Servant-Leadership Given Extensive Profile in Training Magazine

The servant-leader concept received a thorough and thought-provoking analysis in the June, 1993 issue of Training magazine in an eight-page cover story titled, The Search for Spirit in the Workplace, written by Chris Lee and Ron Zemke.

Some key points contained within the article included the following observations:

- Businesses today are struggling to survive in an increasingly chaotic world. In light of this turmoil, many are turning to management models “filled with heart-and-soul,” which have grown out of Greenleaf’s servant-as-leader writings of the 1970’s.

- Some of the best-selling books on management and leadership in recent years “can be said to spring from a particular school of thought ... servant leadership."

- “Greenleaf’s philosophy is unabashedly spiritual, yet it’s finding a home in the secular world of the corporation. It seems to have tapped into a growing need to find comfort and meaning in the stressed-out, insecure workplace of the ‘90’s.”

- Servant leaders embody these characteristics: they are servants first; they articulate goals; they inspire trust; they know how to listen; they are masters of positive feedback; they rely on foresight; and, they emphasize personal development.

- Rising interest in servant-leadership stems from changes in both business and society. “Baby-boomers” have brought with them to the workplace a deep resonance with the servant-as-leader idea. For this generation, searching for “soul, self and meaning wherever it can find them, the workplace is not out of bounds.”

- The search for spirituality in the workplace is different from mixing religion and business. Servant-leadership and spirituality deal with the essential “significance” of who we are as people, and the meaning of work in our lives; it should not be confused with the idea of businesses operating as religious institutions.

In a sidebar article titled, The Servant Leader, Lee and Zemke posit several reasons why servant-leadership has gathered steam in recent years. One reason offered is that a certain critical mass has now been reached among the half-million people who have read Greenleaf’s writings over the past 23 years. Another suggestion is that the Greenleaf Center, itself, has undergone profound internal change since 1990, becoming a much more active institution in its pivotal role as the primary “sower” of servant-leadership seed.

(Continued on page 6)

Pluralistic Reflections on Servant-Leadership

by Juana Bordas

"Everybody can be great. Because anybody can serve. You don’t have to have a college degree to serve. You don’t have to make your subject and your verb agree to serve. You don’t have to know about Plato and Aristotle to serve. You don’t have to know Einstein’s Theory of Relativity to serve. You don’t have to know the second theory of thermonuclear physics to serve. You only need a heart full of grace. A soul generated by love.” — Rev. Martin Luther King, Jr.

America is facing an era of vast demographic change. By the year 2000, one-third of Americans will be minorities; Hispanics will comprise the majority of this group. Women will play an increasingly important role, comprising 45% of the workforce and 66% of the labor market growth.

Within this new cultural context, effective leadership will depend on an ability to maximize the talents and potential of all groups of people. Guiding our pluralistic society calls for inclusive approaches that reflect the rich diversity of our country.

The challenge of the Servant Leader in the 21st Century is to guide society to a more inclusive and equitable future. A future where all people are respected equally; where differences are valued; and, where social structures begin to reflect multicultural dimensions. Servant leadership in the 21st Century will nourish and help create this new global society.

Many women, minorities and people of color have long traditions of servant-leadership in their cultures. Women, for example, as the nurturers of families and the caretakers of children, have been socialized to be giving and forgiving, to share and be inclusive, to cooperate rather than to compete, to consider others rather than the self. Women are natural servant leaders. Their sense of family, community and understanding of the wholeness of life are the cornerstones of servant leadership. Women’s intuitive sense and their ability to “know the unknown,” to listen attentively to a small child and to discern the needs

(Continued on page 4)
Message from the Chairman

by James B. Tatum

To utter the words, Servant Leadership, brings a vision of softness to the minds of some of the uninitiated. Some see it as touchy-feely! Some see it as weak and ineffective. The fear of things spiritual makes it suspect for certain people. Life-long patterns of practicing leadership in an authoritative manner is ingrained for many. It is assumed that the way to lead is from a position of power, using that power seems to cause people to believe in their superiority. Until that assumption is challenged, little happens to change it. The fact that tragic results occur from such leadership rather oddly seems not to change many. They look for an explanation of failure in all the wrong places. Quite often the solution comes through that special insight which says, “I didn’t try hard enough.” Renewed energy and commitment in pursuit of controlling power is the answer. Never mind that the effort is fatally flawed; hard work will overcome anything.

A healthy sign for the future is that more and more people have decided to take a look at something quite different. That look has resulted in a vision of leading through serving. The broadening vision of service sees leadership as demanding the skills of listening, consensus-making, ethical decision-making and conflict resolution. Such a vision sees the whole with the organization being an entity existing for all individuals to become more deeply people of quality. Such a view also would liken life to the ascent of a mountain with no peak. The climb is eternal and real elevation cannot occur for the group until all are immersed in the skills demanded of those who would lead, appropriately creating a base for the movement upward. The rarified atmosphere at higher levels in such an ascent can be a factor in shaping the organization into one which accepts changed ways of operating as the norm. Losing oneself in the beauty of togetherness for the worthy work of service to others seems to be the highest value to me.

The journey is not easy. The pathway is not level or smooth. The signs posted along the way become seductive as they suggest we re-visit our former habitats of behavior. It is possible for the mind to grasp the memory of past behavioral patterns, blocking out all of the reasons we thought we had for starting a new journey.

These temptations can lead to a return to a commitment of coercive power. They can also lead to a modified approach to leadership which results from a person thinking, “I will give lip service to the words servant leadership and I will let people be practitioners up to a point.” Such a decision comes from a person who is either practicing self-delusion or chicaneary. The former displays ignorance; the latter, pre-meditated wrong-headedness. Both are destined for trouble. Obviously no attempt is being made to paint a picture of easy accomplishment, or to ignore the problems of the servant journey. I am attempting to be a realist who believes strongly that the commitment to (and practice of) servant-leadership is the way to go. Affirmation for the conviction comes to me when I identify the people I most admire, and the results of their work.

An Invitation to Share the Journey

This particular issue of The Servant Leader is being sent to our entire mailing list of members and non-members. If you are not a current member of The Greenleaf Center, we invite you to consider becoming one. See page 5 for information concerning benefits of membership and response form.

Share the journey!
Guest Column

Reflections from a Trustee

by Diane Cory

The servant is an archetypal image rooted deeply in our souls. It is one reflection, one possibility, one image, one journey, one choice among many that can and does serve to deepen our own understanding of ourselves and each other. It is not the answer, or even the best answer, but rather one of what appears to be an infinite number of metaphor/realities that give us the gift of greater awareness and the capacity for greater wisdom.

Like the archetype of the warrior, the healer, the king, the artist, and the lover, the servant offers us a never-ending, always-changing exercise in what can sometimes feel like very slow growth as we experience ourselves and learn about ourselves as leaders.

The image of the servant and the response it calls forth from our souls works on us whether we like it or not, whether we are conscious of it or not. It reminds me of a favorite saying of one of my dearest friends, “No matter where you go, there you are.”

No matter how far we go toward or away from the archetype of the servant, there we are, always in its presence, always open to the raw drama it is likely to create in our souls. No matter how many excuses or how much proof we call to defend ourselves against the inevitability of more growth from this image and other archetypal images, we have been gifted with them as teachers and guides.

How does the image of the servant work on my soul? Here is one example, contained within a poem I wrote. Giving birth to this poem was not easy. It was sort of like giving birth to my twins—only worse.

what will you feed
the flames of passion
what will you feed
the flames of power

what truth will you speak to love
and how will you answer
the call of service
when they know your name?

(Diane Cory is a Trustee of the Greenleaf Center and a Partner of The Learning Circle in Washington, D.C.)

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.

What Others Say

“Servant-leadership deals with the reality of power in everyday life — its legitimacy, the ethical restraints upon it and the beneficial results that can be attained through the appropriate use of power.”

The New York Times
Servant Leader Books in Review

Leadership: The Inner Side of Greatness
Reviewed by Jeff McCullum
(This is part of a continuing series of reviews examining the linkages between contemporary writing and the tenets of servant-leadership.)

Peter Koestenbaum is a classical philosopher and a business philosopher. His thinking and writing are focussed on the development of the leader’s mind. “Leaders think differently,” he writes. “The leadership mind is radically different from the non-leadership mind or common sense . . . . The difference lies not in quantity but in quality, not only in incremental improvements but also in paradigm shift.”

In Leadership: The Inner Side of Greatness, Koestenbaum develops his case for how the capacity of the leadership mind can be increased. It needs to be stretched in four directions simultaneously: toward vision, toward reality, toward courage and toward ethics. Once stretched, the leadership mind can achieve “greatness”—it becomes deep (touching the unconscious) and high (getting in touch with the eternal questions). Once stretched, it never goes back. High impact results accrue from working on the least developed of the four.

Developing the “ethics” part of the leadership mind evokes the principles of servant-leadership. “The formula statement for ethics is ‘Be of Service,’” Koestenbaum writes. This means finding meaning and value in your interest and care for others. It means mentoring. And it means teaching.

To Robert Greenleaf, the test of a leader is whether the people and organizations she leads grow. Koestenbaum writes, “A leader’s obligation is to develop the people for whom he or she is responsible—to help them become more marketable, more qualified professionals, to further their careers, to help them feel better about themselves, to equip them to confront the toughest vicissitudes of life.”

This type of service to others can be lived out in several ways, including: teamwork, finding meaning in your work; using love as a spiritual connection and an emotional bond within an organization; genuineness (“. . . leaders’ ultimate influence, their leadership clout, their credibility, lies in revealing themselves as they are.”); openness and valuing and preserving liberty.

All of this leads toward the type of service embodied by Leo in The Journey to the East. According to Koestenbaum, “The bottom line, when it comes to principle, is the willingness to die. Sometimes this harsh ethical reality is literally true, but most often it is a powerful metaphor for loss of ego, loss of position . . . . To risk death is to risk oneself . . . for what is right.”

This aspect of the leadership mind, when supported by development of courage, leads to action. Action is the domain of the leader.

Koestenbaum’s ideas, developed out of his background in classical philosophy and his consulting practice with CEO’s, are provocative. The book also includes check lists, tactics and other practical steps to help the leader—aspiring to greatness—improve her leadership practices. Greatness is defined as effectiveness combined with character.

(Jeff McCullum is a Trustee of the Greenleaf Center and an organizational/leadership development consultant. He formerly worked at AT&T in leadership and organization development.)

Pluralistic Reflections
(Continued from page 1)

of others are all qualities of the wise and knowledgeable leader.

Rooted in cultural traditions, many ethnic communities and people of color bring a highly developed sense of mutuality and common good to leadership. Still aware of their indigenous roots, they understand their connection to the past and their responsibility to future generations. This was poignantly reflected in Martin Luther King’s “Dream” where he worked for a vision of a new society. It was a dream for future generations and he acknowledged that although he had been to the mountain top, he would not be there when this future finally materialized.

In the Nahuahtl language of the Mexican Indians, there was no concept of the word “I.” The sense of community, of relatedness of working for “the people” was the accepted cosmology. Servant Leadership, then, was the essence of their social structure.

Another example is the great Mayan Golden Rule, “I am another yourself,” which recognized their belief that we are one people and that what one does to another affects oneself. Finally, the great Iroquois Law of Leadership: “In every deliberation the great leader considers the effects of his decision on his children, his children’s children, his children’s children’s children and onto seven generations,” reflects the leader as a trustee of the future. Certainly, a leader would be guided by selfless service as a caretaker of the dreams of tomorrow.

Servant Leadership has very old roots in many of the indigenous cultures. Cultures that were holistic, cooperative, communal, intuitive and spiritual. These cultures centered on being guardians of the future and respecting the ancestors who walked before.

Feeling the pulse of the great changes that are taking place as we near the end of this century, today’s Servant Leader is challenged to celebrate cultural diversity and become a multicultural person; to respect gender differences and become androgynous in being; to learn and appreciate the contributions of many different nations and groups of people and thereby embrace a global perspective to leadership.

(Juana Bordas formerly served as the first President and C.O.O. of the National Hispana Leadership Institute. She is currently a Senior Program Associate with the Center for Creative Leadership, in Colorado Springs, CO.)
Three Ways to Get Involved with Servant Leadership

1 | Leadership Synergy: The 1993 Conference on Servant-Leadership
   October 15-16, 1993
   Indianapolis, Indiana

Major Servant-Leadership Addresses by M. Scott Peck, author of *The Road Less Traveled* and Max DePree, author of *Leadership is an Art and Leadership Jazz*. Plus, two dozen concurrent sessions on the application and practice of servant-leadership; pre-conference workshops; a servant-leadership bookstore; and much, much more.

Conference Registration

Name ____________________________
First Name for Nametag ____________
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City/State/Zip ____________________
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Conference Fees:
Friday Evening/Saturday
• Members $400
• Non-Members $475
Saturday Only
• Members $100 • Members $300
• Non-Members $125 • Non-Members $350

Pre-Conference Workshops
• Introduction to Servant-Leadership $200
• Orientation to Greenleaf Center’s Consultative Process $200
• Reading and Dialogue Group I $125
• Reading and Dialogue Group II $125

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)

Payment: Make checks payable to:
The Robert K. Greenleaf Center
My check/money order is enclosed
VISA  MasterCard  American Express
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Exp. Date ____________________________

Please mail or FAX (317) 925-0466 your registration to: The Robert K. Greenleaf Center
1100 W. 42nd Street, Suite 321
Indianapolis, IN 46208

2 | 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 Greenleaf Center 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:

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

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

Name ____________________________
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3 | New Resources for Trustees

A Balcony Perspective: Clarifying the Trustee Role. In this three-part essay, Richard Broholm and Douglas Johnson address the confusion surrounding key issues which confront trustees: power, roles, and trust. The message is relayed through stories, metaphors and quotes from people with rock-solid experience as trustees. This essay is a starting point for reflection, for dialogue and discovery.

Nominating: Making Decisions for the Future (Nominating Committees as Change Agents.) This curriculum for the nominating process, co-authored by Anne Hoover and Barbara Bugg, includes working grids; planning sheets; lecture notes; and, a bibliography.

These new resources have emerged from the Greenleaf Center-sponsored Trustee Renewal Project, funded by Lilly Endowment, Inc. Also available from the Greenleaf Center:

Trustees as Servants, by Robert K. Greenleaf. In this groundbreaking essay, Robert Greenleaf laid the foundation for many of the publications and programs of the past two decades which have focused upon trustee education. We invite you to order all three resources for use with any not-for-profit board.

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Servant Leader Stories

by Richard W. Smith
Special Programs Consultant

During the past six months I have had the privilege of learning about, and being involved with, the employees of WFYI, a public television and radio station in Indianapolis.

About three years ago, WFYI began a journey based upon two crucial questions (we all know that the questions we ask determine the journey that we take). “How do we create distinction?” and, “How do we remain competitive in a very rapidly changing world?” are the questions that Lloyd Wright, President and General Manager, stated as the ones that have focussed the corporation these past three years. These questions led them to re-examine their Mission; enter into a Strategic Planning process; helped them create Vision statements that connected them to their Mission; and, perhaps most importantly, helped them identify seven areas that have become priorities for WFYI.

Generally stated, Lloyd Wright said that they want to become more of an educational community telecommunication center—“Community Teleplex.” They want to provide their constituents throughout Indiana with a variety of educational telecommunication services. Two of the areas they are investigating have to do with developing reading services and descriptive video services for the blind, and the exploration of the use of fiber optics to better serve schools.

“In order for us to be successful, we must have a staff and organizational culture/structure that can support our endeavor,” said Wright. “For me, the concept of servant-leadership is what we need in order to nurture a corporate culture that is service-oriented—that is, one of helping one another as we attempt to achieve our Mission.”

WFYI’s corporate investigation of servant-leadership began with Lloyd Wright’s personal journey more than three years ago. Now, his exploration of servant-leadership has been expanded to include the entire staff. This has been accomplished via the Greenleaf Center’s Reading & Dialogue Groups, in combination with a series of special presentations for his staff.

WFYI continues to focus upon how they can implement servant-leadership concepts into the “emerging model” they are developing, so that their organization can continue to grow, fulfill their mission, and answer the two driving questions: “How do we create distinction?” and, “How do we remain competitive in a very rapidly changing world.”

(Editors Note: The Greenleaf Center invites you to submit material for possible inclusion in “Servant-Leader Stories.” This column 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 videotaped accounts relating the stories of individuals or institutions exhibiting servant-leadership.)

Profile in Training

(Continued from page 1)

noted authors of leadership and management books, including: Geoffrey Bellman, author of Getting Things Done When You’re Not in Charge; Ken Blanchard, co-author of The Power of Ethical Management; Peter Block, author of Stewardship: Choosing Service Over Self-Interest and The Empowered Manager; Hylie Bracey, author of Managing from the Heart; Stephen Covey, author of The 7 Habits of Highly Effective People; Max DePree, author of Leadership Jazz and Leadership is an Art; Charles Kiefer, author of “Leadership in Metanoic Organizations,” contained in New Traditions in Business; M. Scott Peck, author of The Road Less Travelled and A World Waiting To Be Born; Tom Peters, co-author of In Search of Excellence; and, Michael Ray, co-author of The Creative Spirit.

“This article is exceptionally good as an introduction to the meaning and promise of servant-leadership,” said Greenleaf Center executive director Larry Spears. “Its scope is both broad-and-deep enough to interest a wide-range of readers. It is becoming increasingly clear to many that Robert Greenleaf’s concept of the servant-as-leader has touched an entire generation of leaders; future leaders; and, all those who seek to encourage the growth and well-being of individuals and institutions.”

(A reprint of the eight page article, “The Search for Spirit in the Workplace,” is available from the Greenleaf Center for $2.00, including shipping and handling.)