastern Europe

by E. Max Case

On a recent Plowshares Institute-sponsored trip to East and Central Europe, I had the privilege of distributing The Greenleaf Center’s books and essays as gifts to our hosts in Budapest, Hungary and Prague, Czech Republic.

The purpose of our 15 day travel-seminar was to study economic and justice issues in a region experiencing dramatic and rapid transformations. Special attention was given to the role of church leadership in these transitions, and developing an ecumenical network of friendships with the church leaders and seminary faculty.

We received a most enthusiastic response to giving the Servant Leader books to the church and seminary leaders of the Hungarian Reformed Church in Budapest and Debrzac. Moreover, we had astonishing success distributing the Czech translation of The Servant as Leader essay to our new friends at the Jan Hus Theological Seminary in Prague, and the Director of the East-West Study Institute, as well as a free-lance journalist in Prague.

Our Plowshares delegation likewise endorsed the philosophy of servant leadership and we all became advocates of this leadership concept through our experiential learning and home visits with the people of Hungary and the Czech Republic.

If anyone would like to know more about the Plowshare Institute and its work, please write Dr. Robert Evans, Director, Plowshare Institute, P.O. Box 243, Simsbury, CT 06070.

(Max Case is executive director of the Indiana Office for Campus Ministries, in Indianapolis, and a member of the Greenleaf Center.)
Guest Column

by Paul M. Olson

Do you ever stop long enough to ask the question, Am I getting what I bargained for? Take this past summer as an example. Looking back on it, did you accomplish your hopes and expectations... at work, with friends and family, and most importantly, with yourself?

Achieving the desired result... that is the point, isn’t it?

You and I are not the first to struggle with this commandment of self. Perhaps we can gain insight and wisdom listening to others, for over the years, I have addressed this overarching issue on a personal level.

Ben Johnson remarked, “Nothing concentrates the mind like a hanging... especially your own.” Just before delivering a speech. I feel like a public execution is about to occur. Preparation, in terms of “seat time” and research, determines the result.

Ann Morrow Lindbergh and Robert Penn Warren, more contemporary thinkers, express similar sentiments. Lindbergh: “One cannot collect all the beautiful shells on the beach, one can collect only a few.” When asked what it takes to write the great American novel, Warren responded, “A passionate disinterest in a host of worthwhile activities.”

The old saw among writers is that they have the best watered plants of anyone. When faced with what must get done, we can think of dozens of excuses to delay by resorting to diversionary activities. Hence, the well-watered plants.

Moving from the literary field to the field of management, Stephen Covey frames the seven habits of effective people around “putting first things first.” Of course, discovering “what the first things are” requires an inward journey. Once we make this discovery, we must manage our time to achieve the desired results. But always, we face the dilemma of choosing between the urgent and the important.

In the urgent department, we find crises, pressing problems and deadlines. Over in the important department are activities that prevent problems, build relations and plan for the future. Covey says, “You can’t escape urgent matters, but by building your life around the important—by putting first things first—you can minimize the battering of the urgent.”

David Campbell, in his wonderful book on life planning, written as “Advice To My Three Sons,” traces a similar route: “If you don’t know where you are going, you will probably end up someplace else.” David has been a beacon in my life and his wisdom invaluable. “Discipline is remembering what you want.” These are tough words to measure my summer by (my life!).

Robert K. Greenleaf has a word of advice on the topic of living a disciplined life. He, too, was confronted by life’s many diversions, but he fought them with “intelligent neglect.”

I share these pet phrases with you with the hope that they might help you in the struggle with Servant Leadership. And if you have a few phrases to share with me, or perhaps an anecdote, drop me a note and I will keep the train of thought moving forward.

Paul is president of the Blandin Foundation, 100 North Pokegama Avenue, Grand Rapids, Minnesota (55744).
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

Meet the Greenleaf Center’s Staff!

The staff of the Robert K. Greenleaf Center for Servant-Leadership has grown from one person in 1990 to a staff of ten people. We cordially invite you to get acquainted with the eclectic crew at the Greenleaf Center!

Karen Farmer, Office Assistant, joined the staff in November, 1990. She received her B.S. and M.S. degrees in elementary education from Indiana University. She taught school until her third child was born and then, in order to be able to be home more with her children, she was a substitute teacher for 14 years before coming to the Greenleaf Center. Her interests are working with the youth of the Episcopal Diocese, being active in her parish church, walking, antique shopping, snow skiing, and traveling.

Anne Fraker, Archives Project Director, is working with the written materials from the Greenleaf Archives. Having joined the staff in September, 1992, she has undergraduate and graduate degrees from Indiana University and is the author of several book reviews and articles on religion and American history. She is also the editor of Religion and American Life: Resources (University of Illinois Press, 1989). Ms. Fraker is active in the United Methodist Church at several levels, including serving as co-cordinator of a feeding program in a local church, chairing the environmental taskforce, and serving as a member to the annual conference. In the past, she has been involved in various community organizations focusing on social justice issues. For both her vocational and avocational work, Ms. Fraker has done considerable research in the areas of ethics, religion, American religion, and social issues.

Don Frick, Archives Project Associate, joined the staff in September, 1992 and holds B.S. and Master of Divinity degrees. He has worked in radio as a deejay and creator of the radio series, “The Nineteenth State,” a syndicated program about Indiana history. Don has also worked in television as a member of floor crews, director, producer, and on-air talent. He has also served as Director of Electronic Media for the Indianapolis Museum of Art, Director of Public Relations for Indiana Central University (now University of Indianapolis), a consultant on numerous national media projects, owner of his own production business, and a speaker and consultant.

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The RKGC Staff. (From left to right, seated) Kelly Tobe, Marcia Newman, Michele Lawrence. (From left to right, standing): Richard Smith, Karen Farmer, Larry Spears, Anne Fraker, Don Frick, Geneva Loudd, Jim Robinson.

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 decision making. Servant-leadership emphasizes increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision making.”

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.
In 1993, The Pentera Group of Indianapolis published Target Ethics, a book authored by Don exploring ethical issues for insurance professionals. In addition to his work with the Greenleaf Center, Don writes and produces documentary, training, and promotional materials for national and local clients. Don was first introduced to Robert Greenleaf's writings by his mentor, Dr. Ann McGee-Cooper.

**Michele Lawrence**, Program Assistant, joined the Greenleaf Center in June, 1993. Along with Kelly Tobe, she coordinates activities involving our annual conference, and provides administrative support for the workshop programs. Michele earned her undergraduate degree in Biology from Indiana University. For the past few years, she has been taking courses in business and accounting, in preparation for sitting for the national C.P.A. exam. She has been married for 24 years to her college sweetheart. She and her husband, Joe, are the proud parents of Zana (Alexandra Olivia), a delightful nine-year-old whom they spoil rotten. Michele is interested in early-childhood issues, adoption advocacy, involvement in her parish church affairs, and she loves to read.

**Geneva Loudd**, Administrative Assistant, studied business at St. Louis Community College at Forest Park, in St. Louis, Missouri and joined the staff in September, 1992. She is married and the mother of three beautiful children. As a hobby, Geneva likes to do skin-care classes for Mary Kay Cosmetics, and she has a strong interest in computers.

**Marcia Newman**, Director of Membership, joined the staff in June, 1993. She brings to the Center a varied background of skills, interests and experiences, having lived and worked in the South, Northeast and Midwest portions of the U.S. Her formal education was in music at Indiana University, but her life education includes work at both Yale and Vanderbilt Universities and as a sales, marketing representative of both engineering and mental health services. In addition to her work with the Greenleaf Center, she continues to sing, study karate, and is a volunteer for the Indiana History Project, reading for the blind. She savors family time with her husband, Bill, and her two teenage daughters, Elisabeth and Laura.

**Jim Robinson**, Assistant Director, joined the staff in November, 1990. He also serves the Center as liaison to religious organizations and institutions. Jim studied business at the University of Cincinnati, receiving the B.B.A. degree. His interest then turned to theology, and he received the Master of Divinity degree from the Lutheran School of Theology at Chicago. After spending twenty years in the parish ministry in churches in Michigan and Indiana, and some time running his own business, he fulfilled a lifelong interest by enrolling in the pastoral counseling program at Christian Theological Seminary in Indianapolis. He graduated cum laude with the degree of Master of Sacred Theology in Pastoral Counseling in May, 1993. Jim is married and has three children. He enjoys hiking and reading, especially Lutheran and Orthodox mystical theology.

**Richard W. Smith**, Special Programs Consultant, joined the Center’s staff in December, 1992. He is an organization development specialist with Smith-Brandt Associates, in Indianapolis. Richard is a graduate of Notre Dame and has a masters degree from Christian Theological Seminary. In addition to his work with organizations, Richard is involved in developing and facilitating education programs for adult learners at the undergraduate, graduate and continuing education levels. Richard has been working with individuals and organizations for 25 years and has been a student of servant-leadership for the past 15 years. During the past six years he has been helping organizations adopt the servant-leadership concepts. As Special Programs Consultant, Richard develops and facilitates programs, provides on-going consultation to organizations, and facilitates the Leadership Forum—a new Greenleaf Center program which provides leaders with an opportunity to come together, receive support, examine their own leadership styles and study new leadership paradigms.

**Larry Spears** was named Executive Director in February, 1990. He grew up in Michigan and Indiana, and later graduated from DePauw University with a degree in English. After college, Larry lived in the Philadelphia region for 14 years prior to returning to the Indianapolis area. Larry has previously served as either director or staff member with the Greater Philadelphia Philosophy Consortium, the Great Lakes College’s Association’s Philadelphia Center, and Friends Journal, a Quaker magazine. He is also a writer, editor and publications designer who has published over 200 articles, essays and book reviews during the past 20 years; and, he has written numerous successful funding proposals. Larry is a contributing author to an anthology of essays on leadership, Leadership in a New Era, scheduled to be published in mid-1994; and, he is presently editing a book of essays on servant-leadership, The Greenleaf Legacy, scheduled to be published early in 1995. He has studied widely in the areas of leadership, philosophy, fundraising, management, and spiritual growth. Larry serves on the Board of Trustees of Friends Journal. He and his wife, Beth Lafferty, are the parents of two children: James (6), and Matthew (3).

**Kelly Tobe**, Workshop Program Director, also coordinates activities involving our annual conference. She helps to provide servant-leadership programming to a multitude of groups nationwide. Kelly joined the Greenleaf Center’s staff in January, 1992, and graduated from Indiana University with degrees in speech communication and Spanish. She has previously worked for the United States Olympic Committee, The Olympic Rowing Team, and in business, holding positions in personnel management, event planning and board relations. In addition to her work at the Greenleaf Center, Kelly teaches water fitness classes and volunteers weekly at the People’s Health Center in the pre-natal clinic. This January she begins a graduate degree program in Wellness at Ball State University. She and her husband, Brenner, enjoy parenting with their three-month old daughter, Caroline Abigail.
Servant Leader Stories

by Richard W. Smith
Special Programs Consultant

Schnieder Engineering Corporation is a 31-year old, second generation family business. It is comprised of four divisions: Surveying, Engineering, Architecture (this division is also a company—Bohlen, Meyer, Gibson, Associates—that is 138 years old) and Administration (which is a support division to the other three).

In 1989 the company was introduced to the concepts of servant-leadership and has, during the past four years, extensively adopted the concepts throughout the organization. I had the privilege of introducing them to the concepts and of closely working with them for three years.

Recently, I had the opportunity to interview John V. Schneider, the President/Owner of Schneider Engineering Corp. What follows are some observations/excerpts from that interview.

(Q). How did your journey with servant-leadership begin?
(A). In 1989 we were searching for something that was more in tune with who we were and who we wanted to be. The concept of servant-leadership was brought to us and we saw a fit—some substance. We found something that named what we were trying to do. A core group further explored the concepts and we committed to the organization that we would follow this for a year. We’ve been with it ever since.

(Q). Which concepts did you adopt/adapt?
(A). We brought the philosophy of servant-leadership into the organization. We liked the idea of people orientation, of giving freedom and autonomy to people so they could help the organization grow and develop. We became facilitators to develop people and to push decision-making into the organization. We also adopted the Primus concept—we have a nine-person Primus Council and a four-person Trustee Council. Each division is also structured along the Primus concept. A question you hear a lot around here is “what can we/I do for you?”

We have moved from a traditional “Moses Model” hierarchy into a support model. We’ve removed the bureaucracy of the organization and we’re getting away from the push/pull coercive styles and evolving into supportive/persuasive styles. In adopting these concepts we have discovered that since we’ve unleashed these leaders on the organization we’ve literally grown by leaps-and-bounds.

Like all organizations seeking change, we’ve had our barriers, but we know that given time, we’ll have the 95% buy-in that is probably attainable within our entire organization.

(Q). How do you translate servant-leadership into your reality?
(A). We don’t force the writings on people. We pull out various parts that we can relate to and that we can ground in our reality. Also, we periodically have sessions where we interpret Greenleaf’s concepts. For example, eleven employees recently participated in a Reading-and-Dialogue Group offered by the Greenleaf Center. We talk in terms of this is our interpretation and it becomes tangible—much more than an abstract philosophy—something that can be converted to reality. We try to demonstrate how that reality can happen.

(Q). What advice would you give to others?
(A). Begin with a core group, both at the top and within the organization, and take advantage of what the Greenleaf Center has to offer. We did this, and as the core groups get excited, expand it throughout the organization. Reinforce that you are on a journey and that it will take years to make the journey—we’re in our fourth year. We’re on a journey that’s going to last, hopefully, several lifetimes.

(Editor’s Note: The Greenleaf Center invites you to submit material for possible inclusion in “Servant Leader Stories.” This occasional feature seeks to provide our members with an opportunity to share their stories of servant-leadership in action, as found in places of work, worship, school, family, community and elsewhere. We welcome any written, audio, or video-taped accounts relating the stories of individuals or institutions exhibiting servant-leadership.)

Regional Servant-Leadership Workshops
To Be Held Nationwide in 1994

The Greenleaf Center will be conducting one day, open registration workshops on servant-leadership during the first half of 1994 in the following cities:

Atlanta, Georgia
Boston, Massachusetts
Chicago, Illinois
Dallas, Texas
Indianapolis, Indiana
Los Angeles, California
Minneapolis, Minnesota
New York, New York
Philadelphia, Pennsylvania
San Francisco, California
Seattle, Washington
Washington, D.C.

The registration fee for these programs will be $150 per person. For more information on dates and locations on any of these programs please contact the Greenleaf Center.
Message to our Members
by Marcia Newman
Director of Membership

With our annual conference labors behind us, we have a few moments to bask in the last few lingering days of Indian summer, to offer thanksgiving and reflect upon this year’s growth and our future mission.

It is an appropriate time to convey our thanks to each and every one of you, as members of the Center, for giving to us so generously. We have been abundantly blessed with the support and caring of many faithful friends and many new members. We have gained eager volunteers, offering their gifts of time and talents. To each of you who have referred a friend, shared with us a name, shared our materials or hosted a workshop, in the hopes of building members, we thank you. To those companies who support us as institutions, we thank you. To those who have upgraded your memberships, sent additional gifts, given gifts of memberships to others—for these means of support we say thank you. And the list goes on.

In short, the Center has flourished this year because of each and every member, sharing servant-leadership with the world you touch, sowing seeds that bear fruit in lives and communities and with people you may not even know you have touched. In your own special way you have made our world a kinder, gentler place.

We must continue, however, and help others on their journey. Servant-leadership grows as we continue to offer it to others.

In closing, thank you for a beautiful year of fruitfulness at the Greenleaf Center. You are the bounty of this organization. We celebrate you! Happy holidays!

Conference
(Continued from page 1)

three things as being: an understanding of the fiduciary nature of leadership; a broadened definition of leadership competence; and, the enlightenment afforded leaders by a moral purpose.

"Leadership is a quest," said DePree. "It is a search that never ends for most of us. If there's one thing I've come to believe about leadership, it's this: Leadership is a serious meddling in other people's lives. We all need to take seriously what it means to be a leader."

This year's conference was partially underwritten by the generous support of the following people and institutions: The Lilly Endowment; IWC Resources; LifeWorks Foundation; Eli Lilly and Company; William Arnold; Binford, Miles, Rodgers and Associates; Trammell Crow; Daughters of Charity National Health System (East Central); Schmidt Associates Architects; Country Cupboard; Lopez Leadership Services; Diocese of Indianapolis; Turning Point Associates; Religious Society of Friends (London Yearly Meeting); Hawk Communications; Institute for Leadership/School for New Learning; Wheat Ridge Ministries; and Gene B. Glick Management. The Greenleaf Center wishes to express its deep appreciation to these institutions for their support. We also wish to thank the many people who volunteered their time and talents, and who played a major role in making this year's conference a reality. Special thanks go to the RKGC board and staff, and especially to Kelly Tobe, Michele Lawrence and Jim Robinson.

The 1994 International Conference on Servant-Leadership
October 6-9, 1994 • Indianapolis, Indiana

Major Servant-Leadership Addresses by Peter Block, author of Stewardship and The Empowered Manager and Ann McGee-Cooper, author of You Don't Have To Go Home From Work Exhausted! and Time Management for Unmanageable People. Plus, two dozen concurrent sessions on the application and practice of servant-leadership; pre-conference workshops; share-sessions; special interest groups; a servant-leadership bookstore; and much, much more.

The Greenleaf Center has issued a call for proposals from people who may be interested in leading a concurrent session on servant-leadership as part of the 1994 conference. If you are interested, please contact the Center and request a copy of our "Call for Conference Proposals." The deadline for receiving proposals is Dec. 31, 1993. Those whose proposals are selected will receive a $100 discount off the conference registration fee.