Greenleaf Center Launches Three New Programs for 1993

The Robert K. Greenleaf Center for Servant-Leadership has added three new programs to its expanding list of learning opportunities and services for 1993. These three new programs include: a “Servant-Leadership Reading-and-Dialogue Program,” a half-day, “Introduction to Servant-Leadership in Business;” and, the Greenleaf Center’s Speakers Bureau.

The Servant-Leadership Reading-and-Dialogue Program has been created to provide an opportunity for interested participants to come together to discuss the concept of servant-leadership. Three pilot Reading-and-Dialogue programs conducted during 1992 concluded that this is a highly effective means for understanding servant-leadership. Operated in the manner of most book discussion groups, participants read in-advance selected essays and chapters on servant-leadership, and then come together to engage in guided dialogue. Sessions also include the viewing of servant-leadership videotapes.

The Reading-and-Dialogue program can be conducted in one extended session (half-day to weekend in length); as a series of four 1 1/2 to 2 hour sessions over a period of several months; or in many other configurations. Greenleaf Center personnel are now available to facilitate these sessions for interested institutions and organizations. This new program offers the reading public a means to learn; to exchange ideas; and to establish a learning community of servant-leaders in geographical regions — or in pre-conference settings.

“Introduction to Servant-Leadership in Business” is a new lecture-oriented, half-day program now available through the Greenleaf Center. This program is designed to provide an overview of the meaning and practice of servant-leadership for interested for-profit businesses.

Using the core ideas put forward in two of Robert K. Greenleaf’s essays (The Servant as Leader and The Institution as Servant), this program also draws upon the current thinking of Peter Senge, Max DePree, and others who have been influenced in their own thinking by the servant-leader concept. This program looks at several examples of servant-led companies; and, it examines the utility of marrying an emphasis on total quality management with servant-leadership. Presentation combines lecture; use of audio-visual materials; and ample time for questions-and-answers. This program offers businesses a short, sharp look at servant-leadership as a viable model for achieving institutional change.

The Greenleaf Center’s new Speakers Bureau Program represents a more formalized approach aimed at providing speakers on servant-leadership for a wide variety of groups looking for short talks and programs lasting between a half-hour and three hours in length. This program is generally intended to provide a briefer sketch of the meaning and applications of servant-leadership for groups which are largely unfamiliar with the subject. However, the Center can also provide speakers on practically any specific application of servant-leadership for schools, businesses, not-for-profits, community groups, religious institutions and others. Speakers are drawn from the Greenleaf Center’s staff, trustees, and members.

All three of these programs are being coordinated by Richard W. Smith, who has joined the Center’s staff as Special Programs Consultant. Richard brings us 25 years of experience as a teacher, trainer and consultant. He has spent the last four years helping institutions implement servant-leadership concepts. Richard is teaching a course this Spring on the subject at Indiana University.

(Continued on page 6)

Plan Ahead

Leadership Synergy
The 1993 Servant-Leadership Conference
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—
“An Introduction to Servant-Leadership”; our new servant-leadership Reading-and-Dialogue program; the Greenleaf Center’s servant-leadership bookstore; and much, much more.

Registration information will be sent to Greenleaf Center members this Spring. Don’t miss this important event!
Message from the Chairman

by James B. Tatum

Reflection is a nice thing to do once in a while. As the year came to a close I turned my thoughts to the R.K. Greenleaf Center. In my short time on the board (four-plus years) I have developed a deep appreciation for all of those people who have served on the Greenleaf Center’s board and staff over the past 29 years. The Center had several other names during this time (The Center for Applied Ethics, and The Center for Applied Studies), but the idea of spreading the concept of the Servant Leader was always present. These people were truly committed to the philosophy of Servant Leadership, and the fact that they kept the flame burning is of critical importance. We owe each of them our gratitude.

One of the leaders who provided beautiful service to the cause was Fred Myers. Fred was not a board member (he was and still is an AT&T employee). However, there was a period of time in the 1980’s when he functioned much as an executive director would. His relationship with Bob Greenleaf was an unusual one—at times like father and son, at times like best friends; always loving, filled with humor and sometimes challenging in that special way that only real friends can experience. Fred personifies the modern-day Leo. He made a difference, and will always make a difference, no matter where he is or what he does.

The last few years have seen the Robert K. Greenleaf Center take on a new personality. It is not necessarily any better than it was in the past—just a very different approach. The board’s commitment to mount a more aggressive effort to spread the word demanded a full-time director. Dick Broholm and Kate Crane both served the cause very well as primarily part-time executive directors during the 1980’s, but the move to Indianapolis in 1990 necessitated the search for a new executive director. That search process happily brought the board to Larry Spears.

Young and energetic, with some very unusual occupational experiences rarely found in one so youthful, Larry came on board as the Center’s executive director only three years ago. His initial exposure to Robert Greenleaf’s writings struck a deeply resonant chord at the core of his being. Larry’s voracious appetite for an ever-deepening understanding of servant-leadership continues to provide a strong underpinning for his own growth. Larry brought some exceptional skills and talents to the Greenleaf Center; but, perhaps his greatest strength has been his ability to learn and grow as a person. He is doing that very well, and we are most fortunate to have him with us.

I am extremely pleased with the members of the staff and the board of trustees. They have each touched me in special ways and have taught me a great deal. I am truly fortunate.

One of the most significant things to me is that we have allowed each other enough space to be ourselves, to make mistakes, and to grow in the process. What a wonderful gift!

I have been captivated for several years with the thought that mission and purpose grow organically in an institution. Watching that happen has been educational and fun. The last issue of The Trustee Educator, the newsletter of Trustee Leadership Development, quoted Harrison Owen as follows: “The function of leadership is to grow structure, not impose it. The process is organic, the work of a gardener, not a mechanic.” Add structure to the list of organic growth issues.

The metaphor of “Gardener as Leader” is appealing. I am grateful for all of the gardeners I am associated with at the Greenleaf Center.

Yes, it is nice to reflect occasionally.
Gleanings from the Greenleaf Archives

by Anne Fraker, Archives Project Director

In an attempt to locate additional Greenleaf papers which should be included in the extant archives, a connection between Robert K. Greenleaf and new First Lady Hillary Rodham Clinton has been discovered. This discovery came about, indirectly, through correspondence with the archivist of the Scott Bader Commonwealth in England. Ernest Bader, the Commonwealth’s founder, and his son, Godric Bader, practiced servant-leadership in that corporation and corresponded with Greenleaf about this practice. The archivist sent, among other pieces, an American journal containing articles by both Greenleaf and Bader on servant-leadership. (Journal of Current Social Issues, Vol. 10, Winter, 1971-72). In this issue there was a reference to a Greenleaf piece in a previous issue entitled, “The Servant as Leader.” This article was taken, either in part or in its entirety, from the first edition of The Servant as Leader essay.

This essay differs from the revised edition as it was written at the peak of campus unrest in the United States and a great deal of attention was given to students’ attitudes and viewpoints. Greenleaf quoted many prominent student leaders in this early essay, including Hillary Rodham, who was president of the Wellesley College student body and gave the 1969 commencement address on the themes of leadership and trust. Ms. Rodham, now Mrs. Clinton, said, “... if the experiment in human living doesn’t work in this country in this age, it’s not going to work anywhere. ... The goal of it must be human liberation, a liberation enabling each of us to fulfill our capacity so as to be free within and around ourselves. ... We are, all of us, exploring a world that none of us understands. But there are some things we feel, feeling that a prevailing acquisitive and competitive corporate life, including tragically—the universities, is not the way of life for us. We’re searching for a more immediate, ecstatic and penetrating mode of living.”

Greenleaf goes on to quote Ms. Rodham on the topic of trust. “Trust. This is the one word that, when I asked our class what it was they wanted me to say for them, everyone came up to me and said, ‘Talk about trust, talk about the lack of trust both for us and the way they feel about others.’” Greenleaf follows with a discussion of the potential positive effects resulting from the turbulence of the time. As far as we know, there are no copies of the original 1970 edition of The Servant as Leader in the Greenleaf Center or in the archives. If anyone has any information about a way to obtain a copy of the original, please contact Anne Fraker.

Servant Leader Books in Brief

Caring for the Commonwealth: Education for Religious and Public Life


This volume is presented as a “festschrift”, or tribute, in honor of Robert Wood Lynn. Lynn, who was formerly Vice-President for Religion at the Lilly Endowment, played a pivotal role in the dissemination and expansion of the servant-leader idea throughout the 1980’s. He was a good friend of Robert K. Greenleaf’s, and a source of encouragement for him in his later years. Greenleaf called Lynn, “my most dependable guide and critic.” Lynn’s own writings on the crisis in America’s social and religious life, and our need for renewal, are the source for the various essays collected here. One essay in particular — ‘Experiments with Truth: Education for Leadership’ by Sara Little, quotes Greenleaf’s essay, The Servant as Religious Leader: “leading is so dependent on spirit that the essence of it will never be encapsulated or codified. Part of that essence lies beyond the barrier that separates mystery from what we call reality.” Caring for the Commonwealth, in the tradition of both Robert Lynn and Robert Greenleaf, makes a strong case for the need for new inspiration and reform throughout our major institutional and social structures. Its many contributing authors, including Parker Palmer, Sara Little, and Henri Nouwen, offer hope and direction for such renewal. —Larry Spears

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.
New Servant Leader Books Now Available Through the Greenleaf Center

(Editor's Note: The Greenleaf Center has recently added a number of new servant-leadership resources to its growing line-up of over 60 books, essays and videotapes. The following additional books are now available through the Center. Please use the attached form to order any of these titles.)

Business Ethics: Profiles in Civic Virtue

The author has assembled 24 profiles of business men and women whose leadership stems from a desire to serve others. Among the two dozen leaders are the C.E.O.'s of two longtime servant-led companies—TDL Industries, Inc. and Townsend and Bottum Family of Companies. This offers a good look at how servant-leadership is practiced within for-profit companies.

Effective Church Leadership: A Practical Sourcebook

Intended to strengthen the leadership of the church, this book describes how pastors and lay leaders of congregations can be more effective. Servant-leadership is a basic ingredient woven throughout the discussions of leadership.

The Fifth Discipline: The Art and Practice of the Learning Organization

This groundbreaking book on building “learning organizations” offers an encouraging new direction for institutional development. Senge suggests that the five disciplines of personal mastery, mental models, building shared visions, team learning, and systems thinking must be integrated and practiced with increasing frequency by companies. Senge’s book is a close spiritual cousin to servant-leadership. It answers some of the “how-to” questions concerning implementation.

The Journey to the East

This short novel by Hesse inspired Robert Greenleaf’s development of the servant-leader concept. This fictional account of a mythic journey, and the pivotal role of Leo, who is both servant and leader, is mesmerizing and profound. First published in English in 1956, The Journey to the East is captivating in its simplicity.

Leadership is an Art

In the finest tradition of American essayists, Max DePree, C.E.O. of Herman Miller, Inc., has written a personal and beautiful book on the art of leadership. As a servant-leader of his own company, DePree is both a teacher and practitioner of the concept.

Managing Toward the Millenium

This book is a collection of insightful essays around the changing nature of management and leadership philosophy. A number of authors in this work discuss Robert Greenleaf’s writings on servant-leadership.


A paradigm shift has emerged in today’s business world. This book is a collection of writings by fifteen business educators and leaders who are at the forefront of this change. One of the contributors to this book is Peter M. Senge, whose article discusses, in part, servant-leadership as stewardship.

A Partnership of the Spirit

A history of TDL Industries, the Dallas-based heating and air conditioning installation firm which has successfully followed the servant-leader concept for the past two decades. This book chronicles the evolution of the company under the leadership of Jack Lowe, Sr. and Jr., offering a warm and personal look at the internal life of this servant-led company.

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Credit Card orders may also be faxed to the Greenleaf Center. Call: (317) 925-0466.
On the Road with the Robert K. Greenleaf Center

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

August
Larry Spears conducted a program on servant-leadership on behalf of the Walker Group, in Indianapolis, Indiana.

September
The Greenleaf Center launched the first in a four-session series of a servant-leadership Reading-and-Dialogue Group sponsored by the Greenleaf Center, in Indianapolis, Indiana. This series was co-facilitated by Special Programs Consultant Richard W. Smith and Larry Spears.

Robert Sigmon facilitated a servant-leader workshop for Reading Rehabilitation Hospital in Reading, Pa.

Kelly Tobe led a post-conference workshop on servant-leadership as part of the 1992 National Association for Community Leadership conference in Orlando, Florida.

Robert Sigmon led the Greenleaf Center’s servant-leader workshop at the University of Northern Iowa, Cedar Falls, Iowa.

Jim Robinson spoke on “Servant Leadership and Community Building” to a group of 80 participants in the Archdiocese of Indianapolis East Deanery Pastoral Council, in Indianapolis.

Richard Smith facilitated a series of five Reading-and-Dialogue sessions with the managers and staff of the Corporate Purchasing Division of Eli Lilly & Company, Indianapolis.

Robert Sigmon led the Greenleaf Center’s servant-leader workshop at the University of Wisconsin, Stevens Point, Wisconsin.

October
“Winds of Change.” The Greenleaf Center’s annual servant-leadership conference was held in Indianapolis, Indiana. Major addresses were given by Greenleaf Center members Peter Senge, M.I.T., professor and author of The Fifth Discipline, and by United States Senator David Durenberger (R., Minn.). A pre-conference servant-leadership workshop was held on October 2, led by Robert Sigmon and Grace Barnes.

Larry Spears led a luncheon round table discussion on servant-leadership for the Indiana Council of Fund Raising Executives.

Richard Smith led the first two sessions of a four session servant-leadership discussion group at Second Presbyterian Church in Indianapolis. Craig Dykstra, Vice-President for Religion, Lilly Endowment Inc., led sessions three and four.

Bob Sigmon and Jackie Green conducted a servant-leader workshop for Leadership San Juan, at San Juan Community College in Farmington, New Mexico.

November
Greenleaf Center Trustee Newcomb Greenleaf spoke on servant-leadership to a philanthropy group in the New York City area.

Kelly Tobe spoke on “Servant Leadership As It Applies to YMCA Boards of Directors” in Indianapolis, Indiana.

Robert Sigmon conducted the Greenleaf Center’s servant-leader workshop in conjunction with the annual conference of the National Society for Internships and Experiential Education (NSIEE), Newport, Rhode Island.


Robert Sigmon conducted a servant-leader workshop for LEAD Dayton, Dayton, Ohio.

Gary Janka conducted a servant-leader workshop for community board members, Dayton, Ohio.

Larry Spears presented a paper at the Fifth Annual Symposium sponsored by the Indiana University Center on Philanthropy. This year’s conference was “Taking Trusteeship Seriously.” The paper was titled, Trustees as Servant-Leaders: A Report and Resource Guide.

Jackie Green and Kelly Tobe conducted a servant-leader workshop for Leadership Evansville (Indiana).


Jackie Green and Kelly Tobe conducted a servant-leader workshop in Little Rock, Arkansas.

Grace Barnes and Kelly Tobe conducted a servant-leader workshop at the University of Southern Maine, Portland, Maine.

(Continued on page 6)
On the Road
(Continued from page 5)

January, 1993
Richard Smith facilitated a four session Reading-and-Dialogue Group with the executive staff of WFYI, the public broadcasting station, in Indianapolis.
Robert Sigmon conducted servant-leader workshops for The Wellspring Project, a program of the Lutheran Church-Missouri Synod, Southeastern District, in North Carolina and Washington, D.C.

Richard Smith conducted a program on servant-leadership for QUINCO, Columbus, Indiana.
Gary Janka conducted a servant-leader workshop for United Way of Delaware County, Muncie, Indiana.
Robert Sigmon conducted a workshop for Haas Service Center at Stanford University (California).

New Servant Leader Books Available
(Continued from page 4)

The Power of Followership
This book is one of the very few to focus upon the role of followers, rather than leaders. The author puts forward his belief that “followers”—whom he defines as people of exceptional ability who know how to lead themselves—actually contribute more than 80 percent to the success of any project. The role of the follower is integral to servant-leadership, and this book provides a fascinating look at what it means to be an enlightened follower.

The Road Less Traveled
Considered by many to be one of the most important books of our time, THE ROAD LESS TRAVELLED offers groundbreaking insights into the development of our personal and spiritual lives. As a core concept, it has a very direct relationship to servant-leadership’s attempts to help those who are served to grow as persons. Together, the writings of Peck and Greenleaf explore the opportunities which exist for the development of human potential.

Up Another Notch: Institution Building at Mead
In this history of the Mead Corporation, Carr reveals the profound impact which Robert Greenleaf had upon that company’s thinking. In a chapter titled, “Servant Leadership,” the author discusses the influence of Greenleaf’s servant-leader concept upon Mead leaders.

You Don’t Have to Go Home From Work Exhausted:
The Energy Engineering Approach
Servant-leadership requires an individual to recognize the need to delicately balance a number of competing notions. One of these involves learning how to be productive and effective at work and in service—while also taking care to renew one’s personal and spiritual life. This book provides a series of methods which can be used by servant-leaders to put joy and passion back into work and play.

New Programs
(Continued from page 1)

University-Purdue University at Indianapolis, and has been actively involved with the Greenleaf Center as an advisor and facilitator. In addition to coordinating these three programs, Richard also serves as a primary speaker and facilitator for them. We are delighted to have his formal involvement as a staff member.

“The continuing expansion of the Center’s programmatic offerings reflects our evolving effort to better meet the needs and dreams of our supporters,” commented Larry Spears, Executive Director. “The last few years have witnessed an explosion of public interest in servant-leadership. We are continuing in our effort to both ride-and-guide this groundswell of interest.”

These three new programs join several other established Greenleaf Center programs, including: our day-long, experientially-based “Introduction to Servant-Leadership;” our membership program; the Greenleaf Archives Project; worldwide sales of over 50 different books, essays and videotapes; and, the Center’s annual “International Conference on Servant-Leadership.”

The fee structure for all Greenleaf Center programs is handled on a case-by-case basis. All travel-related expenses for Greenleaf Center personnel must be covered in addition to the negotiated fee-for-service. To learn more about these and other Greenleaf Center programs, or to schedule one for your organization, contact the Greenleaf Center at 317-925-2677.