On the Road and in the News With the Greenleaf Center

Listed below are some of the programs, publications and outreach activities involving Greenleaf Center personnel and members in recent months. The Greenleaf Center offers a wide array of workshops, institutes, retreats, and consultative services. Please contact Michele Lawrence, Program Director, if you are interested in our providing servant-leadership programming or speakers for your group or conference, or articles on servant-leadership for publication. Also, please let us know of any newly-published articles or books having to do with servant-leadership.

**Selected Programs and Activities**

Executive Director Larry Spears gave a talk at Indiana State University, in **Terre Haute, Indiana.**

Senior Educator/Consultant Richard W. Smith gave a keynote presentation and conducted two concurrent sessions at the Meristem Conference, **Boise, Idaho.**

Greenleaf Center Board Chair Jack Lowe gave a talk on servant-leadership at the Dallas, Suburban School Administrators Conference in **Richardson, Texas.**

The Greenleaf Center sponsored a regional gathering of members in **Dallas, Texas.**

Richard Smith presented at the International Congress on Ophthalmic Practice Management, **Seattle, Washington.**

Assistant Director Kelly Tobe led a trustee workshop for Leadership Shelby County, **Shelbyville, Indiana.**

Larry Spears participated in the Systems Thinking in Action Conference and conducted meetings with members in **San Francisco, California.**

Richard Smith conducted several concurrent sessions at the Fourth Annual Conference of the ODMR/DD Division of Residential Services, **Dublin, Ohio.**

Jack Lowe spoke on servant-leadership before the McKinney Chamber of Commerce Leadership Luncheon, **McKinney, Texas.**

Judy Brown and Richard Smith co-facilitated a three-day program for the Kellogg National Fellows Program, **Battle Creek, Michigan.** RKGC Trustee Bill Bottum and Member George SanFacon were also guest speakers at this program.

Kelly Tobe spoke at the National Women in Philanthropy Conference, **Indianapolis, Indiana.**

Richard Smith facilitated a board/staff retreat for the Georgia Advocacy Office, **Atlanta, Georgia.**

Larry Spears and Richard Smith travelled to **Greensboro, North Carolina** for a series of meetings.

Richard Smith presented a program at the Wright Chapter National Management Conference, Wright-Patterson AFB, **Dayton, Ohio.**

Kelly Tobe facilitated a program on servant-leadership for Indiana University/ Purdue University at **Indianapolis.**

Richard Smith presented a program at the National Conference on Applied Ethics, **Loma Linda, California.**

Larry Spears participated in a symposium on “Peacebuilding for the 21st Century,” **Kalamazoo, Michigan.**

Jack Lowe spoke before a University of Dallas, Grad School of Management class, **Irving, Texas.**

Richard Smith facilitated a staff retreat for the Easter Seal Society, **Columbus, Ohio.**

(Continued on page 5)

**Servant-Leadership Retreat**

Experience the gift of renewal with an informative, interactive and reflective retreat designed to give you tools, insights and the personal time needed to begin your new year’s journey in servant-leadership! The Greenleaf Center is co-sponsoring a Servant-Leadership Retreat with the Carmelite Retreat Center in Darlen, Illinois, just 30 minutes from downtown Chicago, Midway and O’Hare airports. The retreat will begin at 7:00 p.m., Thursday, January 2, 1997, and end at 11:30 a.m. on Sunday, January 5. This retreat will weave the themes and methodology of **Personal Journey Through Servant-Leadership** and **Servant-Leadership: A Foundation for Effective Organizational Change** with personal time for reflection and optional activities. Richard W. Smith, Senior Educator/Consultant at the Greenleaf Center, will be the principal facilitator.

You will also be invited to attend optional reflections based on common historical wisdom literature, wisdom figures, and world servant-leadership models. Community activities will be offered for those seeking supportive relationships with others on the journey.

The cost of this workshop is between $280 and $395, depending upon room occupancy. Fees include meals, snacks and workshop materials. For more information, please call Michele Lawrence at (317) 259-1241. Registration is limited.
Trusteeship: A Summons to Serve

by Richard W. Smith
Senior Educator/Consultant

You are looking outward, and that above all you should not do now... Go into yourself. Search for the reason that bids you [serve]; find out whether it is spreading its roots in the deepest places of your heart, acknowledge to yourself whether you would have to die if it were denied you to [serve]. This above all—ask yourself in the stilllest hour of your night: Must I [serve]? Delve into yourself for a deep answer. And if this should be affirmative, if you may meet this earnest question with a strong and simple "I MUST," then build your life according to this necessity; your life even into its most indifferent and slightest hour must be a sign of this urge and a testimony to it.

—Rainer Marie Rilke

The invitation and challenge to those who are summoned to serve as trustees on boards is partly contained in Rilke’s observation. Those who are called to serve as Trustees are invited, and challenged, to go into themselves and discern what is spreading its roots in the deepest places of the heart. Bob Greenleaf would say that you must discern a willingness to hold in trust on behalf of the institution, its “owners,” its members and those it serves. Moreover, as trustees, you are to hold this trust for future generations. As the Great Law of the Six Nations of the Iroquois Confederacy states, “In our every deliberation we [the trustees] must consider the impact of our decisions on the next seven generations.” Trusteeship, then, is a summons to serve the common good and to hold the institution in trust both now and for the next “seven” generations.

Accepting this invitation and challenge raises, in all, feelings of “awe-some” responsibility. And those who answer the summons to serve soon discover that they may not be fully prepared to live the life of a trustee. Some feel ill-prepared, at best.

During the past several years I have been privileged to serve many well-motivated trustees—individuals who were accepting the “awe-some” responsibility of trusteeship and who discerned a need to develop themselves more fully as trustees. As boards they also leaned into the challenges of how they might develop into effective boards who served the common good of their constituents. Moreover, as Peter Vaill has so insightfully observed, they were learning that they needed to evolve into living with and coping with the “permanent whitewaters of change.” They discovered that they have to learn both the skills of effective board governance and membership as well as the skills of navigating the permanent whitewaters of change. The by-product of this type of awareness is high anxiety. Many trustees and boards are using this awareness and the energy that accompanies high anxiety to help themselves develop more effectively as trustees and as boards.

Consequently, during this time of discovery we, at the Greenleaf Center, have had a growing number of requests to provide facilitative support, learning sessions, and consultation to more and more trustees and boards. Since our mission entails responding to the needs of our constituents we have been examining ways we might be of service within this identified area of need. One response we have had is to develop one, two, and three-day learning sessions for trustees and boards. We have had the opportunity to pilot these to a number of trustees and boards and the feedback we have had indicates that we are responding to the perceived needs of our constituents.

On behalf of the Greenleaf Center, I invite you to contact us and to inquire into what we have developed and how we might help you, the trustee, and your board continue your development. When you contact us, either I or Michele Lawrence will work with you so we can address your trustee and/or board challenges.

We are pleased that our mission allows us to respond to our constituents and we thank you for continuing to give us the opportunity to serve you. As Bob Greenleaf said, trustees add “the precious element of caring” and we want to help you by adding our element of caring to, and for, you.
A Process for Reflecting Theologically With Institutions

by David Specht

The Summer 1995 issue of The Servant Leader introduced readers to the Theology of Institutions Project, an action-research effort related to The Greenleaf Center and responding to Robert Greenleaf’s call for the development of theological resources which would help to evoke and nurture the servant spirit within institutions. Now the Project has published an initial edition of a reflection process designed to assist organizational leaders to theologically reflect on their institution and its journey into the future. The resource is entitled Seeing Things Whole, and is available through the Greenleaf Center.

Greenleaf’s conviction was that if we are to appreciably raise the level of caring in our society, then we must undertake the challenge of shaping organizations—large and small—which are themselves devoted to leading as servant institutions committed to the greater good of the commonwealth. Some ten years ago, he called upon the Judeo-Christian tradition to develop a “theology of institutions” which would help to provide a moral imperative for his effort. He envisioned congregations as a place for preparing and supporting servant leaders to serve within institutions as regenerative agents.

An initial response to that call was undertaken by the Center for the Ministry of the Laity at Andover Newton Theological School in the late 1980’s. During the last three years the work has been picked up again by the Theology of Institutions Project. This action-research effort has been working to develop a theological reflection model which can be used by organizational leaders committed to deepening the capacity and commitment of their institutions to faithfully serve the world.

The reflection model has been shaped through repeated use with the cross-disciplinary gatherings of institutional leaders, business school faculty, management consultants, pastors, and theological reflectors who come together from around the country to reflect on a dilemma faced by one participant institution. The reflection model seeks to enable participants to hold this particular organization in trust, inviting it to “see itself whole” by standing under queries designed to help it gain a balcony perspective on its life, momentums, and its relationship to the world around it.

Participants are invited to discern the organization’s animating spirit, and to examine diverse stakeholder perspectives and interests as these come into legitimate tension with one another. The reflection process concludes with an offering of strategic advice to the institution which addresses both its presenting challenge and its quest for wholeness of perspective on its present moment and its pathway into the future.

Staff from the Theology of Institutions Project have shared this emerging work through workshops at the last two Greenleaf Center conferences and will do so again at the upcoming June 12-14, 1997 conference.

Seeing Things Whole walks the reader through this entire reflection process. Its 42 pages include an overview of the model, a complete set of facilitator’s notes, and the worksheets necessary for utilizing the model with a group. The resource is now available and may be ordered through The Greenleaf Center for the cost of $10.

David Specht serves as staff to the Theology of Institutions Project, which is associated with The Greenleaf Center.

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

“Bob Greenleaf was a prophet before his time. Reading his wonderful essays will uplift your heart and increase your effectiveness.” —Ken Blanchard, co-author, The One Minute Manager
On Becoming a Servant Leader


Reviewed by Jeff McCollum

(From time to time, reviews of books on servant-leadership are included in The Servant Leader. This review is written by Jeff McCollum, a member of the Greenleaf Center’s board of trustees. Jeff is director of Organization Development for Warner-Lambert, a consumer health products manufacturer.)

This volume, published as a companion to Seeker and Servant (reviewed in our last newsletter) includes private writings of Robert Greenleaf which span the period between 1935 and 1986. Many include ideas of astonishing clarity and insight. Some include predictions that have failed to materialize. Others invite the reader into dialogue and challenge us to a deeper understanding of concepts like leadership, strength, power, persuasion, and foresight.

In choosing the title, On Becoming a Servant Leader, editors Don Frick and Larry Spears have invoked other seminal thinkers in human development like Carl Rogers (On Becoming a Person) and leadership like Warren Bennis (On Becoming a Leader). In assembling the book, Frick and Spears have avoided the conventional by not presenting the writings in chronological order. They have, instead, chosen to present this material in four segments: Greenleaf’s thoughts on the ethic of strength; his thoughts on organizations and power; a collection of five fascinating lectures delivered at Dartmouth College in 1969; and a retrospective interview with Greenleaf conducted by Joe DiStefano, whom Greenleaf mentored and who now teaches at the University of Western Ontario.

The first section, The Ethic of Strength, is the manuscript for an unpublished book. This section has the rough quality of a work in progress. And it is a diamond in the rough. Strength, Greenleaf argues, requires focusing on means and attitudes as well as outcomes. It requires the ability to see choices, the willingness to make the right choice (based on values like respect and caring and competence) and the responsibility to stay the course. This kind of strength is the antithesis of the insipid “flavor of the month” approach that beleaguer today’s organizations on the cusp of the millennium.

In The Ethic of Strength, Greenleaf attempted to speak to young people entering business in the mid-60’s. He emphasizes personal qualities like openness to knowledge, being a seeker, and introducing the idea of organizational spirit, entheos, which is coming back into our thinking about organizations. The language is spiritual. He talks of preparation, awareness, compassion, the problem of knowing and a concept of time in which now is the past—becoming the present—becoming the future. As revealed in other parts of the book, he deliberately chooses to phrase his ideas in a way which would be accepted by those in the mainstream of business.

It has been said that it takes a generation for the true innovator’s ideas to gain general acceptance. Greenleaf’s prophetic and innovative accomplishments are revealed in the second section of the book, Power, Management and Organizations. The innocuously titled chapter, Behavioral Research, written in 1955, introduces ideas which have roared into the mainstream of human resources management in the 1990’s. The origins of assessment centers, mentoring, competency-based management, and benchmarking are all discussed. This chapter also makes a clear distinction between training and development and presages ideas in current publications like Peter Vaill’s Learning as a Way of Being and Howard Gardner’s Leading Minds.

Growing Greatness, penned in 1962, includes some startling insights into the process of development and reflects on the process of mentoring. Greenleaf holds George Wythe’s relationship with Thomas Jefferson as the embodiment of mentoring. Mentoring is the process of allowing the person mentored to become, “I believe that people grow in these moral, perceptive, creative, and decisive qualities as they achieve the freedom to become themselves” (Greenleaf’s emphasis), he writes. Jefferson, in turn, became a mentor. Stephen Ambrose’s current history of the Lewis and Clark expedition discusses Jefferson’s mentoring of Meriwether Lewis in depth.

Those who are, or have been, associated with AT&T will find the essay, My Life in AT&T, interesting—especially Greenleaf’s assertion that AT&T’s divestiture was created by the triumph of managers over statesmen, the loss of spirit and the lost knowledge of the institution’s history. Those who are interested in being an effective internal change agent will also find it insightful. Greenleaf’s experiences as an internal agent, “kept revolutionary” as one AT&T president described him, is woven throughout this section.

The section of the book which includes Greenleaf’s 1969 lectures at Dartmouth College is, to me, the clearest explication of his ideas. The chapter, Leadership and Foresight, is compelling and haunting. It offers, for me, insights into why I feel so disenchanted with contemporary politics. “...the failure to foresee is an ethical failure, because serious ethical compromises today are usually the result of failure at an earlier date to foresee today’s events and take the right action .... The action that society labels ‘unethical’ in the present moment is often really one of no choice. A lot of guilty people are walking around with an air of innocence that they would not have if society were able always to pin the label ‘unethical’ on the failure to foresee and the failure to act constructively when there was freedom to act.” Reading this quote took me directly to what was not discussed in the 1996 election.

Throughout his latter writings, Greenleaf expresses the hope that the 60’s marked the beginning of a fundamental change. I think he would be disappointed with what those of us who were on college campuses in that period have done.

In conclusion, the writings in On Becoming a Servant Leader reflect Greenleaf’s quest for new ideas, his own search, about institutions. There are echoes (Continued on page 6)
On the Road and in the News  (Continued from page 1)

Judy Brown and Richard Smith facilitated The Greenleaf Center’s first annual Leadership Institute for Higher Education, held in Brown County, Indiana. Peter Vaill gave a special “fireside chat.” Participating institutions included: Crowder College (Missouri), Dominican College (New York), The Greenleaf Center (Indianaapolis), Highland Community College (Illinois), Loma Linda University (California), San Juan Community College (New Mexico), and Santa Fe Community College (New Mexico).

Richard Smith worked with Astra-Merck managers at Culver Cove, Indiana.

Larry Spears conducted a series of meetings with members in Philadelphia, Pennsylvania.

Kelly Tobe facilitated a program titled, “Leading From Within,” for LEAD participants—alumni of the Stanley K. Lacey program, Indianapolis, Indiana.

Richard Smith facilitated a program on service-learning at the University of Detroit-Mercy, Detroit, Michigan.

The Greenleaf Center held its sixth annual conference on servant-leadership in Indianapolis. Featured speakers included Stephen Covey, Diane Fassel, Janet Hagberg, Peter Hutchinson and Lorraine Matusak.

Richard Smith conducted a session for the Fort Wayne Ivy Tech State College Leadership Institute, Fort Wayne, Indiana.

Larry Spears participated in a retreat sponsored by the Theology of Institutions Project, West Cornwall, Connecticut.

The Greenleaf Center sponsored a regional gathering of members in Florida.

Richard Smith led two sessions at the Team Spirit conference, Dayton, Ohio.

Larry Spears and Kelly Tobe spoke at a gathering of the Ann Arbor Servant-Leadership Network, Ann Arbor, Michigan.


Jack Lowe was the recipient of the Crystal Achievement Award from the National Association of Women in Construction at their annual convention in Washington, D.C., for his role in the advancement of women and minorities in the construction industry.

Greenleaf Center personnel have also recently conducted our one-day workshops in the following locations:

- Chicago, Illinois
- Fort Worth, Texas
- Indianapolis, Indiana
- Lancaster, Pennsylvania
- Tawas City, Michigan
- Terre Haute, Indiana

Publications and Outreach

The following is a selected listing of recent articles and books featuring servant-leadership and The Greenleaf Center:

Two new books of never-before-published writings by Robert K. Greenleaf were published this past April. On Becoming a Servant Leader, edited by Don Frick and Larry Spears, and Seeker and Servant, edited by Anne Fraker and Larry Spears, were published by Jossey-Bass. Both books contain fascinating new insights and ideas which were not included among Greenleaf’s earlier publications. A number of highly favorable reviews have appeared on both books, including a lengthy review by William R. MacKay and titled, “Greenleaf’s Message Still Burns Bright: From the Philosopher’s Papers, A Striking New Book,” which appeared in the Summer, 1996 edition of In Trust magazine. Other reviews have been published in Library Journal (June 15, 1996) and in Booklist (June 15, 1996).


“Leader as Servant,” by Ken Melrose, appeared in the April, 1996 issue of Executive Excellence.


“Students Learn to Lead by Serving,” appeared in a September edition of The Tampa Tribune.

“Servant Leadership: A Model for Developing College Students,” by Sue Seitz and Staci Pepitone appeared in the Summer, 1996 edition of Metropolitan Universities. This article profiled the innovative servant-leadership program at Wright State University.

“Put the Worker First,” appeared in the June 15, 1996 edition of The Indianapolis Star. This article focussed on Stephen Covey’s remarks at the Greenleaf Center’s 1996 servant-leadership conference.

Greenleaf Center Now Offering Learning-Retreats for Boards of Trustees

“S”ervant-Led Boards: The Power of Holding in Trust” is the name of a new program offered by The Greenleaf Center. This groundbreaking opportunity is rooted in Robert Greenleaf’s Servants essay. Through it, participants gain a deeper understanding of what it means “to hold in trust.” Trustees experience tools that effective board members have integrated into their being, and participants explore some of the issues that are critical to effective board governance.

Trusteeship is an area where “both” and “and” can meet: roles and job descriptions meet passion, fire and spirit; vision is renewed. These one, two or three day-long learning-retreats provide a wonderful opportunity for boards of trustees or board/staff groups to come together and remember why they chose to do their organization’s work in the first place!

For more information, call Richard Smith or Michele Lawrence at The Greenleaf Center (317-259-1241).
On the Road and in the News  (Continued from page 5)

Upcoming
• A forthcoming issue of Leadership and Organization Development Journal, a quarterly management journal published by the Manchester (England) School of Management, will contain both an article by Larry Spears and an interview with him.
• The Greenleaf Center is co-sponsoring a Servant-Leadership Retreat with the Carmelite Retreat Center in Darien, Illinois, January 2-5, 1997. See the more complete listing elsewhere in this newsletter.
• The Greenleaf Center will offer an open registration workshop in San Francisco on Friday, February 7, 1997. Personal Journey Through Servant-Leadership will be held at the Golden Gateway Holiday Inn, 1500 Van Ness Avenue, from 9:30-4:30. This program will be facilitated by Richard Smith. The cost for the workshop is $159 and includes lunch and all workshop materials. Call Michele Lawrence at the Greenleaf Center for more information.
• In conjunction with the San Francisco workshop, the Greenleaf Center will host a reception for Bay-area members immediately following the workshop (4:30-6:30). Those in attendance will have an opportunity to meet and mingle with Greenleaf Center board members and with Larry Spears and Richard Smith. Call Michele Lawrence at the Greenleaf Center for more information.
• The Center’s second annual Leadership Institute for Higher Education will be held in Culver, Indiana, April 16-18, 1997. Interested presidents and/or trustees of institutions in higher education are encouraged to apply. Contact Michele Lawrence for more information.
• The Greenleaf Center’s annual International Conference on Servant-Leadership will be held in Ann Arbor, Michigan, June 12-14, 1997. This year’s theme is “Servant-Leadership as a Way of Being.” Featured speakers include Peter Vaill, James Shannon, John Lore and Isabel Lopez. The conference will also include fifteen different concurrent sessions and many special treats. The Center will also offer three concurrent, day-long, pre-conference workshops on June 12: Personal Journey Through Servant-Leadership, Servant-Leadership: A Foundation for Effective Organizational Change, and Servant-Led Boards: The Power of Holding in Trust. A conference brochure will be available in December. Contact Kelly Tobe for more information, or to register.
• The Greenleaf Center will unveil its new Leadership Institute for Healthcare, October 22-24, 1997. This innovative Institute program will be open to all senior-level executives working for health-related institutions. Contact Michele Lawrence for more information.
• Insights on Leadership: Building Better Institutions Through Servant-Leadership is the working title for a second collection of essays being edited by Larry Spears. Like Reflections on Leadership, this book will be published by John Wiley & Sons. It has a scheduled publication date of October, 1997. Contributing authors include Meg Wheatley, Parker Palmer and James Kouzes.

Call for Papers
The Greenleaf Center for Servant-Leadership would like to maintain a list of servant-leadership related dissertations and other academic theses. We would particularly welcome receiving copies of such papers for our archives. If you are currently working on such a paper, or have written one in the last few years, please contact Michele Lawrence at the Greenleaf Center. You can also add your name to our growing list of graduate students and faculty who are doing research in servant-leadership subjects and who are willing to be contacted by others. This is one of the many ways we can help each other to stay connected in a network of learning.

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