
"It is one of the great ironies of our age that we created organizations to constrain our problematic human natures, and now the only thing that can save these organizations is a full appreciation of the expansive capacities of us humans."

—Margaret J. Wheatley, "What Is Our Work?"
as contained in Insights on Leadership

Over two years in the making, Insights on Leadership: Service, Stewardship, Spirit, and Servant-Leadership was published by John Wiley & Sons on October 10. A sequel to the highly-acclaimed Reflections on Leadership, first published in 1995 and now in its fourth printing, Insights on Leadership is a rich mix of new essays on the meaning and practice of servant-leadership.

Robert Greenleaf’s visionary concept of servant-leadership continues to engage many of the best minds in-and-out of business, and they have important things to say in Insights on Leadership. Over the course of 30 essays, a dream team including such luminaries as James Autry, Joe Batten, Ken Blanchard, Peter Block, Diane Fassel, Joe Jaworski, Jim Kouzes, Ann McGeorge-Cooper, Ken Melrose, Parker Palmer, Margaret Wheatley and twenty other authors, CEOs and consultants explore how Greenleaf has influenced today’s business leaders and organizations of all types. Stories, scholarship, and deep experience inform the discussions of the leadership principles at the heart of Greenleaf’s philosophy, including stewardship, the spirit of the workplace, and healing leadership. In the process, the authors project the evolutionary growth of the servant-as-leader idea into the 21st century.

"The servant-leadership concept is a principle, a natural law and getting our social value systems and personal habits aligned with this ennobling principle is one of the great challenges of our lives."

—Stephen R. Covey, "Servant-Leadership from the Inside Out"as contained in Insights on Leadership

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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 Nancy Lamer, Program Director, if you are interested in our providing servant-leadership programs 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 that mention servant-leadership.

Selected Programs and Activities

Chief Executive Officer Larry Spears gave a talk on Robert K. Greenleaf and servant-leadership at Crosslands Retirement Center, in Kennett Square, Pennsylvania, where Robert Greenleaf resided until his passing in 1990.

Senior Educator Richard Smith led a board retreat for the AIDS Task Force in Fort Wayne, Indiana.

Greenleaf Center member Barry Heermann and Richard Smith co-facilitated a Team Spirit Certification, in Indianapolis.

Richard Smith led an opening registration session and a Servant-Leadership Retreat at the Carmelite Spiritual Center, in Darion, Illinois.

Greenleaf Center Trustee Newcomb Greenleaf hosted a reception for members in New York City, New York. Larry Spears and Greenleaf Center Trustees Linda Chezem and Jeff McCallum were also in attendance.

Richard Smith presented a session on servant-leadership to a meeting of YMCA camp directors in Lake Geneva, Wisconsin.

Program Facilitator Tammy Freeman conducted the Personal Journey Through Servant-Leadership workshop, in Indianapolis.

Richard Smith facilitated a servant-leadership retreat for Family and Youth Services, in Bloomington, Indiana.


Comptroller Jim Robinson participated in a meeting of the Theology of Institutions Project, in West Cornwall, Connecticut.

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Growing Servant-Leaders at TDIndustries

by Duane Trammell and Dr. Ann McGee-Cooper

"Perhaps the most rewarding aspect of my work here has been the creation of new opportunities for talented people. Recently, I worked with a Partner whose talents were not being fully nurtured, and then he was given an opportunity for a different kind of job. He worked day and night to learn a new industry, new materials, equipment, processes, and people. I could see him opening up like a flower. He had found his niche. But then self-doubt crept in and said 'you can’t do this, you’ll never make it, you can’t be successful...' I asked him to join me for a Coke to talk. First, we celebrated his successes. We talked about his accomplishments. Then I told him that I knew he could be the best in the business, perhaps even an expert in the industry. As we spoke, I could tell he was encouraged. I told him there were no barriers, no ceilings, and that I was counting on him to succeed. That was six months ago. Today he is enthusiastic, has accumulated a wealth of knowledge, and has taken full ownership of the job. I think there are diamonds everywhere. In the right setting, they will shine.”

—Jeff Riddle
A Partner at TDIndustries

Approximately 20 years ago, we at Ann McGee-Cooper and Associates, Inc. first began our journey with TDIndustries in Dallas, Texas, to explore the concept of servant-leadership. Jack Lowe, Sr. invited us to partner with them in creating a process to grow a company of committed servant-leaders, starting with first-line supervisors. It was during that time that we had the privilege of working with Robert Greenleaf for seven years.

Having already gone through a process of defining their mission, values, and leadership beliefs, our assignment was to help bring these concepts into the hearts and behavior of each employee. Each year, TDIndustries and our company have added new insights as we both learned more about the application of servant-leadership in the workplace.

This year, one challenge we wanted to address in this beginning course on servant-leadership was the balance of Greenleaf’s conceptual ideas with TD’s need for practical, first-line supervision skills. When you read a variety of Greenleaf’s work, you will find that he proposed a practical view of core management activities such as planning, deciding, and communicating. He also put forth a simple list for creating a successful, sound, long-run business based on the dialogue of 125 executives of large-and-small businesses from all parts of the country. Wedding the inspiring to the practical is a balancing feat that we believe Greenleaf understood well. The insight he shares is that “to know how one is doing [practical, business results] requires some way of getting at how people think and feel and act and grow [developing people]... Other things being equal, a business that has a lot of such knowledge has been in a stronger position than a business having less.”

As we redesigned this course for TD, we wanted to accomplish four goals: (1). Share Greenleaf’s concepts about serving people; (2). Provide practical “how-to’s” of good supervision; (3). Educate about TD’s past and continuing investment in servant-leadership; and, (4). Intersperse activities and conversations that would allow TDPartners time to dialogue and reflect on how they were doing on these key management/supervision activities.

To share Greenleaf’s ideas on servant-leadership and provide practical supervision tips, we divided the course into 8 skills areas: (1). Estab-
lishing an inspiring leadership philosophy; (2) Directing and coordinating work; (3) Leading a team; (4) Motivating people and improving relationships; (5) Dealing with difficult people; (6) Communicating, planning and organizing; (7) Using diversity as an advantage; and (8) Leading in tough situations: problem solving. We designed 27 individual skills corresponding to the eight supervisory skill areas. These are not presented as a recipe, but rather as a beginning point from which each Partner can choose to develop their own personal plan for growth. Each participant receives a Personal Action Plan to be filled in during the day. At the end of each of the eight sessions, we stop to encourage each participant to write down personal action items they get during the section.

Careful thought is given to visible recognition of TD’s legacy of the servant-leadership practice. Each workbook is filled with pictures of TDPartners on jobsites doing their work. Section-openers contain not only quotes from Greenleaf, but quotes from TD leaders sharing their philosophy of servant-leadership. Jack Lowe Jr., Chairman and CEO, always welcomes each class and tells of his own journey with servant-leadership. He also introduces us (AMCA instructors) to make sure every participant understands that all the materials have been jointly developed from TD’s vision, mission, and values as written by its Partners. Perhaps the most significant element of this program is that TD leaders participate with each class and tell them of their personal journey with servant-leadership. We work with senior and mid-level leaders to bring their stories, experiences, and personal journeys as servant-leading. Without exception, this is reported on session evaluations as one of the most valuable parts of the experience—having “one of their own” share their supervisory experiences.

To accomplish our last goal of allowing time for Partners to dialogue on how they are doing with servant-leadership as a company, we use short videos, table discussions, reflective imaging, a team construction activity, role plays, simulations, and customer problem-solving situations created by TDPartners. Rich dialogue and deep insights come from these interactive experiences.

Everyone knows that you can get excited in a seminar, but quickly forget to practice the principles when returning to the day-to-day challenges.

TDPartners create a plan for reinforcing their learning before leaving the session. Some choose learning partners, others want to report back to their supervisor with progress on their Action Plan; still others plan a special breakfast reunion to reuni with their classmates six months later and be accountable for personal and team growth.

Without question, the positive momentum of this process comes from the TDPartners. It is not a recipe for how to make servant-leadership happen. The power of this curriculum grew out of the TD culture, hearts, and imaginations of an employee-owned company. Even though we design and facilitate the process, we always come as students learning about servant-leadership from our air-conditioning, plumbing, and piping friends at TDIndustries. In fact, we have patterned much of our own company around the inspiration from TDIndustries.


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**Fifteen Criteria of a Sound Long-Run Business**

_by Robert K. Greenleaf_

1. Make a satisfactory profit.
2. Protect our assets and use them efficiently—provide capital and access to capital for the future.
3. Maintain good stockholder relations.
4. Maintain and improve our position in the industry and the economy.
5. Develop new products, new fields, new techniques, new demands.
6. Conform fully with laws and ethical standards.
7. Satisfy our customers and keep them sound.
8. Maintain good relations with competitors to improve the industry.
9. Earn the respect of communities in which we operate.
10. Favorably influence the climate in which all business operates.
11. Effect growth of people in the business—in terms of morale, attitude, ability, initiative, self-reliance.
12. Effect welfare of people in the business—in terms of economic security, health, safety, family, stability, community responsibility.
13. Improve our knowledge of and control over our business.
14. Contribute something to the art of management.
15. Provide for future top management of the business.

Servant-Leader Books in Review

Building Team Spirit: Activities for Inspiring and Energizing Teams
Reviewed by Richard W. Smith, Senior Educator

During the past thirty years I have had the opportunity to explore many “activity books.” These have ranged in focus from self-help books to team building books. Almost all of the business books were doing-based and focused on the external and “training.” Building Team Spirit invites, challenges, and even requires the reader to enter into being-based work—inner work, developmental work, learning rather than training. As such, it resonates powerfully with me and with the concepts of servant-leadership, which is also an invitation to being-based work.

The paths—phases of the Team Spirit Spiral—are well-introduced and hence the activities are experienced as connected to a particular phase of the spiral. There are six phases to the spiral: Initiating, Visioning, Claiming, Celebrating, Letting Go, and Service—each phase travels through and connects all the other phases. Because Team Spirit is a holistic way of being/becoming a high performing team there are many cross references to other phases of the spiral within the work of any one phase. Another way that Team Spirit is experienced as holistic lies in how the major foundation/theoretical pieces are interconnected—reading about the people who have influenced the concept of Team Spirit is itself worth the price of the trip—as are the appendices. I was especially hooked by The Spirit of the Facilitator as it also calls on the facilitator to become more than just another “trainer.”

Over the years I have found that a challenge for all teams—whether working with a written guide or not—is “how do we follow through?” A tendency for teams to get caught up in the moment, have lots of energy and passion and then—the team returns to its familiar, if not comfortable, path. The activities in this book invite and challenge the team to develop into a spirited team. Those teams that accept this challenge find that the transformation actually occurs. I have personally experienced this transformation so I know it does happen.

If you are working with a group and you want to become part of a high performing spirited team then Building Team Spirit is a book that will help you focus and stay the course so that the transformation you are seeking will actually have a chance of occurring. This book is not magic—although I have found some of the activities to be magical—it is an invitation to take a path that is transformative. If you choose this path it will, indeed, make all the difference for you, for your team members, and for your team.

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.
On the Road (Continued from page 1)

Richard Smith led a retreat for the board of the Organizational Development Network, in Scottsdale, Arizona.

Larry Spears conducted a number of meetings with Partners in New York City and in Philadelphia.

Richard Smith gave a talk at a conference of the American Society for Training and Development, in Indianapolis.

Richard Smith consulted with Family Advocacy Services, in Baltimore, Maryland.

Program Facilitator Isabel Lopez conducted the Personal Journey through Servant-Leadership workshop for School district 214 in Arlington Heights, Illinois.

Richard Smith delivered a keynote address on servant-leadership at Monmouth College, Monmouth, Illinois.

Program Director Nancy Lerner presented at the National Association for Community Leadership Conference in Mobile, Alabama.

Greenleaf Center member Larry Lad, professor at Butler University in Indianapolis, conducted a session on servant-leadership at the Entrepreneur’s Symposium at Manchester College, in North Manchester, Indiana.

Don Frick conducted a plenary session on servant-leadership at the National Network of Estate Planning Attorneys Conference, in La Jolla, California.

Richard Smith consulted with Mareza Developing Consultants on servant-leadership, in Hilversum, The Netherlands.

Tammya Freeman facilitated the Personal Journey Through Servant-Leadership workshop to the staff of The Sunshine Children’s Home, in Maumee, Ohio.

Richard Smith conducted a concurrent session on servant-leadership for the Association of Children’s Museums Conference, in Indianapolis.

Greenleaf Center member Bob Ferguson and Jack Lowe Jr. conducted a session on servant-leadership for the Management Theory and Practice Class at the University of Dallas, Graduate School of Management, in Irving, Texas.

Publications and Outreach

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

The Chairperson’s Role as Servant-Leader to the Board, by John Carver, has just been published by Jossey-Bass. Building upon Robert Greenleaf’s idea of trustees as servant-leaders, Carver, who will be a featured speaker at the Greenleaf Center’s 1998 conference, relates his board governance model to the specific role of the board chair. Available through the Greenleaf Center. Cost is $15 ($11 + $4 shipping-and-handling).

Richard Smith was interviewed on the August 4 edition of Community Spotlight, a public affairs program, Ch. 4, Bloomington-Indianapolis, Indiana.

Building Team Spirit, by Barry Heermann, was recently published by McGraw-Hill Publishers. This book is an outgrowth of the Team Spirit programs developed by Barry Heermann and his associates at the Expanded Learning Institute in Dayton, Ohio. Available through The Greenleaf Center. Cost is $46 ($40 + $6 shipping-handling).


Upcoming

• The Personal Journey Through Servant-Leadership workshop hosted by the Central Indiana American Society for Training and Development, will take place in Indianapolis, Indiana on November 21, 1997.

• A New Year’s Servant-Leadership Retreat, hosted by the Carmelie Retreat Center, will take place in Darien, Illinois on January 2-4, 1998.

• Larry Spears has contributed a chapter to a forthcoming book, Stone Soup for the World, edited by Marianne Lerner. Scheduled to be published in February, 1998 by Conari Press, Stone Soup for the World, is a collection of 100 stories about people who are passionately committed to making the world a better place, and it suggests that ordinary people can make an extraordinary difference by working one day at a time. Larry’s story, titled, “Serve First,” profiles servant-leadership at TDIIndustries, the Dallas-based company which has now worked with servant-leadership principles for over 25 years.

• Greet the Spring with the Greenleaf Center in New York City! Volunteer Consulting Group, Inc. and Chase Manhattan Bank will co-host our Servant-Led Boards workshop on Friday, March 20, 1998 from 9-4. Cost is $99.

• The Greenleaf Center will unveil its new Leadership Institute for Healthcare, March 25-27, 1998, in Indianapolis, Indiana. This innovative leadership program has been specifically designed for healthcare leaders, to aid them in their role as servant-leaders.

• Imagine yourself sitting aboard an 81 foot sailing yacht—cutting through the turquoise water of the Caribbean—and discussing servant-leadership with The Greenleaf Center’s Senior Educator Richard W. Smith. The Greenleaf Center is partnering with “The Leader Ship” in a one-of-a-kind venture that promises to be an experience of a lifetime for participants. Richard Smith is one of several leadership experts who have signed on to serve as instructors for scheduled sailing voyages in 1998. Grounded in the idea of the power of withdrawal and reflection and its impact on life-changing learning experiences, The LeaderShip features: private expert consultation; a low instructor-student ratio of 1:5; quality meals and lodging; available yachting instruction; and much more. For more information on this unique opportunity contact Richard Smith at the Greenleaf Center.

• The third annual Leadership Institute for Higher Education, a joint project of the Greenleaf Center and the W.K. Kellogg Foundation, will be held April 15-17, 1998, in Culver, Indiana.

• The first-ever Servant-Leadership Conference in Europe, organized by the newly-formed Greenleaf Center-Europe, will be held in Holland, April 23-25, 1998.

• Seeing Things Whole: Servant-Leadership and Maturity is the title of a book of previously-uncollected essays by Robert Greenleaf that is currently being edited by Larry Spears. Seeing Things Whole will feature nine essays by Greenleaf, plus a Foreword by Peter Vaill, an Afterword by Jim Shannon, and an Introduction by Larry Spears. It is scheduled for publication in July, 1998 by Berrett-Koehler.

• The Greenleaf Center’s 1998 Annual International Conference on Servant-Leadership will be held in Indianapolis on August 6-8, 1998. Confirmed speakers include: John Carver, author of Boards That Make a Difference and The Chairperson’s Role as Servant-Leader to the Board; Frances Hesselbein, President and CEO of The Peter Drucker Foundation and co-editor of The Leader of the Future and The Organization of the Future; James Kouzes, Chairman of TPG/Learning Systems and co-author of Credibility and The Leadership Challenge; Lea Williams, author of Servants of the People; and John Bogle, Chairman of the Board, The Vanguard Group of Investment Companies and author of Bogle on Mutual Funds. We invite you to mark your calendar!

Contact the Greenleaf Center for more information on any of these upcoming events or publications.
Insights on Leadership Now Available  (Continued from page 1)

Robert K. Greenleaf (1904-1990) was a modern organizational prophet whose work is now finding the wider audience it so richly deserves. His series of influential essays and books in the 1970s and 1980s outlined a value-driven philosophy of leadership which supports people who wish to serve first, and then lead as a way of expanding service to their families, friends, teams, institutions, and communities. Servant-leaders may or may not hold formal leadership positions. Servant-leadership encourages the ethical use of power, collaboration, intuition, responsible empowerment, and holistic thinking. It is a practical approach and has been embraced by organizations including universities, businesses, health care, government agencies and not-for-profit groups.

The essays in Insights on Leadership are both practical and visionary. They go beyond leadership techniques to squarely face the core identities of people and organizations, the animating spirit that gives meaning to our work communities. Robert Greenleaf said that leaders “go out ahead to show the way.” The authors of these essays often express what many have known and felt at the deepest levels and help to show the way.

“With the traditional pyramid, the boss is always responsible and his or her people are supposed to be responsive to the boss. When you turn the pyramid upside down, these roles get reversed. People become responsible and the job of management is to be responsive to their people. That creates a very different environment for implementa-

—Ken Blanchard, 
“Servant-Leadership Revisited” 
as contained in Insights on Leadership

Some key topics covered in Insights on Leadership include:
- Developing trust in the workplace
- Work as a calling
- Accountability and servant-leadership
- Leadership and citizenship
- Enlightened followership
- The healing nature of servant-leadership
- Business ethics and spirituality
- Achieving balance through servant-leadership
- Consciousness, wholeness, and servant-leadership

The line-up of contributing authors for Insights on Leadership includes:
Stephen R. Covey • Larry C. Spears • Robert K. Greenleaf • Ken Blanchard •
Elizabeth Jeffries • Joe Batten •
Lawrence J. Lad and David Luechauer •
Jack Lowe Jr. • Ann McGee-Cooper •
Peter Block • Susana Barciela • John J. Gardiner • Richard P. Nielsen • Jill W. Graham • Bill Bottum with Dorothy
Lenz • Robert E. Kelley • Judith A. Sturrock • Parker J. Palmer • Diane Cory • Diane Fassol • Thomas A. Bausch • Christine Wicker • James
Conley and Fraya Wagner-Marsh •
Joseph Jaworski • John P. Schuster •

Ken Melrose • John S. Lore • James A. Autry • Irving R. Stubbs • James
M. Kouzes • Jeff McCollum • Margaret J. Wheatley • Don M. Frick

“With Greenleaf, I have come to believe that if we are willing to take that most difficult journey toward self-discovery and lifelong learning, we will lead lives filled with meaning and adventure. Moreover, we will gain the capacity to create and shape the future for ourselves and our organizations in ways we can hardly imagine.”

—Joseph Jaworski, “Destiny and the Leader” as contained in Insights on Leadership