“Exceptional, Outstanding” Presenters Highlight Greenleaf Center Conference Celebrating 25 Years of Servant-Leadership

Exceptional” and “outstanding” were two of the most frequently used superlatives among participants in describing the Greenleaf Center’s 1995 International Conference on Servant-Leadership, held in Indianapolis, October 20-21, 1995.

To mark the 25th anniversary of Greenleaf’s publication of The Servant as Leader, the Greenleaf Center hosted a conference which brought together over four hundred practitioners of servant-leadership. It featured keynote addresses by five noted authors in the field of leadership and service, including: James Autry (Love and Profit), Tom Chappell (The Soul of a Business), Robert Kelley (The Power of Followership), Margaret Wheatley (Leadership and the New Science) and David Whyte (The Heart Aroused).

James Autry is a former Fortune 500 executive, and author, poet, and consultant whose work has had a significant influence on leadership thinking. He has authored several works—most notably, Love and Profit: Finding the Balance in Life and Work.” In his book Autry offers this fundamental understanding of the role of managers: “Management is a sacred trust in which the well-being of other people is put in your care during most of their waking hours. It is a trust placed upon you first by those who put you in the job, but more important than that, it is a trust placed upon you after you get the job by those whom you are to manage.” At the Greenleaf Center conference Autry spoke of the need to be fully human in-and-out-of the workplace. “Every emotion of life is at work,” said Autry, “because work is life and life is work.” He said that each of us should examine the question of “how do I find the balance within my life at work?”

Tom Chappell founded Tom’s of Maine with his wife, Kate, in 1970. Since that time he has dedicated himself to creating a company that produces innovative, healthful products in a caring and creative environment. He has recently published a book, The Soul of a Business, which is an inquiry into how the mind and spirit can work together to successfully compete for profit and market share. Chappell spoke on the theme of “Managing for Profit and the Common Good.” Chappell says: “My message is simple: Beliefs drive strategy. Your ethics can form the foundation of smart analysis and clear thinking. . . . Not only can your personal beliefs be brought to work, they can work for you. In his conference address Chappell shared the story of the journey which he and his company have been living out over the past 25 years. “Before I go to work in the morning,” said Chappell, “I start in such a way as to locate my place in life, and in the company. I don’t hold the power, and I am not at the top of a pyramid. I am only a part of the company, and I have a role in which I serve.”

Robert Kelley is an adjunct professor of business at the Graduate School of Industrial Management at Carnegie Mellon University, in Pittsburgh. Kelley is the author of The Power of Followership. Kelly spoke on the

(Continued on page 3)

On the Road and in the News With the Greenleaf Center

Listed below are some of the programs and outreach activities conducted by Greenleaf Center personnel and members in recent months. The Greenleaf Center offers a wide array of workshops, seminars, 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 spoke at the annual Career Development Conference of the University of Michigan, in Ann Arbor, Mich.

RKGC Program Director Richard W. Smith facilitated several programs at the annual conference of the American Association for Higher Education in Boston, Mass.

Publishing Project Associate Don Frick spoke to the Executive Women’s Leadership Program, in Indianapolis, In.

RKGC Board Vice-Chairman Jack Lowe, Jr. spoke with faculty and staff at Texas A&M University, in College Station, Tex.

The Greenleaf Center sponsored a regional gathering in Ann Arbor, Mich., and hosted by the Housing Facilities Department at the University of Michigan.

Larry Spears gave a conference keynote address to the Alberta School Boards Association, in Red Deer, Alberta, Canada. Larry also gave separate addresses to members of the Calgary Catholic School District, in Calgary, and the Edmonton Catholic School District, in Edmonton, Canada.

(Continued on page 5)
Mary Parker Follett, Prophet of Management: a celebration of writings from the 1920’s

Reviewed by Bernadette Malinoski

This is a book for today—and tomorrow—despite the fact that Mary Parker Follett gave her last lecture on management in 1933, the year she died. Several of the guest commentators writing in this book speculate on why the insights of this political scientist, social work pioneer, speaker, and advisor to leaders concerned with labor-management relations were neglected in the years following her death. The most frequently offered reason is that, up until now, the time just hasn’t been right for her ideas to become mainstream.

Chances are, all who find stimulation in the work of Robert Greenleaf on servant-leadership, Peter Block on empowerment and stewardship, Peter Senge on systems thinking and collaborative learning, and Margaret Wheatley on leadership and the new science will identify Mary Parker Follett as a “kindred spirit”. She would be just as much at home with today’s innovators as she was with those of her era whom she cites as examples in her writings and lectures. It was no less a figure in the field of management than Peter Drucker who dubbed her “the prophet of management.”

The book’s editor, Pauline Graham, a London-based lecturer, writer and consultant on marketing and management, provides a short biography of Mary Parker Follett’s pioneering life (1869-1933). This follows a preface by Rosabeth Moss Kantor and an introduction by Peter Drucker. The works of Follett which Graham selected for the book she divides into three parts: The Psychological Foundations of Business Management; The Individual, the Group, and Society; and Business—the Way Ahead. Six of the eleven writings included in the collection are followed by commentaries; for example, Warren Bennis comments on Follett’s “The Essentials of Leadership.”

In her lectures on the topics of: work relationships, conflict, power, authority, leadership, control, the role of the individual in the group, and the place of business in society, Mary Parker Follett explored issues which are of keen interest to today’s human resource professionals. Her interdisciplinary approach to her work may point the way for us. In his commentary, Sir Peter Parker, chairman of the London School of Economics, states that Mary Parker Follett “was unhesitant in deploying evidence, concepts, and analytical tools from fields as diverse as political science, political theory, history, and social psychology,” and points out that “In studying the concept of power, she declared, ‘I am making a list of all the different definitions I come across, by novelists or artists, or whoever, and I find this all helping me in my observation of power in everyday life.”

I believe that many readers of The Servant-Leader newsletter will identify with these words of Mary Parker Follett, quoted by Sir Peter Parker: “... I am working at business management, because, while I care for the ideal, it is only because I want to help bring it into our everyday affairs.” Mary Parker Follett, Prophet of Management is a book for all of us who are working as agents of change in organizations.

Bernadette Malinoski is Consulting Associate with The New Workplace Institute in Ann Arbor, Michigan.

Editor’s Note: We welcome receiving guest columns, book reviews and articles on the theme of servant-leadership. Contributions should not exceed 1,000 words and are subject to editing.
Conference (Continued from page 1)

theme of "The Power of Followership.
"Leadership can take us only so far," says
Kelley. "Without followers, little gets
done; with them,
mountains get moved. By sheer
numbers alone, followers represent the
bulk and substance of any enterprise." In
his conference presentation Kelley
commented: "Bob Greenleaf's work
has clearly influenced my own think-
ing. It's my conviction that now is the
most exciting time to be alive and
experimenting within organizations.
We can really make the difference
within organizations today."

Margaret Wheatley
is president of The
Berkana Institute and
author of the highly-
acclaimed book,
Leadership and the
New Science: Learning
About Organization from an Orderly
Universe, which Industry Week re-
cently called "the best management
book of the year." Wheatley spoke on
the theme of "Leadership in a Self-
Organizing World." Wheatley's
groundbreaking analysis shows how the
revolutionary discoveries in quantum
physics, chaos theory, and biology also
offer powerful insights for transforming
how we organize work, people, and
life. At the conference Wheatley
humorously introduced herself as the
"high priestess of chaos." "Everywhere
around us and within us, we see order
and chaos," said Wheatley. She went
on to say that the 17th Century mecha-
nistic model no longer makes sense for
organizations, if it ever did. "Today, we
are increasingly seeing the deep,
natural impulses of self-organization in
living, dynamic systems. There is order
even in the heart of chaos."

David Whyte is one of
the very few poets to
have taken his perspec-
tives on creativity into
the field of organiza-
tional development,
where he works with
many U.S. and interna-
tional companies. Whyte is the author of The Heart
Aroused: Poetry and the Preservation
of the Soul in Corporate America.

Whyte has said that his book is written,
"for those who have chosen to live out
their lives as managers and employees
of a postmodern Corporate America,
and who struggle to keep their human-
ity in the process." David Whyte
enchanted participants with an evening
which combined the recitation of
poetry with reflection upon its meaning
for people and organizations.

Among the concurrent sessions
offered at this conference were: "The
Myers-Briggs Type Indicator: Tool for
Servant-Leadership," "Facilitating
Consensus: A Model for Growing
Servant-Leaders," "The Practice of
Soul-Filled Leadership," "On Search-
ing for Deeper Meanings: Building
Dialogue Groups," "Servant-Leaders/
Servant Institutions," "Listen, Learn
and Lead," and "Servant-Leadership
as a Doctoral Program."

Case studies in servant-leadership
were provided by four different
institutions: Alverno College, Lancaster
Laboratories, Schneider Engineering
and Trinity Services.

Over two hundred people came to
Indianapolis a day early in order to
participate in one of the Center's pre-
conference offerings. This year the
Greenleaf Center offered three different
one-day workshops, including: "Intro-
duction to Servant-Leadership,"
"Servant-Leadership: The Emerging
Model," and, "Making Ethical Decisions."

Conference audiotapes are available
from Sound Images for all conference
keynotes and concurrent session
presenter. Call or write the Greenleaf
Center for an order form.

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
to 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 decision making.

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 preserva-
   tion and promotion of his writings.
2. To nurture colleagues and institu-
   tions 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.
The Promise of Diversity: Over 40 Voices Discuss Strategies for Eliminating Discrimination in Organizations

The Language of Life: A Festival of Poets
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.)

I experienced The Promise of Diversity as occasionally difficult, frequently challenging and provocative. It left me a little unsettled and willing to hear things and see things differently. The problem, for me, with The Promise of Diversity is the lack of diversity in the points of view. There is a relentless orthodoxy to the arguments in The Promise of Diversity. The premise goes like this: Organizations, which tend to be controlled by white males, are subtly and overtly oppressive to those who are different. Those who are in control feel that their ascension to power is the result of merit and don't recognize that the system has been "wired" in their favor. Those who are different are treated first as a category (black, female, gay, Hispanic, etc) and secondarily as individuals. What emerges is the politics of repression and victimization. What doesn't emerge is the rich tapestry of diversity, of different voices and different experiences.

One place that richness does emerge is in The Language of Life, an anthology of thirty contemporary American poets, interviewed by Bill Moyers. Whereas The Promise of Diversity deals with the organization as a social system, The Language of Life brings the richness of personal emotional experience into play. Taken together, they bring a verity and depth to the subject.

Those interested in servant-leadership must pay attention at both the system and the individual level. We have to be willing to examine our organizational systems, structures, processes and policies for exclusionary practices and to take action when we find that they aren't as inclusive as we want. We must challenge individuals, in the spirit of Greenleaf's "test", to express themselves, be themselves and grow.

Power is one of the themes that connects The Promise of Diversity to servant-leadership. The subtitle of Robert Greenleaf's book, Servant-Leadership, is "a journey into the nature of legitimate power and greatness." Primus inter pares can be viewed as a structure for sharing power and ameliorating hierarchical power—power with as opposed to power over. Barbara Benedict Bunker touches on this idea in her essay, "Senior Executive Women, Power, and the American Business Organization." She writes, "I believe what is really at issue here is power and the best way to use it."

In the Moyers anthology, Adrienne Rich, poet and social critic, talks about "1000 points of tension" in our society. These points of tension, she contends, are the crucible from which the poetic urge springs. The issue of inclusion in our society is clearly one of those points. She sees a renaissance of poetry flowing from the voices of the historically oppressed. Going further, she points out that America's dark secret is that it is not a democracy. The Promise of Diversity starts from the same perspective. Many of the contributors relate first hand experience of oppression by organizations which, as social systems, work to the advantage of those who hold power in subtle and even unconscious ways.

Poet Joy Harjo, a Creek Indian whose images and ideas are part of the tapestry of the Moyers anthology, deals directly with the fear which originates in oppression in her wonderful poem, I Give You Back. She suggests we confront fear by owning it as a part of ourselves. "What I'm having to learn," she says in the accompanying text, "is to make fear an ally instead of just an enemy. I'm trying to understand this destructive force and, in some way, to take it into myself. If it's out there, it will always be your enemy and it will always be following you around."

Many of the essays in The Promise of Diversity work from the point of view that power plus prejudice equal oppression. Oppression can take the form of excluding entire categories of people. It can also take the form of asking people to exclude part of themselves by conforming to the culture and mores of the organizations in which they work.

Michael Broom, in his essay "Diversity, Synergy, and Transformative Social Change," draws a distinction between finite and infinite power. His discussion of infinite power evokes Greenleaf's "test" of leadership. Broom writes, "Imagine that our goal is to convert our world—our local, national and global communities—into systems that fully support the interdependent physical and emotional well-being of all individuals and peoples."

Leaders wield power. Leaders influence organizations. Therefore, another connective element between The Promise of Diversity and servant-leadership is the nature of organizations and the mutual influence of individual actions on organizational systems and vice versa. Greenleaf's decision to join AT&T came from a desire to study large institutions from the inside. Perhaps, servant-leadership was offered as an antidote to the type of leadership he experienced there.

Whereas the subtext of The Promise of Diversity is that assimilation is a weapon of the oppressor, the voices in The Language of Life are not as monolithic. Marilyn Chin's struggles with the push-pull of diversity and assimilation as an Asian-American is a theme of her poetry and comes to the surface in her conversation with Moyers in The Language of Life. "So much of my poetry is about assimilation—about fearing it and loathing it but also celebrating the wonderful magic of it."

From all of this, I have concluded that diversity is the path to community. When we appreciate the unique giftedness of each other, when we are able to name ourselves and be ourselves, we can find the connections and the common ground that lies buried under the rhetorical rubble of the 1990's.

Diversity, it seems, is ultimately about creating organizations and institutions which allow our souls to breathe and the human spirit to flourish. It is about making connections between people and creating what theologian Martin Buber describes as the "I-Thou" relationship. Diversity is a fact. The issue for servant-leaders becomes what kind of organization and society we want to create—one based on inclusion or one which generates factionalism. In that sense diversity is a call to action. Action requires the moral courage to look around us, tell the truth about what we see, and do something about it.
On the Road (Continued from page 1)

Richard Smith conducted a series of Reading- and-Dialogue sessions for Schneider Engineering, in Indianapolis, Ind.

RKGC Assistant Director Kelly Tobe gave a keynote address at the kick-off luncheon of the United Way Clinton County, in Frankfort, Ind.

SSJ Health System President and RKGC Member John S. Lore gave three major presentations on servant-leadership to the following groups: The Michigan Public Health Institute; the Michigan Association for Local Public Health; and the National Society of Fund Raising Executives West Michigan Chapter Philanthropy Day.

Jack Lowe, Jr. did two presentations to the MBA program at the University of Dallas.

Richard Smith gave a keynote address at the National Association of State Directors Administration and General Services, in Asheville, North Carolina.

Larry Spears spoke at the annual conference of the Institute of Noetic Sciences, in San Diego, Calif.

Jack Lowe, Jr. gave several talks to students and faculty at McMurry University, in Abilene, Tex.

Richard Smith conducted a program for the Ivy Tech Leadership Institute, in Kokomo, Ind.

Larry Spears and Kelly Tobe hosted a regional gathering of Greenleaf Center members in the Washington, D.C. area.

Jack Lowe, Jr. addressed participants in the Executive MBA program at Southern Methodist University, in Dallas.

Richard Smith gave a keynote address at a youth leadership conference in Milwaukee, Wisconsin, sponsored by Camp Manitowish.

Larry Spears met with a number of Greenleaf Center members in the Philadelphia area.

Richard Smith gave a keynote address at the annual conference of the National Association of State Information Resource Executives, in San Antonio, Tex.

The Greenleaf Center hosted “The Soul of Leadership: The 1995 International Conference on Servant-Leadership,” in Indianapolis, Ind. (See a more complete report on this conference elsewhere in the newsletter.)

Richard Smith lectured at McMurry University, Abilene, Tex.

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

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

- Atlanta, Georgia
- Battle Creek, Michigan
- Chicago, Illinois
- Farmington Hills, Michigan
- Fort Wayne, Indiana
- Indianapolis, Indiana
- Lorain, Ohio
- Milwaukee, Wisconsin
- Rockford, Illinois
- Tucson, Arizona

Publications and Outreach

The following is a selected listing of recent articles and books which have featured servant-leadership:


- TDIndustries was featured as "Commercial Contractor of the Year," in the January, 1995 issue of Contracting Business.

- "Is There Room For The Soul at Work?" by Susan Barciela, an article which appeared in the Feb. 27, 1995 issue of The Miami Herald, included an interview with Larry Spears.

- "Seeking The Soul of Business," by Christine Wicker, an article which appeared in The Dallas Morning News, quoted RKGC trustee Jack Lowe, Jr.


- Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers, edited by Larry C. Spears, was published in May and is already in its third printing. Reflections on Leadership is a collection of 27 essays on servant-leadership by Peter Senge, M. Scott Peck, Ann McGee-Cooper and others, with a foreword by Max DePree, and including a never-before-published essay by Robert Greenleaf. This 352-page hardback book, published by John Wiley & Sons, is available in bookstores or may be ordered directly through the Greenleaf Center.


- Making the Grass Greener on Your Side: A CEO's Journey to Leading by Serving, by Ken Melrose, Chairman and CEO of The Toro Company. Published in September by Berrett-Koehler Publishers, this book traces the servant-leadership model which is at the heart of The Toro Company. This 235-page hardback book is available in bookstores or may be ordered directly through the Greenleaf Center.

- "Necessary Foundation," by RKGC Comptroller Jim Robinson, appeared in the Autumn '95 issue of In Trust.


Upcoming

- The Greenleaf Center and TDIndustries will host a Regional Gathering, in Dallas, for our Texas members on Friday, February 16, 1996. There will be a reception and short program from 5:30-6:00 p.m., followed by dinner from 6:00-8:00 p.m. Dinner cost is $10. Contact the Greenleaf Center for more information.

- Two new books of never-before-published writings by Robert K. Greenleaf will be published this Spring. On Becoming a Servant-Leader, edited by Don Frick and Larry Spears, and Seeker and Servant, edited by Anne Fraker and Larry Spears, are scheduled to be published by Jossey-Bass Publishers in April, 1996. Both books contain fascinating new insights and ideas which were not included among Greenleaf's original published works. The Spring issue of this newsletter will feature a more detailed report on these two books.

- "Lives in the Balance," The Greenleaf Center's 1996 International Conference on Servant-Leadership will be held in Indianapolis on June 13-15, 1996. This conference will feature keynote addresses by Stephen Covey (Seven Habits of Highly Effective People, First Things First), Janet Hagberg (Real Power), Diane Fassel (Working Ourselves to Death), and Lorraine Matusak, Leadership Scholar, W.K. Kellogg Foundation. Contact the Greenleaf Center for more information or to register.

- The Greenleaf Center will conduct its first annual "Servant-Leadership Institute" for college and university presidents and trustees on June 26-28, 1996, in Bloomington, Indiana. This program is supported by the W.K. Kellogg Foundation. College and university presidents and/or trustees are invited to contact the Greenleaf Center for more information regarding the Institute program.