The Power of Servant-Leadership Published to Acclaim

"The Power of Servant-Leadership is an extraordinary collection of Robert Greenleaf’s finest and most mature essays on servant-leadership, spirit, and wholeness. Today there is a growing worldwide movement of people and organizations deeply committed to servant-leadership—who have been inspired by Greenleaf’s earlier writings. Beautifully enriched by Peter Vaill’s Foreword, Jim Shannon’s Afterword, and Larry Spears’s Introduction, The Power of Servant-Leadership is a wonderful and unexpected gift to the world. It is destined to become a classic.”

Max DePree, author
Leadership is an Art

The Power of Servant-Leadership, a final collection of essays by Robert K. Greenleaf, was published in September by Berrett-Koehler Publishers and is now available in many bookstores, and through The Greenleaf Center.

During this decade we have witnessed an unparalleled explosion of interest in the meaning and practice of servant-leadership, as many today search for a better leadership model for the 21st century. Servant-leadership emphasizes an emerging understanding of leadership which puts serving others, including employees, customers, and community, first.

In 1970, retired AT&T executive Robert K. Greenleaf coined the term

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Extraordinary Joint Conference on Servant-Leadership and Community Leadership to be Held June 10-13, 1999

Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century is the theme for the Greenleaf Center’s next annual conference. This conference, to be held in Indianapolis June 10-13, 1999, will be the culmination of a two-year collaboration between the Greenleaf Center and the National Association for Community Leadership (COMMUNITY LEADERSHIP).

Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century is a special joint conference presented by our two internationally-known leadership groups, and a once-in-a-lifetime conference which will feature the best each organization has to offer. It will serve as the annual conference for each organization in 1999.

"One goal of this conference is to encourage a significant cross-fertilization between the concept of servant-leadership and community-based leadership," said Greenleaf Center CEO Larry Spears. "COMMUNITY LEADERSHIP and the Greenleaf Center have a shared commitment to the transformation of people, organizations and communities through effective, values-based leadership. We envision that this conference will result in an extraordinary synergy."

Both organizations are excited about the collaboration and the significance it represents to all leadership development practitioners. We anticipate that there will be conference tracks that will appeal to those whose focus is oriented toward servant-leadership and 21st century leadership development, as well as to community and neighborhood leadership development programs. We have entered into this collaboration with the conviction that our separate constituencies will enhance the learning and the richness of the conference for each other.

Confirmed keynote speakers so far include Joseph Jaworski and Margaret Wheatley. Jaworski is the author of Synchronicity: The Inner Path of Leadership, a best-seller on a number of leadership book lists. He is the founder of the American Leadership Forum, a nongovernmental agency responsible for developing collaborative leadership to deal with urban and regional problems in the United States. More recently he helped found the

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The Power of Servant-Leadership (Continued from page 1)

servant-leadership to describe a kind of leadership that he felt was largely missing from organizations. It was Greenleaf’s belief that leadership ought to be based on serving the needs of others and on helping those who are served to become “healthier, wiser, freer, more autonomous, more likely themselves to become servants.” Over the next 20 years, Greenleaf wrote a series of highly influential books and essays, which have helped lead the way for the emerging model in leadership and management. The Power of Servant-Leadership is intended to stimulate and inspire many people in their practice of a more caring, serving kind of leadership.

Greenleaf’s works, including his best-selling book, Servant Leadership, have become increasingly popular since his death in 1990 and continue to inspire a growing movement of people and organizations worldwide that are concerned with issues of leadership, management, service, and spirit.

The Power of Servant-Leadership is a collection of eight of Greenleaf’s most compelling essays on servant-leadership. These essays, published for the first time in one volume, contain many of Greenleaf’s best insights into the nature and practice of servant-leadership and show his refinement of the servant-as-leader concept. In addition, several of the essays focus on the related issues of spirit, commitment to vision, and wholeness.

"It is wonderful to have access to Greenleaf’s visionary thought in The Power of Servant-Leadership. Every time I read him, I am both humbled and awed. Nearly thirty years ago he wrote clearly and forcefully about the issues that challenge us today. It is time to act on his visions, and this volume is a great help for stepping into the future that Greenleaf describes so eloquently."

Margaret J. Wheatley, author of Leadership and the New Science

The contents of The Power of Servant-Leadership include:

Foreword by Peter B. Vaill
Introduction by Larry C. Spears
1. Servant-Leadership: Retrospect and Prospect
2. Education and Maturity
3. The Leadership Crisis
4. Have You a Dream Deferred?
5. The Servant as Religious Leader
6. Seminary as Servant
7. My Debt to E.B. White
8. Old Age: The Ultimate Test of Spirit

Afterword by James P. Shannon

"The most difficult steps, Greenleaf has written, that any developing servant-leader must take, is to begin the personal journey toward wholeness and self-discovery. This new collection of essays, written with exceptional depth and grace, offer Robert Greenleaf’s most powerful insights about this journey. Anyone interested in the most subtle yet important aspects of the emerging leadership paradigm must read this book."

Joseph Jaworski, author of Synchronicity


Copies of The Power of Servant-Leadership may be ordered through the Greenleaf Center at a cost of $21.50 ($18 plus $3.50 per copy for shipping and handling).
On the Road and in the News

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.

Selected Programs and Outreach

The Greenleaf Center, Europe presented its first European conference on servant-leadership in April. Among the featured speakers were Peter Vaill and Ann McGee-Cooper. This conference took place in The Netherlands.

The Greenleaf Center is now in its fourth year of providing consultative services to the Eye Center Group LLC, located in Muncie, Indiana, where Senior Educator Richard Smith continues his work as a consultant and board member.

Chief Executive Officer Larry Spears conducted meetings with members in Philadelphia and New York City.

Senior Educator Richard Smith conducted a servant-leadership retreat in Darien, Illinois.

Greenleaf Center facilitator Isabel Lopez gave a keynote speech at Texas A&M in College Station, Texas.

Richard Smith provided consultative services for Ripon and Marian Colleges in Fond du Lac, Wisconsin. This work will continue for at least the next eighteen months.

Greenleaf Center facilitator Tammy Freeman conducted a program on servant-leadership in business for the Women’s Food Service Forum, in Geneva, Illinois.

Richard Smith provided consultative services for the Leonard Bernstein Center in Nashville, Tennessee.

Partnership Program Director Michele Lawrence and CEO Larry Spears presented at the annual conference of the National Association for Community Leadership, in Omaha, Nebraska.

Richard Smith provided consultative services to Susquehanna University in Lewisburg, Pennsylvania.

The YMCA’s International Management Council gave its 1998 W.M. McFeely Award to Robert K. Greenleaf. This award is given annually to an individual who has made outstanding contributions to the field of management education and training. Past recipients include: Peter Senge, Max DePree, Frances Hesselbein, Stephen Covey, and others. Greenleaf Center Trustee Newcomb Greenleaf accepted the award on behalf of the Greenleaf Center and his family, in Indianapolis.

Richard Smith facilitated two days of learning sessions with Samford University’s administration and faculty in Birmingham, Alabama.

Larry Spears conducted meetings with members in San Francisco, California.

Richard Smith gave a keynote speech at the Church Universal and Triumphant international conference in Chicago, Illinois. His address was broadcast globally via satellite.

Isabel Lopez conducted Servant-Leadership: A Foundation for Effective Organizational Change as a pre-conference workshop at the Greenleaf Center’s 1998 annual international conference in Indianapolis, Indiana.

Richard Smith co-facilitated two days of learning and exploring with Rushworth Kidder, founder of the Institute for Global Ethics, for the 48 community colleges that make up the Illinois Community College System’s leadership program in Springfield, Illinois.

Tammyra Freeman conducted Personal Journey through Servant-Leadership as a pre-conference workshop at the Greenleaf Center’s 1998 annual international conference in Indianapolis, Indiana.

Richard Smith conducted the Leadership Institute for Health Care for Meridian Community College and several healthcare systems in Meridian, Mississippi.

Richard Smith and Greenleaf Center members Russ Moxley and Karen Valencic conducted Leadership Development is Spiritual Development at the Greenleaf Center’s 1998 annual international conference in Indianapolis, Indiana.

Richard Smith presented to The Executive Committee in Indianapolis.

Program Director Nancy Larner conducted How Servant-Leadership Fosters Healthy Organizations at the Greenleaf Center’s 1998 annual international conference in Indianapolis, Indiana.

Richard Smith conducted a program on Servant-Led Boards in New York City.

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The Power of Servant-Leadership


Reviewed by Jeff McCollum

Jeff McCollum is director of Organization Development for Warner-Lambert and a member of The Greenleaf Center’s board of trustees.

Larry Spears, CEO of the Greenleaf Center, has assembled a compelling series of Robert Greenleaf’s essays, written between 1962 and 1987. As always, Greenleaf’s piercing scrutiny is focused on the quality of institutional serving. What’s different is that these essays have a mellower, more reflective quality than much of his other writing. They are, as a consequence, more self-revealing than his other work. The final two essays in the book, “My Debt to E.B. White” and “Old Age: The Ultimate Test of Spirit,” struck me as the most self-revealing. Greenleaf never met E.B. White, but for 55 years followed his work closely through the New Yorker Magazine and other publications. He lionizes White for his ability to “see things whole” and “the language to tell us ordinary mortals what he sees.” White, through Greenleaf’s eyes, appears acerbic, reclusive, direct and deeply principled—and quite interesting.

“Old Age: The Ultimate Test of Spirit” is in some respects a eulogy to Greenleaf’s father. It was through close examination of his father’s way of being, as an elected public official and as a parent, that Greenleaf began to understand spirit as something that emanates from a person’s core. In this essay, he expands his oft-quoted “test” of leadership, “to those being served grow as persons? Do they, while being served, become stronger, wiser, freer, more at peace with themselves, more likely to become servants?”

This essay is also about preparation. Greenleaf describes how, at age 40, he began preparing for his second career as a consultant/writer by developing a series of relationships—especially with theologians and heads of seminaries. Taken as a pair, the two essays demonstrate the range and flexibility of Greenleaf as a learner. “My Debt to E.B. White” shows Greenleaf as a reflective observer, and “Old Age: The Ultimate Test of Spirit” reveals him as an active experimenter.

The interaction with seminaries and theologians seems to be the ferment from which some of the other writing in The Power of Servant-Leadership emanates. Greenleaf offers fervent hope that seminaries could become the “trim tab” that drove quantum improvements in all institutions and their ability to deal with two profound problems of modern institutional life—alienation and an unwillingness to serve.

In “Seminary as Servant,” Greenleaf postulates a hierarchy of institutions. Seminaries sit atop the hierarchy—with an obligation to train clergy who can lead their churches to a higher quality of service. This would, in turn, influence all other institutional serving. Despite being written especially for seminaries, this essay contains penetrating insights applicable to all institutions. It may be even more relevant to today’s for-profit businesses struggling with improving the quality of work life for their members. Quality of work life relates, it would seem, directly to how much spirit, entheos, is present in those institutions.

The broader applicability of the ideas in “Seminary as Servant” is developed in “The Servant as Religious Leader.” “Part of my excitement in living comes from the belief that leadership is so dependent on spirit that the essence of it will never be encapsuled or codified,” Greenleaf writes. “What distinguishes a leader as religious [Greenleaf’s emphasis] is the quality of the consequences of her or his leadership. Does it have a healing or civilizing influence? A religious leader simply makes his or her best effort to build and sustain a good society.” The essay goes on to describe the qualities of the servant as leader—strengthening the hands of the strong, a sense of the unknowable, contingency thinking, and foresight.

The essay “Have You a Dream Deferred?” left me wondering about my generation’s leadership. It was delivered to a group of college undergraduates, Ohio scholars, in 1967. I graduated from college in the mid-60’s. Looking around at most institutional leadership today, self-interest seems to be prevailing over service. What seems to be missing is the religious leadership in the sense of building faith as trust.

Each of the essays had been previously published by the Greenleaf Center. This collection is augmented by an insightful Foreword by Peter Vaill that casts a serious scholar’s eye on the body of Greenleaf’s work, and a wistful Afterword by James Shannon.

Vaill comments at some length on the “grammar” of Greenleaf’s notion of “the servant as leader” and admonishes us that by shortening Greenleaf’s phrase to “servant leadership” we may be losing the big idea in Greenleaf’s work—“the application of the philosophy of service to the practice of leadership.” Additionally, Vaill has culled four broad themes from this body of Greenleaf’s work: Greenleaf’s commitment to practice; the importance of mission; the nature and role of persuasion; and the need for a theology of institutions.

Shannon observes, “To the extent that we could practice his style of servant leadership, we could not only be better employees; we would be better parents, better spouses, better friends, better human persons. We would be more civil, more courteous, more thoughtful, more gracious, more generous.”

As suggested by Larry Spears in his Preface, The Power of Servant-Leadership represents a true sequel to Greenleaf’s classic 1977 book, Servant Leadership. It is an important contribution to the body of Robert Greenleaf’s published works.”

“No one in the past 30 years has had a more profound impact on thinking about leadership than Robert Greenleaf. If we sought an objective measure of the quality of leadership available to society, there would be none better than the number of people reading and studying Robert Greenleaf’s writings.”

Peter M. Senge, author
The Fifth Discipline
Joint Conference
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Centre for Generative Leadership, a professional consortium that works to develop the leadership required to shape the future. Jaworski has worked with the new technique of creating global scenarios to help envision and create a life-affirming future.

Margaret Wheatley is best known in leadership circles for her exciting book *Leadership and the New Science,* in which she proposed a new way to understand organizations and organizational change, using chaos theory and quantum physics as a metaphor for relationships. She has also proved to be a compelling and intriguing speaker; her keynote address at our 1995 conference was spellbinding. We are glad to have her back to share her latest thinking on relationships, change, and leadership.

Another special aspect of our 1999 conference will be the celebration of the Greenleaf Center’s 35th anniversary. Founded in 1964 by Robert Greenleaf as the Center for Applied Ethics, and renamed the Greenleaf Center in 1985, the Center has grown dramatically in recent years. “In some very real way we are a relatively young organization with a long history behind us,” said Larry Spears. “The Greenleaf Center didn’t hire its first full-time director until 1990. Since that time we have developed into a strong organization. We look forward to doing some special things at this conference that will help set the stage for our next 35 years.”

Two Colleges Establish Servant-Leadership Awards

Two colleges—Highland Community College in Freeport, Illinois, and Chapman University in Orange, California—have inaugurated servant-leadership awards this year.

Highland Community College has adopted the philosophy of servant-leadership and is committed to fostering the servant-leadership spirit within the organization. *The Servant-Leadership Award* recognizes a member of the College staff, faculty, student body or community who embodies the characteristics of a servant-leader. The new award has been funded through an anonymous donation to the Highland Community College Foundation. The award recipients are nominated by students, faculty and staff, and selected by a committee.

Eric Welch, the Dean of Learning Resources and the first award recipient, was described during the Awards ceremony as “the glue that holds the integrity and intellectual life of the campus together.” HCC President Ruth Mercedes Smith, and trustee Franklin Walker, presented the 1998 award, saying Welch’s leadership on campus is acknowledged by all departments, and his instinctive kindness and compassion draw people of diverse opinions to his door.

Chapman University established *The Robert K. Greenleaf Servant-Leadership Award* to honor those undergraduate students in the Organizational Leadership Program who have best exemplified, through their academic studies and in their co-curricular activities and/or volunteer efforts, a consistent commitment to the ideals of servant-leadership as embedded in the Chapman University approach to leadership.

Mark Maier, Founding Chair of the Organizational Leadership Program, said the 1998 recipients of the award both have “hearts full of grace” and “souls generated by love.” “Natalie Desimone and Kari Sciottto have taken on and passed with flying colors Bob Greenleaf’s ‘best test’.” Both women have a history of extensive student affairs involvement and community volunteerism. Natalie Desimone will be attending the Masters Program in Counseling in Student Affairs at UCLA, and Kari Sciottto will become the new full-time campus coordinator for the National Student Campaign Against Hunger and Homelessness at Chapman University.

On the Road and in the News

Publications and Outreach

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

Greenleaf Center Australia/New Zealand Launched

By Diann and Alison Feldman
Greenleaf Center Australia/New Zealand

The Greenleaf Center for Servant-Leadership, Australia/New Zealand, was officially launched by the Lord Mayor of Melbourne Ivan Deveson on Wednesday 15 July 1998 at a special function held in one of the wonderfully refurbished rooms in the historic Melbourne Town Hall building. The launch, a historic moment for Australian leadership, found its origins in a historic building.

Lord Mayor Deveson spoke of the challenging legacy that Robert K. Greenleaf left for today's "thinking" leaders, and the challenges leaders face in pursuing servant-leadership as a "way of being." He said, "In the current business climate—where there is a continuing demand for improved efficiencies and cost reduction, and a tendency for the centre to seek control over the departments and division—in this climate, Greenleaf's approach is both challenging and refreshing." Servant-leadership is an approach "that is more compatible with an ethic that treats people as people; one that sees integrity in leadership as central to practice." Lord Mayor Deveson closed by commending the ideas of Robert Greenleaf, and launching the new Center in the expectation that "it will play a critical role in helping us continue to develop a commitment to care and consideration within Australia."

Also present was Richard W. Smith, Senior Educator with the Greenleaf Center in Indianapolis. Richard conducted a number of programs in Australia in conjunction with the opening of the Greenleaf Center, Australia/New Zealand. He presented the Personal Journey Through Servant-Leadership workshop in Toowoomba, Sydney, Melbourne, and Perth. He also spoke to groups at the University of South Queensland, and presented the Trustees as Servants workshop in Fremantle.

Already the Greenleaf Center in Australia/New Zealand has received numerous expressions of interest, which is an indication of the growing interest of the work of Robert K Greenleaf. We are proud to also announce three keynote addresses that have been offered to the Center by both national and international leadership programmes—again another indicator of the way in which servant-leadership resonates with people who wish to "become" leaders of influence.

Our heartfelt thanks to Professor Peter Sheldrake who was instrumental in helping us launch the Center in Australia, and who has been a strong advocate, and prolific writer on Robert K Greenleaf's work. The Australia/New Zealand Greenleaf Center Board was formed at a board retreat in Toowoomba on Saturday, July 4, 1998. Our board consists of both Board Members and Advisors. We are now seeking to find a Patron or Governor who will help to champion the advancement of servant-leadership in both Australia and New Zealand. We are pleased to announce that we have a board member from New Zealand, Nancy King, who joined us at our first Board gathering in Australia. Nancy's commitment to the Board through her coming to Australia gives but a small insight into this wonderful woman and servant-leader.

Both of these events were important milestones toward the establishment of a Greenleaf Center which seeks to influence Australian leaders to consider what it is they serve, what it is that is being placed in their trust, and how it is that they might achieve the best test that Bob Greenleaf left as the greatest leadership challenge of our time.

So what's next? A special series of particularly designed Australian workshops, for Australians, by Australian servant-leaders—which will begin to happen later this year. Our faces are also turned towards our aspiration to host our first Australia/New Zealand Conference in 1999 (just before the turn of the century). Any servant-leaders who wish to journey to "down under" are encouraged to let us know of your interest, and we will ensure that you are invited to this special event.

We are delighted to be part of the growing international interest in servant-leadership, and seek to be excellent role models within the Australia context and communities in which we serve.

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