Jossey-Bass Publishes Two New-Classic Books by Robert K. Greenleaf

Two new books of previously unpublished writings by Robert K. Greenleaf have just been published by Jossey-Bass. These two new books—On Becoming a Servant-Leader and Seeker and Servant: Reflections on Religious Leadership—represent important new additions to the body of Greenleaf’s published work. Both books also nearly double the number of Greenleaf’s previously-published pages.

From his first public talk in New York in 1935 to his death in 1990, Robert Greenleaf was known for his teaching and writing on the subject of management, organizations, power, and other related themes. With the publication of The Servant as Leader in 1970, Greenleaf articulated the deep themes which had animated his life’s work: servanthood and leadership. On Becoming a Servant-Leader presents many of the powerful, private writings which track Greenleaf’s own evolution as a servant-leader. It also provides strong evidence which confirms that Robert Greenleaf was the conceptual grandfather of today’s empowerment trend in business, non-profit, and other institutions.

In the last decade of his life, Robert Greenleaf turned his attention to matters of the spirit. He pondered how “religious leadership” can be nurtured to call wounded institutions into the wholeness of serving. In Seeker and Servant: Reflections on Religious Leadership, readers will discover the Greenleaf few knew: the personal, poetic journal-keeper; the “closet theologian” who tended to distrust formal theology; the older mentor who was mature and wise even in his own contradictions. While drawing heavily from his unpublished writings in the 1980s, this book also includes selected unpublished works spanning a fifty-year period.

On Becoming a Servant-Leader was edited by Don Frick and Larry Spears and begins with a foreword by Peter Drucker. This book is divided into four parts.

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Dutch Edition of The Servant as Leader Joins Growing Foreign Translations

A Dutch translation of The Servant as Leader, by Robert K. Greenleaf, has recently been published by Academic Service publishing house, in the Netherlands. This marks the fourth foreign language translation of this essay to be published in recent years. It joins already existing foreign language editions in Arabic, Czech and Spanish.

The Dutch translation is titled De Dienaar als Leider and has been published as a part of a series of publications called “Management Briefings.” Peter Senge (The Fifth Discipline) is also among those whose work has been translated into Dutch and published as part of the Management Briefings series.

In recent years The Greenleaf Center has actively recruited partners in non-U.S. countries with whom we can collaborate in the translation and publication of The Servant as Leader essay. Our most recent collaboration, prior to the Dutch translation, involved working with a group in the Czech Republic. All foreign language editions of The Servant as Leader are available through The Greenleaf Center at a cost per essay of $5, plus $4 shipping-and-handling.

Another publication which has begun to attract worldwide attention is the 1995 book, Reflections on Leadership: Theory of Servant-Leadership Influenced Today’s Top Management Thinkers. This book, edited by Larry Spears, is available in bookstores in a number of countries outside of the U.S.

(Continued on page 6)
Partners in Servant-Leadership: TDIndustries Marks 50th Anniversary

by Don M. Frick

The Greenleaf Center staff often hears probing questions from reasonable people who have read one or more of Robert Greenleaf’s essays. "Servant-leadership is poetic, but is it practical? Will it make a difference in an organization when tough times hit? Will it work with any kind of employees?" Our answer is to tell them about the Dallas-based company, TDIndustries.

This year marks the 50th anniversary of TDIndustries, a mechanical contracting and service company whose primary business is the design, installation and service of heating and air conditioning systems. They have worked their magic on prestige Dallas projects like Lincoln Centre, CityPlace, and the Infomart, plus dozens of other large and small jobs throughout Texas and other parts of the country. Servant-leadership is one of their core values and, yes, they know it is a viable business philosophy that is mostly practical, that fits its employees (whom they call "partners") like a glove, and which probably saved the company when times were tough.

Jack Lowe, Sr., founder of Texas Distributors, the forerunner of TDIndustries (partners still call it "TD"), was a natural servant-leader. For him, business was a vehicle for human growth, for family stability and community involvement. Art Durbin, a long-time TD employee and before that one of the key engineers who designed GE’s first residential air conditioner, said of his old friend, "Jack told me he didn’t care about making a pile of money for himself. He wanted to share it with everybody. And he did." Jack Lowe set up the first profit sharing and stock option plan in 1952. Today, TDIndustries is a wholly employee-owned company.

When Jack Lowe read the first version of The Servant as Leader, he contacted Robert Greenleaf and the two became friends. Greenleaf discovered that Mr. Lowe was already doing things Greenleaf had been writing about and,

in an unpublished essay, compared him to Pope John XXIII. Like any great business, TD has a rich, oral tradition of stories about the founder and his successor, son Jack Lowe, Jr. The vivid story of TD’s early days and its evolution to the mid-1980’s is told in the book, A Partnership of the Spirit: The Story of Jack Lowe and TDIndustries, by Ashley Cheshire, and available from the Greenleaf Center. Read it for inspiration.

Servant-leadership principles have become the fabric of TDIndustries: consensus decision-making, training in listening skills, the freedom to risk, and the responsibility to learn from mistakes. Ron Gafford, CEO of TD customer Austin Industries, says the most striking aspect of TD’s culture is integrity. "You can’t instill integrity. You recruit it, have zero tolerance for the lack of it, and perpetuate it daily. TD does a wonderful job of that, and always has." A handshake still means something in Texas, and over the years TD has impressed many customers by doing what they say.

TD financial expert Mike Fitzpatrick (people don’t like official titles here but will use them if so ordered) told us how TD’s integrity paid off in 1989, a bad year for construction in Dallas. TD lost money for the first time in 20 years and their bank also went belly-up. Seeing the company on the brink of disaster, partners took money from their personal retirement funds and loaned it to TD. There was no guarantee of return, but it worked. TD made it through, and is now financially stable again. This level of trust stunned author Ashley Cheshire and even surprised many TD old-timers.

Trying to understand every area of TD’s growth is like aiming for a moving target. Jessie Mc Cain, Manager of the People Department (now there’s a great title!) heads up TD Tech, an innovative program which helps fill the need for qualified plumbers and sheet metal workers. Last summer a number of people decided to learn Spanish, so Jessie coordinated that effort. She has

(Continued on page 3)
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.
Leadership Without Easy Answers


Reviewed by Jeff McCollum

(From time-to-time reviews of books relating to 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-Wellcome, a consumer health products manufacturer.)

Practitioners of servant-leadership, whether they be in the helping professions, public service or business, will find this volume to be rich in practical insights and congruent with the ideas that Robert Greenleaf began articulating 25 years ago. It is, as Richard Neustadt points out in the foreword, "the product of teaching" a broad spectrum of leaders ranging from undergraduates to senior officials from a wide variety of institutions. It is built, as were many of Greenleaf's ideas, out of dialogue about what it means to be a leader and be held in trust by those led.

Heifetz sees a "crisis of leadership" in contemporary America which results from a misconception of the nature of leadership. In a passage evocative of Greenleaf's "test" of a leader, Heifetz argues, "Instead of looking for saviors, we should be calling for leadership that will challenge us to face problems for which there are no simple, painless solutions—problems that require us to learn new ways."

Two fundamental distinctions—between authority and leadership as well as between technical and adaptive problems—frame the core of Heifetz' argument.

Authority represents "conferred power to perform a service" and it can be taken away as easily as it is given. It represents a choice, "Some people grow up aware that the choice to confer power lies within them.... Many people [on the other hand] take their powerlessness for granted." Authority is necessary to the effective functioning of organizations. It requires a conscious choice. Unfortunately, many of us, through habitual deference, "have been so conditioned to defer to authority that we do not realize the extent to which we are the source of an authority's power."

By extension, it can be argued that servant-leadership is not merely the choice of the leader. It is also the choice of those led. Since, as Robert Kelley pointed out at last year's Servant-Leadership Conference, most of us are followers ninety percent of the time, we have to look to our choices, our actions as followers, to create servant-leadership. We can frustrate our own belief in servant-leadership when we project our wants and desires on our leaders.

What we expect of our leaders brings Heifetz's second distinction—between technical and adaptive problems—into play. If authority is conferred power in exchange for service, the service provided can flow from the leader's technical repertoire. In these cases, "we turn to authority with reasonable expectations. In our various social systems, our authority structures and the norms they maintain govern thousands of problem solving processes. Where the problem has a clear beginning, a clear ending and where an effective solution has been developed, authority relationships are functional and helpful.

There is, however, another class of problems—adaptive problems—for which there is no easy answer (hence the title of the book) and which require learning and change on the part of those confronting the problem. In such cases, "... our inclination to look to authority may generate inappropriate dependencies." Adaptive problems are ones for which the problem definition is not clear-cut and technical fixes are not available. These require "leadership that induces learning."

This requires a different kind of expertise from the leader, "She does not presume to know what the results should look like. True, she needs expertise, both technical expertise and leadership expertise. Her actions are nothing if not expert, but they are expert in the management of processes by which the people with the problem achieve the resolution."

It is a matter of helping those with the problem to take responsibility by creating what Heifetz describes as "a containing vessel" for the learning process. It is what Carl Rogers describes as a "helping relationship" and what Greenleaf meant when he discusses being "held in trust." It is made up of authority structures, shared purpose, common identification, civic associations, trustworthy institutions and bonds of community.

What makes Leadership Without Easy Answers so valuable is the interplay of theory and practice. In addition to well-researched discussion of the theory of power and authority, Heifetz includes case studies drawn from medical practice, business leadership and civic leadership. It achieves the Aristotelian ideal of helping us "think as people of action and act as people of thought."

He includes sections on leading with- and without authority. The behaviors are different. The consequences are similar. The leader is always at risk of assassination—metaphorical and real. The more stressful the circumstances, the greater the risk. "Severe distress can make people cruel; empathy, compassion, and flexibility of mind are sacrificed to the desperate desire for order.... Leaders and authority figures get attacked, dismissed, silenced, and sometimes assassinated because they come to represent loss, real or perceived, to those members of the community who feel that they have gotten, or might get, the bad end of a bargain." To me these are chilling words in light of our current politics of divisiveness and narrowly-defined interests.

Heifetz concludes with a provocative chapter on the personal challenge of leadership. The actions he recommends include: getting on the balcony so that we can discern the larger patterns around us; identifying the adaptive challenge confronting our organization; regulating distress during the change period; focussing action on the issues; and, giving the work back to the people. Being a leader becomes a reflective practitioner.
Two Books
(Continued from page 1)


Seeker and Servant: Reflections on Religious Leadership was edited by Anne Fraker and Larry Spears and contains a foreword by Parker Palmer. This book is also divided into four main sections. In Part One: “Nurturing the Spirit: Reflections on the Challenges of Religious Leadership,” Greenleaf contemplates the roles religious leaders could play in society. Part Two: “Leaders as Inspired Persons,” focuses upon the relationship between spirit and the greatest of leaders. Part Three: “Seminaries, Churches and Foundations: Partners in Spirit,” examines three, key institutions which Greenleaf saw as integral in fostering the changes in society which would make it more caring. Part Four: “Toward the Caring Community: Reflections on Seeking, Giving and Receiving,” is a collection of seven essays on the individual’s search for meaning. One of these pieces, “The Search and The Seeker,” is destined to become a classic piece of American writing.

Shortly after Robert Greenleaf’s death in 1990, Greenleaf Center executive director Larry Spears learned of the existence of a number of unpublished pieces of his writings which were scattered in several different locations. The bulk of what eventually turned out to be nearly one hundred pieces of unpublished writings were found among the archival materials which Bob Greenleaf had donated to the Franklin Trask Library, at Andover-Newton Theological Seminary. Other unpublished writings by Greenleaf turned up among the Greenleaf Center’s own files, as well as in the files of several family members and friends.

Upon learning of the existence of these materials, The Greenleaf Center approached Lilly Endowment with a proposal to conduct a thorough review and evaluation of Greenleaf’s personal papers, and to launch a search for any other pieces of Greenleaf’s unpublished writings. With the support of the Endowment’s Craig Dykstra and Ed Queen, and through the generous assistance of two consecutive two-year grants from Lilly Endowment, Anne Fraker and Don Frick were asked to survey both the written materials and dozens of video-and-audiotapes of Bob Greenleaf. A blue-ribbon panel was eventually created for the purpose of evaluating the editorial content of the unpublished writings. This panel included: Dwight Burlingame, Director for Academic Programs and Research, Indiana University Center on Philanthropy; Joe DiStefano, Royal Bank Professor of International Business, University of Western Ontario; Newcomb Greenleaf, Bob Greenleaf’s son and a trustee of the Greenleaf Center; Larry Lad, professor of management, Butler University; plus, Anne Fraker, Don Frick and Larry Spears.

The archives committee carefully reviewed and evaluated over 1,100 manuscript pages as contained in 96 unpublished essays and articles by Bob Greenleaf. In addition, Don Frick reviewed several dozen taped interviews involving Bob Greenleaf, while Anne Fraker and Larry Spears also read through hundreds of pieces of correspondence, notes, diary entries, meeting minutes, and much more contained among Greenleaf’s archival papers. The end result of all of this was that the archives committee made selections which it felt represented fresh and creative new insights from Robert Greenleaf, and which make a significant contribution to the body of his work. On Becoming a Servant Leader and Seeker and Servant may be ordered through the Greenleaf Center. On Becoming a Servant-Leader is $28, Seeker and Servant is $30. Newsletter readers may order both books as a set and receive them at the special reduced price of $55 per set (add $3 per book for shipping-and-handling). Jossey-Bass Publishers is also releasing On Becoming a Servant-Leader as a trade publication, available in bookstores across North America.

Pre-publication commentary on both books has been very positive. Here is a sampling of comments on Seeker and Servant and On Becoming a Servant-Leader:

“Greenleaf is important reading. He wrote from the heart and envisioned a world we are each required to seek.”
—Peter Block, author, Stewardship

“Here is the complete Greenleaf. Even after decades of working closely with him, I discovered a richness of spirit and thought that I had not seen before.”
—Robert Wood Lynn, Bangor Theological Seminary

“Greenleaf was a truly remarkable man. Through books like this one, his memory and his lessons will not be forgotten.”
—Peter Drucker, author, Managing in Turbulent Times

“I have found Greenleaf and his writings among the most original, useful, accessible and moral on the topic of leadership.”
—Warren Bennis, author, Why Leaders Can’t Lead

“Robert Greenleaf takes us beyond cynicism and cheap tricks and simplistic techniques into the heart of the matter, into the spiritual lives of those who lead.”
—Parker Palmer, author, The Active Life

“Seeker and Servant continues Greenleaf’s creative mystery. He not only tells about leadership, he calls you to be a healing, leading influence in our society. This book is an invitation to become a colleague in the liberation of the human spirit.”
—Loren B. Mead, author, Transforming Congregations for the Future

“Bob Greenleaf was a prophet before his time. Reading these wonderful essays contained in On Becoming a Servant-Leader will uplift your heart and increase your effectiveness.”
—Ken Blanchard, co-author, The One Minute Manager
As a result of the publication of that book, the Center has experienced an influx in the number of inquiries from readers in Australia, England, Ireland, Japan, The Philippines, Sweden, and elsewhere. In addition to the English language version, *Reflections on Leadership* is scheduled to be translated and published in Bahasa Indonesian in 1997.

The Greenleaf Center is now seeking to identify organizations, located in countries where English is not the primary language, which may be interested in partnering in the translation, publication, and distribution of *The Servant as Leader* essay. Any person or organization interested in this possibility is invited to contact The Greenleaf Center’s executive director, Larry Spears, for more information.

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**Dutch Translation**

(Continued from page 1)

**Please Come to The Greenleaf Center’s 1996 Annual International Conference**

**Lives in the Balance**

**Balancing Service, Leadership, Life and Work**

June 13–15, 1996 • Westin Hotel • Indianapolis, Indiana

**Featuring Keynote Speakers**

*Seven Habits of Highly Effective People and Principle-Centered Leadership*

Stephen Covey, Author,

Diane Fassel, Author,

*Working Ourselves to Death and The Addictive Organization*

Janet Hagberg, Author, *Real Power*

Peter C. Hutchinson, Superintendent, Minneapolis Public Schools

Dr. Lorraine Matusak, Leadership Scholar, W.K. Kellogg Foundation

**Agenda**

**Thursday, June 13**

10:00 am – 5:00 pm  Pre-Conference Workshops

(These run concurrently and lunch is included)

- Servant Leaders/Servant Institutions
- Personal Journey Through Servant-Leadership
- Servant-Leadership: A Foundation for Effective Organizational Change

6:00 pm  Welcoming Dinner and Program

**Friday, June 14**

9:00 am  Opening Keynote Address by Stephen Covey

11:00 am – 12:15 pm  Concurrent Sessions

12:30 pm – 2:00 pm  Lunch

2:00 pm – 4:00 pm  Concurrent Sessions

5:30 pm  Reception

6:00 pm  Dinner with Diane Fassel

**Saturday, June 15**

9:00 am  Keynote Address by Janet Hagberg

11:00 am – 12:15 pm  Concurrent Sessions

12:30 pm – 1:30 pm  Lunch

2:00 pm – 3:30 pm  Keynote Address by Peter Hutchinson

4:15 – 5:30 pm  Conference Closing Keynote Address by Dr. Lorraine Matusak

6:30 pm – 8:30 pm  Fellowship Dinner

For more information on the Lives in the Balance Conference, contact Kelly Tobe (317) 259-1241 or Fax (317) 259-0560.

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