Servant-Leadership Conference Shows Movement Inside Organizations

by Don Frick
Biography Project Associate

E
ev
e
ev
e
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
ev
e

New Mexico background, her wise grandmother, and adventures in corporate America. For Isabel, stories underlie the purpose and hospitality which make servant-leadership work.

With disarming openness, John S. Lore, CEO of the vast Sisters of St. Joseph Health System, in Michigan, showed the core values of servant-leadership are being implemented in his organization. Mr. Lore reported that it takes time, consistency, and the kind of care required to grow a small acorn into a solid oak tree. Every participant received a small acorn, just like the ones given to every employee of the SSJ Health Care System. Audience creativity was the star during reports following an interactive segment of John's presentation. We learned how beekeepers, midwives, architects, and gardeners embraced principles of servant-leadership.

Speaker Peter Vaill, author of Learning As a Way of Being and Managing as a Performing Art, offered wit and deep insight in his address. Dr. Vaill, drawing on decades of experience in academia and business, explained how the "permanent whitewater" environment of today's business and education landscapes requires different kinds of responses. In a way, this time of chaos is a time when the qualities of servant-leaders will be more highly valued. Vaill praised

(Continued on page 6)

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 Larner, 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.

Programs and Activities
Executive Director Larry Spears gave a fireside chat to a gathering of national participants in a program sponsored by the National Association for Community Leadership, in Indianapolis, Indiana.

Greenleaf Center Board Chair Jack Lowe Jr. spoke on "Servant-Leadership at TDIIndustries," to the Weatherford Leadership Academy, Weatherford, Texas.

Senior Educator-Consultant Richard W. Smith facilitated the Foundation for Effective Organizational Change workshop for Christian Church Homes, in rural Kentucky.

Program Facilitator Isabel Lopez conducted the Personal Journey Through Servant-Leadership workshop for Leadership USA participants in Washington, D.C.

Richard Smith led a servant-leadership retreat for administrators and staff of Hunter Business Direct, Milwaukee, Wisconsin.

Greenleaf Center member Kelly Tobe facilitated a session on servant-leadership for participants at Indiana University Purdue University at Indianapolis (IUPUI), in Indianapolis.

Richard Smith presented concurrent sessions on servant-leadership for a state conference of the Oregon State Managers Association, in Salem, Oregon.

Greenleaf Center member Sara Douglass did a presentation on behalf of the Greenleaf Center to the Executive Women's Leadership Program, in Indianapolis.

Larry Spears gave a talk on servant-leadership and The Greenleaf Center to staff of The Children's Museum, in Indianapolis.

(Continued on page 3)
Guest Column

Reflections on a Servant-Led Board

by Nancy Larner, Program Director

"I have seen enough remarkable transformations in people who have been trained to listen . . . . True listening builds strength in other people."

—Robert K. Greenleaf

I suspect that most board meetings have a propensity for heated discussion and bantering; a sentence barely finished before another jumps in to take over. This would likely be accented by eyes darting up to a clock or down to a wrist, ensuring the allotted time for each agenda item under discussion was being kept on schedule. Discussion, as the late-physicist David Bohm stated, has the same root as "concussion" and "percussion"—both of which essentially mean to break things up. In Bohm's words, "Discussion is almost like a ping-pong game, where people are battling ideas back-and-forth and the object of the game is to win or get points for ourselves."

I recently had the privilege of attending a board meeting of the Greenleaf Center for the first time, and my experience was the antithesis of the above scenario. The meeting, guided by the gentle Texas drawl of Jack Lowe Jr., was altogether nurturing. In lieu of dissonance and innuendo, there was trust; one-upmanship was replaced by support for all; and, decisions were made by consensus, rather than by vote.

Every now and then we find ourselves in a situation with another in which absolute attention is being paid to the conversation at hand. This is when true dialogue occurs. As Bohm said, the image dialogue conjures is that of "a stream of meaning flowing among and through us and between us."

If you have never experienced this, it feels as if those interacting in the dialogue are encased in a bubble; absorbed and listening. This "bubble" seemed to form from the very start of the meeting when it was suggested that we each speak a bit on what brought us to the table; how each became involved with the Greenleaf Center. The responses were personal, touching, and spontaneous. There was a heartfelt reason why each decided to become a board or staff member of the Greenleaf Center and, in recounting those reasons, a few tears were shed along with long moments of silence while thoughts were gathered as the rest listened and honored the silence. Silence and genuine listening. A board and staff that not only allowed but embraced this was something nearly unheard of—one could actually see the listening going on in that room. One of Robert Greenleaf's main tenets was that one had to listen first, in order to take in and understand what was being conveyed. It was evident that this board holds Greenleaf's words as critical in its operations. Listening. It sounds so easy but so few of us actually, truly, listen, or are heard.

Throughout the meeting, business was conducted. Every item on the agenda was talked through, action plans were put into place, and decisions were made—all the usual goings-on would expect at a board meeting. The meeting ended on schedule despite the fact that we spent a lavish amount of time revisiting our reasons for being present at the table. The mutual trust and appreciation which exists between the Greenleaf Center's board, chief executive, and staff was palpable.

That afternoon as we all went our separate ways, I felt I was leaving the meeting room with so much more than when I entered it that morning. I was strengthened. I felt I had grown personally, professionally, and spiritually. The same thought seemed to linger in my mind. This was a board meeting. With a bit of effort, what happened in there can happen out here.

What are the possibilities?
On the Road
(Continued from page 1)

Richard Smith facilitated a servant-leadership retreat for staff and administrators at Palatine Health Services, in Sutton, West Virginia.

Larry Spears and Richard Smith participated in a conference on spirit and leadership at the Center for Creative Leadership, in Greensboro, North Carolina.

Richard Smith presented a session on servant-leadership to Indiana Leadership Association participants, in Indianapolis.

Speaker/Consultant Don Frick gave a keynote talk on servant-leadership and community leadership at the Pensacola Area Commitment to Excellence Awards dinner in Pensacola, Florida.

Richard Smith presented a program to the Southwest Leadership Association in conjunction with a University of Arizona conference, in Tucson, Arizona.

The Greenleaf Center sponsored a workshop and a member reception in San Francisco, California. Many Greenleaf Center board and staff members were in attendance, including: Linda Chezem, Diane Cory, Joyce DeShano, Nancy Lerner, Jack Lowe Jr., Jeff McCallum, Andy Morikawa, Paul Olson, Richard Smith, Larry Spears, and Judith Sturk.

Richard Smith presented a session on servant-leadership to the Ivy Tech Leadership Institute, in Richmond, Indiana.

Larry Spears co-presented with Staci Peptone, Patty Lake, and Aaron Sorrell of Wright State University’s Servant-Leadership Program at the National Association for Campus Activities’ National Convention, in Philadelphia, Pennsylvania.

Jack Lowe Jr. addressed the Richardson Independent School District, Richardson, Texas.

Publications and Outreach

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

“Reflections on Robert K. Greenleaf and Servant-Leadership,” by Larry Spears, was published in a recent issue of Leadership & Organization Development Journal, by the Manchester (England) School of Management. This issue also contained a conversation with Bruce Lloyd and Larry Spears.


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 relates his board governance model to the specific role of the board chair. Available through the Greenleaf Center.


Two articles on servant-leadership and The Greenleaf Center appeared in the June 2, 1997 issue of the Terre Haute Journal of Business. “Experts’ writings found at Center,” by Greenleaf Center Member Jan Arnett and “The true leaders are also servants,” by Dixie Brown, executive director of Leadership Terre Haute were published in the same issue.


The Los Angeles-based NonProfit Bookshelf Project, a joint project of the Nonprofit Management Association and the Center for Nonprofit Management in Southern California, recently included two Greenleaf Center publications among their recommendations. “A Balcony Perspective: Clarifying the Trustee Role,” by Dick Broholm and Doug Johnson, and “Trustees as Servants,” by Robert Greenleaf were among the suggested resources which they have recommended to 80,000 nonprofit organizations.

Reflections on Leadership: How Robert K. Greenleaf’s Theory of Servant-Leadership Influenced Today’s Top Management Thinkers, edited by Larry Spears and published in 1995 by John Wiley & Sons, is now in its fourth printing. It has attracted the attention of readers from around the world as an introduction to the meaning and applications of servant-leadership within organizations.

(Continued on page 4)
Managing by Values

Managing with the Wisdom of Love

Reviewed by Jeff McCollum

Spirituality in the workplace has escaped from quiet, guarded conversations using cautious terms like empowerment and accountability into the cacophonous marketplace of mainstream management books and management consultants. Fearing that “spirituality” in the hands of those selling “magic promises” to impatient managers will become today’s fad and the source of tomorrow’s cynicism in our organizations, I approached these books tentatively. Each, in its own way, got past my skepticism.

Although each advocates for values-based management, neither promises magic. Both books point out that, should a leader choose to move toward managing by values, she must recognize that the process will take at least three years. There are “no tricks, no secrets, no formulas,” writes Marcic. Blanchard and O’Connor make their case through a fictional story of a leader, whose organization suffers from low morale and poor performance. This leader, eager for quick results, is cautioned by each of his “teachers” that the process takes time and commitment.

Marcic, as her title implies, is not bashful in her call for spiritual values at work. She advocates “new management virtues” based on love, justice and trust. She supports her argument with quotes drawn from many faith traditions including Christianity, Islam, and her own Bahai practice. Although Blanchard and O’Connor have eschewed the word spiritual, the examples in their story are of organizations which select integrity, service, compassion and ethics as part of their values platforms.

Both works recognize the shift away from financial capital toward human capital as a source of organizational success. Each volume works to tie values to organizational performance. “A healthy organization,” Marcic notes, “would have a balance of material and physical development, intellectual growth, and a deep concern for human issues.” Five dimensions (the material, intellectual, emotional, volitional and spiritual) must be held in balance. She uses the metaphor of a tree to connect them. Spiritual values represent the roots, the volitional represents the soil in which the tree grows, the emotional dimension is the trunk, the intellectual the limbs, and the material is the leaves. The obvious elements of an organization, intellect and success with customers and clients, depend on the roots and the soil. If any one becomes disproportionately emphasized, the organization becomes unhealthy.

For both, the path toward spirituality and managing by values requires a rethinking of how we use power, the core idea in servant-leadership. Marcic quotes Fausto Barbosa, “in order for companies to develop in love and spirituality, they must address power issues because most unethical behaviors in the workplace result from power abuse.” The main character in Blanchard and O’Connor’s story, Tom Yeomans, must learn the distinction between power over and power with.

For all their similarities, the books are very different. Managing by Values is typical of Blanchard’s earlier works: it’s short, it’s an easy read (especially in the story format), it’s co-authored. It includes clear descriptions of what managers interested in building a values-based organization can do and anticipate in implementing a values platform by clarifying values, then communicating them and working diligently to align organizational actions and practices with them.

Managing with the Wisdom of Love really resonated with me. With its examples drawn from many faith traditions, from current businesses (TDIndustries, Hewlett-Packard, Semco, Texas Instruments), from other writers such as Viktor Frankl and Greenleaf, and from Marcic’s own experiences, it is a thought-provoking and rich reading experience. She also includes some practical aids for the practicing manager. One that I find useful is her diagnostic checklist, which can be used as a template for testing whether existing or proposed actions have a spiritual base. This checklist includes ten challenging questions, including: Is it done in a spirit of service? Does it maintain dignity? And, does it demonstrate and develop competence?

Managing with the Wisdom of Love and Managing by Values are both available from The Greenleaf Center. Please add $4 to the cost of the book to cover shipping.

On the Road
(Continued from page 3)

Upcoming
• The first-ever United Kingdom Servant-Leadership Conference will be held November 4-5, 1997, in England. Contact the Greenleaf Center for more information.
• The Greenleaf Center will unveil its new Leadership Institute for Healthcare, March 25-27, 1998, in Porter, Indiana. This innovative leadership program has been specifically designed for healthcare leaders, to aid them in their role as servant-leaders. Contact us for more information, or to register.
• The first-ever Servant-Leadership Conference in Europe will be held in April, 1998, in Amsterdam. Contact the Greenleaf Center for more information.
Taming the Swirl: The Leadership Institute for Higher Education

by Don M. Frick
Biography Project Associate

Imagine you are a university president. Author Peter Vaill describes your day. “Your desk is full of a swirl of things which have little to do with each other. You have interruptions, messages coming in over the phone, fax and e-mail. You find yourself being battered from pillar to post. Meanwhile, you have professors like me telling you that you need a vision so all of your behavior has a kind of effectiveness and coherence. You live in a concrete world and the prescriptions for what you should do are abstract. You begin to think there is something wrong with you.” Vaill goes on to describe the likely outcome with a quote from the 19th century mystic George MacDonald. “You become ‘dazed and stupefied and lose the ability to think and feel’ and the ‘silent and lonely watcher in the chamber of conscience far apart’ suffers.”

The audience for Vaill’s comments nods in recognition. They are college and university presidents and board chairs attending the Greenleaf Center’s second Leadership Institute for Higher Education, held April 10-12 at Culver, Indiana. Ten institutions were represented, ranging from a state school in Delaware to various church-related institutions to a regional coalition which serves eight member institutions. The Institute was moderated by the Greenleaf Center’s Richard Smith and Isabel Lopez. Author Peter Vaill (Managing as a Performing Art, Learning as a Way of Being) was presenter of a “fireside chat.”

The Institute, supported by the W.K. Kellogg Foundation, was designed with four key assumptions:

• Servant-leadership offers a practical philosophy for positive change in our nation’s schools of higher education.
• Presidents and board chairs must be involved if significant, deep movements of value are to emerge and become part of campus culture.
• Busy university presidents and board trustees rarely get a chance to be together for the experiences of community and reflection that are likely to lead to a profound evolution of values which is reflected in all aspects of university life.

• There are no servant-leader prescriptions, although there are models. Academy leaders must work out their own maps of the meaning of servant-leadership for their institutions.

The two-day process combined short, interactive presentations, sharing between institutional partners, quiet reflection and journaling, and creative visioning. Topics ranged from in-depth information on servant-leadership to trends in higher education to sharing of practical ways in which presidents and board chairs can implement their institutions’ mission statements and strengthen their own relationships. Participants left with a “toolbox” of resources for continuing their on-campus journeys of servant-leadership. Resources included published and unpublished Greenleaf essays, three books, over 20 excerpts from the works of other authors, and a process for sharing the servant-leadership vision with others.

In his “fireside chat,” Peter Vaill offered a persuasive view that we are living in a period of change so pervasive it constitutes “permanent whitewater.” Ironically, he also contends that this time of turmoil puts spiritual values back on the agenda. “If there’s not some deeper valuing, a more profound sense of mission and vision behind our lives and institutions, we tend to throw out our leadership ‘skills’ when the going gets tough. Robert Greenleaf is one of only two or three people I can think of who has been honest about the importance of the spiritual dimension of leadership.”

Judging from feedback from the final session, many participants left with both new content and renewed spirit. A few comments:

• “I have a sense of courage that I didn’t have before.”
• “I’ve learned that reflection is a need more than a luxury.”
• “I’m leaving with a clear focus on board recruitment, training, planning and development.”
• “The months of February and March were a treadmill for me. Yesterday I tapped into laughter and creativity I haven’t had for months.”
• “The exercise of sharing with people from other campuses was like an intensive MBA seminar.”
• “This has been a safe place to learn, reflect and grow.”

Several participants said a positive, immediate impact of the Institute will be a strengthened partnership between the president and board chair, with each sharing a common vision of their institution’s possibilities for serving. Others expressed appreciation for the network of kindred spirits they met, and planned to consult with them after returning to campus. The real outcomes of the Institute are to be found in the future, on campuses across America and beyond. Then again, Peter Vaill noted that one of the outcomes of spiritual development is less concerned with outcome and more with process.

The Greenleaf Center and the W.K. Kellogg Foundation cordially invites all interested college presidents to participate in the next Leadership Institute for Higher Education, which will be held at Culver, Indiana, on April 15-17, 1998. It will once again be facilitated by Richard Smith, Isabel Lopez, and Peter Vaill. Contact the Greenleaf Center for more information.
Conference
(Continued from page 1)
Robert Greenleaf, who was once a visiting professor when Vaill was at Harvard Business School, as one who was most honest about the necessity of spirit to sustain leadership.

Dr. James P. Shannon, a lawyer, former priest, foundation executive and now a director for The Independent Sector and The Institute for Ecumenical and Cultural Research, spoke of his two memorable meetings with Robert Greenleaf, who was able to both express and defend the need for deeper human values in organizations.

How do you do servant-leadership? Where do you start? Greenleaf Center staff members are often asked for case studies on servant-leadership in organizations, stories that engage and show that it can be done. The 1997 Conference presented them aplenty, and from unusual sources.

At the breakout session titled, "Servant-Leadership and Law Enforcement," David N. James, Chief of Police in Carrollton, Texas, quoted authors ranging from Covey to Greenleaf to Dante as he illustrated how servant-leadership offers a philosophy and a practical set of "ways to walk the talk" for law enforcement officers. Chief James insists that each officer must "earn the right to hold others to high standards by meeting them yourself."

A breakout session with Donald Curtis, Executive Director, IQPIC and Jeff McCallum, Director of Organization Development, Warner-Lambert, drew parallels between the lives and works of Robert Greenleaf and W. Edwards Deming. It turns out that they were not only both iconoclastic prophets, but were both Born to Ameliorate some of the organizational side-effects of the Industrial Age.

Another popular session was led by Lea E. Williams, author of Servants of the People: The 1960s Legacy of African-American Leadership and Assistant to the President, Bennett College, Ms. Williams held the audience spellbound with stories of African-American leaders who embodied the qualities of servant-leaders as they sacrificed self for service.

Other events of stories and insight: Ralph Lewis, a partner in ADEPT Consulting, Oxford, England, hosted a standing-room-only luncheon discussion on "Servant-Leadership, Myers-Briggs and Spirituality." Staci Pepitone and Alison Black described how a student-led effort is blossoming into the Servant-Leadership Development Program at Wright State University. Terry Fortin, Superintendent of the Edmonton Catholic School System, described how the concepts of servant-leadership have prompted his Board to change policies, and how his own journey has affected his educational system. Philanthropy legend Milton Murray linked servant-leadership to the organized efforts of philanthropy. Tjeb Maris and his colleagues from Holland explained their efforts to open up European acceptance to the healing forces embodied within servant-leadership.

And so it went, in room after room, session after session, with topics ranging from spirituality in the workplace to philanthropy for servant-leaders. One participant wrote, "Magical things were happening in these rooms. The networking, sharing and caring were outstanding. I leave a different person." Another said, "This conference opened up a way of thinking and helped to put priorities in work where they should be. Thanks!"

The 1997 Conference saw significant international involvement, as people from Australia, Canada, England, and Holland joined in the discussions and presentations. Mostly, this conference seemed to have a special spirit, not because it was ethereal, but because it was practical. The knowledge that we can really "live" servant-leadership—personally and professionally—may make it a more transcendent leadership philosophy. One participant wrote, "There was more emphasis on implementation in organizations, which is good. Perhaps we are moving from 'knowing' to 'owning.'"

The Greenleaf Center's next International Conference on Servant-Leadership will take place in Indianapolis, Indiana on August 6-8, 1998. Keynote speakers confirmed thus far include Frances Hesselbein, President and CEO, The Peter Drucker Foundation and co-editor of The Leader of the Future and The Organization of the Future; Jim Kouzes, Chairman, TPG/Learning Systems and co-author of Credibility and The Leadership Challenge; and, John Bogle, Chairman of the Board, The Vanguard Group of Investment Companies. Mark your calendars!