Membership Campaign, Book Project Underway in Conjunction with Greenleaf Center’s 30th Anniversary

The Greenleaf Center marks its 30th anniversary this year. Founded in 1964, the Center was originally named the Center for Applied Ethics, and then the Center for Applied Studies. In 1985, its name changed once again to the Greenleaf Center.

While 1994 marks the Center’s 30th birthday as an institution, next year (1995) will witness the 25th anniversary of the original publication of The Servant as Leader essay by Robert Greenleaf. Over the course of the next two years, the Greenleaf Center plans to celebrate these two anniversaries through several different activities. One of these activities will involve the publication of a new book of essays on servant-leadership. This book, tentatively titled The Greenleaf Legacy, will contain contributions from over two dozen authors on the meaning and practice of servant-leadership. The Greenleaf Legacy is being edited by the Center’s executive director, Larry Spears. It is scheduled for publication early in 1995.

The Greenleaf Center has also recently launched a Membership Campaign with the aim of having 5,000 members by 1998. Since the establishment of the Greenleaf Center’s membership program in 1989, the Center’s members have played a significant role in carrying the message of servant-leadership throughout society. As our Membership Campaign sets sail this year, we begin with a membership of over 1,500 institutions and individuals. Working together, we have begun to spread public understanding and practice of servant-leadership worldwide.

The history of the Greenleaf Center is a unique one among non-profits. As a side-benefit of a two-year Archives Project, funded by Lilly Endowment Inc., we have been “rediscovering” our own institutional history. It is interesting to note that the Center has experienced several distinct phases within its 30 year history. For instance:

- From 1964 to 1970, the Greenleaf Center functioned to a great extent as a think-tank for institutional leaders to come together and discuss issues involving leadership, service, and management.

- Emerging from these discussions —and in conjunction with his wide-ranging work as a consultant and teacher — Robert Greenleaf began to give voice to the idea of the servant-as-leader.

- Starting in 1970, the Greenleaf Center began to publish and distribute Robert (Continued on page 4)

Regional Servant-Leadership Workshops To Be Held Nationwide in 1994

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

Indianapolis, Indiana April 28 Los Angeles, California May 26
Philadelphia, Pennsylvania May 12 Boston, Massachusetts June 8
New York, New York May 13 Minneapolis, Minnesota June 16
Washington, D.C. May 17 San Francisco, California June 29
Atlanta, Georgia May 19 Chicago, Illinois June 29
Dallas, Texas May 25 Chicago, Illinois June 30

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.
Guest Column

Servant Leader Listening

by Andrew J. Morikawa

All around us it seems we see signs of change. Major American corporations are down-sizing. The security of middle-class white collar workers, such a bulwark of our social experience only 20 years ago, now seems clearly to be on the wane. The Berlin Wall has come down. The Soviet Union has dissolved. The African National Congress has become a mainstream political party in South Africa. In the midst of all this, I listen for the voices of change, for the voices that speak of community.

Earlier this week I visited with a friend whom I'd been wanting to be with, yet whose path crossed mine so infrequently I knew I'd have to seek her out. Hers is a voice to which I listen in moments of uncertainty and change in my life. So I flew to Phoenix, and she took me from the airport to the Salt River Indian Reservation, where we passed the day together in a small cafe, drinking coffee, talking, and musing on the meaning of change, and of tradition. She teaches me as she can about the Native American experience. She lives the spirit of servant-leader in her simple life and towering dreams of self-determination for native peoples everywhere. She raises my awareness. Like a trout to a lure, my awareness rises up when she speaks. From the vantage point of that heightened awareness I can see, I can experience, something new in myself. I remain who I am, certainly, but my experience now includes something new, rooted in tradition, tribe, this land. She speaks of the reservation and says that people say of Indians that, "They're all leaving the reservation." "But that's not true," she says. "Many are returning. And when we are away, no matter how far away we go, we can always come home. We always know where home is. You know, Andy," she said, "tradition is hard; it's very difficult to live a traditional life. The demands are very heavy, and you must make your peace with it." She shared with me how recently she had journeyed to a burial ceremony, during which time she had come to terms with, and was now at peace with, the pull of traditional life.

In the hours we spent together sipping coffee and looking out the cafe door at the reservation that spread before us, I became immersed in her experience as a Native American. Simply because she is who she is and lives her tradition, she helped me to better see myself. As I turn 50 and think ahead toward the next half of my life, I think I will sharpen my listening for community, to be informed by tradition.

For all of us as we enter the new year, nearing the halfway point of this decade, might we perhaps develop our listening for the people who speak of community, tradition, home, and a sense of belonging that transcend and stand as real alternatives to the gods of money and unrestrained growth that seem so thoroughly to preoccupy our lives as a society today? Let us pause and see that this god of money, this god of progress can be cruel. It throws away its believers and turns them into the homeless and abandoned people about whom our hearts ache so.
This god of possessions and money, no matter how hard we work, no matter how much we pile up, is never pleased. This cruel god does not improve the lot in life of its people; matters grow worse. Pollution and violence increase, and yet we pay homage at the throne of the gods of money.

Let us, as we enter the new year, listen for other voices. Listen for quiet voices speaking in community and trust. Listen for the servant leader spirit that lives within us all. Listen for the murmuring assurances of a mother nurturing her

(Continued on page 5)
Message from the Executive Director

by Larry Spears

I have been thinking a lot lately about the issue of maturity. As a father of two young sons I am continually confronted by evidence of the fact that they are learning and growing as human beings. What were once simple statements of need ("I'm hungry!"); "Will you play with me?") are becoming the more complex yearnings to know about oneself and the world in which we live. The word "why" seems to preface much of the current conversation with our children.

In my own personal journey of maturity, I have recently been concentrating upon letting go of my internal tendencies toward compulsive busyness. I have always viewed myself as being a person of action and accomplishment — sometimes to the detriment of my own personal growth and well-being. The process of maturity would seem to call us to achieving a healthy balance between "doing" and "being."

One of Robert Greenleaf's lesser-known works is a little jewel titled: Education and Maturity. This essay grew out of a 1960 talk which Greenleaf gave at Barnard College. I recently re-read this essay and was struck by the wisdom contained within it. It is interesting to note that it includes some elements of what Greenleaf would come to call "servant-leadership" a decade later.

Let me share with you a small sampling of some choice quotes from Education and Maturity:

* There is a strong link between the word maturity and the word becoming. Education can be a powerful maturing force. Depth of meaning about process emerges only out of experience.

* The most important lesson I have learned about maturity is that the emergence, the full development, of what is uniquely me should be an important concern throughout my entire life. There are many other important concerns but this particular one must never be submerged, never be out of sight.

* In choosing a vocation you should have as your primary aim that of finding in the work in which you are engaged that which is uniquely you.

* I would like to see a word that has fallen into disuse restored to common usage. That word is entheos, which means possessed of the spirit. Entheos is the power actuating one who is inspired. For those who are concerned with maturity seen as becoming, it is important to see entheos as the lamp, and to keep one's own private lamp lighted.

* As entheos becomes a more constant companion, one moves toward the minimum of difference between the outside and inside images of the self; one becomes more willing to be seen as he is. The ultimate test of entheos is an intuitive feeling of oneness, of wholeness, of rightness, but not necessarily comfort or ease.

* Whatever your work is, make something out of it that enriches you. Work itself cannot be truly significant except as it is seen as the means whereby the people who do the work find themselves in it. Do your work well; keep your sense of obligation high; cultivate excellence in everything you do; but above all use your work, use it as a means for your own fulfillment as a person — your own becoming. This can be one of the great excitments of life — the surprise when you discover what you have become and realize that more is yet to come.

(Continued on page 5)
Servant Leader Books in Review

Stewardship: Putting Service Ahead of Self-Interest


Reviewed by Jeff McCollum

(This is part of a continuing series reviewing contemporary writing in the context of servant leadership. Jeff McCollum is a member of the Board of Trustees of the Robert K. Greenleaf Center. He heads his own consulting company, Star*Thrower Associates.)

Like Robert Greenleaf, Peter Block is deeply interested in the spiritual aspect of organizations. His most recent book, Stewardship: Putting Service Ahead of Self-Interest, is about how our institutions are governed.

Echoing Greenleaf’s “test” of servant-leadership, Block writes, “We choose service over self-interest most powerfully when we build the capacity of the next generation to govern themselves.” Block’s use of the word “stewardship” to replace “leadership” seems to serve two purposes. First, it communicates his focus on the next generation. Secondly, he uses the language change to unhook us from tacit assumptions about control and compliance that are embedded in our personal definitions of leadership.

Equally radical is the book’s argument for a redistribution of power and rewards within our institutions. Block advocates that we begin to practice our democratic values in the context of our large institutions where, for so many years, we have allowed them to be “checked at the door.” On the Fourth of July and in our communities, we salute democratic values. When we come to work (whether in for-profit or eleanosomny settings), we surrender them.

One way we surrender democratic values is in what we seek in leaders. “Our search for strong leadership in others,” Block writes, “expresses a desire for others to assume the ownership and responsibility for our group, our organization, our society. The effect is to localize power, purpose and privilege in the one we call leader.” There are those who are willing to take control. What results is a “contract” in which we give loyalty and compliance in exchange for the illusion of safety and security.

What is required is a new contract characterized by balance of power, commitment to the larger community, each person taking responsibility for defining purpose and equitable distribution of rewards. When stewards create this kind of organization, authentic service is experienced. “Partnership” replaces “patriarchy.”

Stewardship has both an emotional and a technical component. The trail to stewardship, Block asserts, is inside out. “Creating partnership in a work setting is a shift in beliefs and a personal shift in the way we make contact with those in power. And with those we have power over. These are issues for the artist in us to revisit.” We have to confront the wish for dependency and dominance—in ourselves and in others.

The technical component deals with the architecture of our organizations. Chapters deal with: redesigning management practices and structures; rethinking the role of staff functions; changing financial practices to be aligned with self-control; re-orienting human resource practices (the hand-maiden of patriarchy) and altering the compensa-

tion and performance evaluation systems.

Patriarchy is deeply embedded in our thinking and our practices. Changing to stewardship requires change in both. For those of us accustomed to the comfort of personal scripts developed to cope with patriarchy, the ideas can be daunting and confronting. Stewardship is simultaneously a radical treatise and a useful primer to revising organizational practices.

Block’s intent is also profoundly conservative—to help individuals integrate themselves and their work. “Stewardship encompasses concerns of the spirit, but it also must pass the test of the marketplace. It must be practical and economic. It must be low cost and good for customers as well as employees.” Our organizations constantly stand on this intersection of spirit, community, and the marketplace. The unique intention of Stewardship is to offer the means by which there can be a reconciliation of what is good for the soul, good for a customer, and good for the health of the larger institution.

Membership

(Continued from page 1)

Greenleaf’s own essays and books around the concept of “servant-leadership.” From 1970 to 1984, the Center served primarily to disseminate Greenleaf’s own thinking. It wasn’t until 1984 that the Center hired its first (part-time) executive director.

- In 1990, the Center relocated its headquarters to Indianapolis; hired a new director; and began to re-fashion its vision, mission, and goals. In the four years which have followed, the Greenleaf Center for Servant-Leadership has undergone tremendous changes, both internally and externally. The Center now offers a variety of educational programs and workshops; it sponsors an annual conference, which has proven to be an important way of linking practitioners of servant-leadership; it has established and grown a membership base which now includes some 1,500 institutional and individual members; it has expanded its written and audio-visual resources to encompass 60 different books and essays by many authors on servant-leadership; and, it is playing an important role in helping to spread servant-leadership around the world. The seeds of servant-leadership which have been scattered over the years have begun to blossom in new-and-unexpected ways. Many individuals and institutions are now putting servant-leadership principles into practice. And, in the wake of over one hundred books and articles which have appeared in the last few years, servant-leadership continues to gain many new adherents.

These next two years offer each of us an opportunity to reflect upon the significance of the servant-as-leader idea and its implications for human growth. We invite you to join us this year in helping to build a better, more caring society. If you are not currently a member of the Greenleaf Center, we want to encourage you to consider becoming one this year. If you’re already a member, won’t you consider giving a gift membership to someone, in order to share with them the meaning of servant-leadership? [See page 5 for membership form.] We look forward to continuing our journey together with you.
Listening
(Continued from page 2)

young. Listen for the song in our hearts that would celebrate relationships as more precious than money in the bank or possessions in hand. Let us listen within our community of sharing and hope; let us listen it into being.

On behalf of all of us here at the Robert K. Greenleaf Center for Servant-Leadership staff, board, volunteers, participants, and all others who make the Center’s work possible, may the new year bring you peace, and the experience of community. We are a family of many faiths, of many creeds. Our faces are brown and white and black; we are young and we are old. We live in inner cities; we call home America’s rural heartland, and when we gather in community we give thanks and pray to the Speaker who speaks to our very soul; to that part of ourself which we share inextricably in common with all of humankind, to the servant within. Let us, in the spirit of servant-leader-

ship, listen into being a new community of hope and reconciliation.

(Andy Morikawa is president of World SHARE, headquartered in San Diego, California, and a Greenleaf Center trustee.)

Demonstrate Your Commitment to Servant Leadership —
Become a Member or Give a Gift Membership

The Robert K. Greenleaf Center invites you to join us as a sponsor and member. Your tax-deductible contribution entitles you to receive our quarterly newsletter; discounts on lectures, workshops and conferences; welcoming essays; 10% discount when ordering literature; 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 in the category which I have circled below:

<table>
<thead>
<tr>
<th>$25</th>
<th>$35 – $59</th>
<th>$60 – $99</th>
<th>$100 – $199</th>
<th>$200 – $249</th>
<th>$250 – $499</th>
<th>$500 – $999</th>
<th>$1,000 and up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>Individual</td>
<td>Supporting</td>
<td>Professional (Membership benefits for total of two people.)</td>
<td>Corporate/Institutional Sponsor (Membership benefits for total of four people.)</td>
<td>Friend of the Center (Membership benefits for total of four people and choice of Greenleaf notecards or totebag.)</td>
<td>Sustaining (Membership benefits for total of eight and bonus choice of audio tape.)</td>
<td>Patron (Membership for total of ten people and bonus choice of videotape.)</td>
</tr>
</tbody>
</table>

I am enclosing my check for $__________, made payable to the Robert K. Greenleaf Center.

VISA    MasterCard    American Express

Cardholder’s Name ____________________________
Charge Card Account Number ________
Expiration Date ___________ Signature ______

NAME ____________________________
ADDRESS ____________________________
CITY/STATE/ZIP ____________________________
PHONE ____________________________
OCCUPATION/EMPLOYER ____________________________

Also, please send
____ information
____ a gift membership to:
NAME ____________________________
ADDRESS ____________________________
CITY/STATE/ZIP ____________________________

Fax or send to:
The Greenleaf Center for Servant-Leadership
1100 West 42nd St., Suite 321
Indianapolis, IN 46208
PHONE: (317) 925-2677
FAX: (317) 925-0466
Message to our Members

by Marcia Newman
Director of Membership

I hope that you have had a few precious moments to reflect on 1993 and to consider what (if any) changes you will be personally making this year. Fresh starts are always uplifting and exciting!

The Greenleaf Center has done the same, and through the visioning process is taking on some new challenges, setting some new goals, and making some of our own changes.

Some of you may know that the Greenleaf Center’s membership program is now five years old. We have grown substantially during this time and now have two hundred institutional members and over a thousand individual members. The growth is tremendously exciting, because it means that members are personally sharing with others—and their sharing is furthering the mission of the Center in championing servant-leadership. It underscores our belief that servant-leadership is truly a viable tool for living—and there are people, institutions and communities that wish to support it and see it grow.

Despite our successes, some great challenges remain. We have recently set a goal of having five thousand members by 1998. While this represents a sizable task, it is one which we can achieve with your own continuing help and support. Our new membership campaign [see cover story] is intended to be a focused team effort involving the staff, board, and members of the Greenleaf Center.

Have you ever wondered why the Center needs a membership program? Or, maybe you have wondered how we make use of your membership contributions? Your support has made it possible for the Greenleaf Center to greatly expand its important educational work in helping to create a better, more caring society. Over the past few years we have also established a number of new programs designed to both further our mission and to provide new income streams for the Center. All of these programs have succeeded in creating a stronger, more vibrant organization—one having the capability to influence significant change throughout our society.

The Greenleaf Center is at a pivotal point in our development, and we have begun to implement a number of changes involving our membership program. As you will note, beginning January 1, we have expanded our membership categories and instituted a modest increase in our membership dues. This marks the first increase in our membership rates since 1989. At the same time, we have also expanded the benefits associated with membership in the Center. In addition to receiving our quarterly newsletter, special mailings, and discounts on attending our programs, we have instituted a 10% discount on resource materials ordered by members. Additional benefits have been added to different membership levels [see the membership form on page 5].

I hope that you will join with us this year in our effort to increase awareness of servant-leadership and the work of the Greenleaf Center. I also hope that you will thoughtfully consider the value of your own membership and consider renewing your membership at a higher level, as well as giving gift memberships to others. We are truly grateful for the generosity and care which you have shown in helping us reach the point where we are today. Let’s continue the momentum and work even harder to reach our new goals!

Plan Ahead!

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 Robert K. Greenleaf Center
1100 W. 42nd St., Suite 321
Indianapolis, IN 46208
Telephone (317) 925-2677
FAX (317) 925-0466
Address Correction Requested