New Book Features Stories of Servant-Leaders in Communities

Stone Soup for the World: Life Changing Stories of Kindness & Courageous Acts of Service is a newly-published collection of 100 heart-stirring stories of people whose caring and willingness to act is transforming the world. This book, edited by Marianne Larned and published by Conari Press, also includes a story by the Greenleaf Center’s CEO, Larry C. Spears, on the interaction between Robert K. Greenleaf, servant-leadership and TDIndustries.

The stories in Stone Soup for the World show that the problems that seem so large and overwhelming not only have solutions, but are in fact an historic opportunity for us to recreate a compassionate basis for human interaction. There are inspirational stories by or about Nelson Mandela, Robert K. Greenleaf, Mother Teresa, Edward James Olmos, Jimmy Carter, Wynton Marsalis and his program Teaching Jazz, Reverend Cecil Williams, Steven Spielberg, and many more. It profiles dozens of people from all walks of life, who are investing their hearts and minds in a better, more compassionate future.

Stone Soup for the World is written in a direct, warm, and personal style with inspirational stories celebrating those who have laid the foundation and proved that when each of us gives a little, we can create a world of plenty for everyone. An extensive resource guide is included as well as a directory to link readers to a vast array of community-building organizations.

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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 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

Greenleaf Center Board Chair Jack Lowe gave a keynote speech at the La Quinta Inns Business Lecture Series hosted by St. Mary’s University in San Antonio, Texas.

Larry Spears, CEO, conducted meetings with Greenleaf Center members in Ann Arbor and Battle Creek, Michigan.


Special Assistant Kelly Tobe conducted a learning session at the Court Appointed Special Advocates (CASA) conference in Indianapolis, Indiana.


Greenleaf Center member Russ Moxley and Richard Smith conducted a concurrent session, “Leadership Development is Spiritual Development,” at the Third International Conference on Spirituality in Business in Puerto Vallarta, Mexico.

Larry Spears conducted meetings with Greenleaf Center members in Dallas, Texas.

Richard Smith conducted the Personal Journey Through Servant-Leadership workshop for Leadership Jackson County in Seymour, Indiana.

Larry Spears conducted meetings with Greenleaf Center members and colleagues in The Netherlands.

Richard Smith conducted the Personal Journey Through Servant-Leadership workshop hosted by the Central Indiana Association for Training and Development in Indianapolis.

Larry Spears participated in a “Synchronicity Gathering” hosted by Joe Jaworski, at Mohonk Mountain House, in New Paltz, New York.

Richard Smith conducted a seminar on servant-leadership for The Executive Group in Indianapolis.

Larry Spears conducted meetings with Greenleaf Center members in England.

Richard Smith conducted a New Year’s servant-leadership retreat hosted by the Carmelita Retreat Center in Darien, Illinois.

Publications and Outreach

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

- “The Search for Meaning in Hampton House,” by David Scott, appeared in the Winter, 1998 issue of the Butler University
On the Road and In the News (Continued from page 1)

(Indianapolis, Indiana) *alumni magazine*. The article profiled the newly-established Hampton House, a Butler University student living unit which has been modeled on Robert Greenleaf’s Jefferson House from *Teacher as Servant*.

- Hampton House was also recently named the 1997 “Program of the Year” by the Great Lakes Association of College and University Housing Officers. Longtime Greenleaf Center member Julie Beggs, Butler University’s assistant director of campus activities and coordinator for volunteerism and service-based learning, started Hampton House in the Fall of ’97. During the first year of operation Hampton House has served as a living experiment in servant-leadership to twenty-nine students.

- “Ethics at Work,” by Linda Romine, appeared in the January, 1998 issue of *The Lutheran*. This article profiled Memphis travel-agency owner Pat Parker’s practice of servant-leadership.


- The Dutch magazine, *Ode*, published a special issue on servant-leadership in January, 1998. This issue includes several articles on servant-leadership and contains interviews with Larry Spears and Tjeb Maris. Maris is one of the organizers of the Servant-Leadership Center in Europe.

- *Stone Soup For The World*, edited by Marianne Larned, has just been published by Conari Press. This book is a collection of 100 short stories about people who are passionately committed to making the world a better place. Larry Spears has contributed a story titled “Serve First,” which profiles both Robert K. Greenleaf and the practice of servant-leadership at TDIindustries, the Dallas-based company that *Fortune* magazine recently named one of the top ten companies to work for in America. *Stone Soup* will be launched on April 17 with what is being called the “World’s Largest Booksigning and Community Service Sign-up.” Nearly 100 cities across the country will be the site of book signings and community service projects. Larry Spears will be involved in a publication event on that date in Omaha, Nebraska as part of the annual conference of the National Association for Community Leadership. *Stone Soup For The World* is available in bookstores and may also be ordered from the Greenleaf Center. Cost is $20 ($16 plus $4 shipping-handling).

- Greenleaf Center Program Director Michele Lawrence published a review of *Reflections on Leadership* in the Fall, 1997 *Leadership Journal: Women in Leadership—Sharing the Vision*, which is produced by Columbia College.

Upcoming

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

- On May 28, 1998 the *YMCA’s International Management Council* will honor the late Robert K. Greenleaf as the recipient of the 1998 W.M. McFeeley Award. This award is presented 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, Ken Blanchard, W. Edwards Deming, and others. Newcomb Greenleaf and Larry Spears will accept the award on behalf of Robert Greenleaf and will address the IMC conference attendees in Indianapolis.

- The *Power of Servant-Leadership* is the new working title of a book of previously-uncollected essays by Robert Greenleaf that is currently being edited by Larry Spears. The *Power of Servant-Leadership* 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 August, 1998 by Berrett-Koehler.

- The Greenleaf Center will conduct a two-day *Servant-Leadership Retreat* hosted by the West Ohio Conference of the United Methodist Church in Columbus, Ohio on Friday, July 31 and Saturday, August 1. Two workshops will be featured: *Personal Journey Through Servant-Leadership and Servant-Leadership: A Foundation for Effective Organizational Change*. Cost: $225; after July 10, $250 (rooms not included). For registration information, please call Nancy Welch at 800-437-0028.

Contact the Greenleaf Center for more information on any of these upcoming events or publications.
Recent Commentary by Larry C. Spears

"Servant-leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and caused a certain sense of loss. Thus, servant-leaders seek to identify a means for building community among those who work in organizations. Greenleaf said: ‘All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his or her own unlimited liability for a quite specific community related group.’"

—from an article, “Ten Characteristics of the Servant Leader,” Cradlerock Quarterly (Hopewell, New Jersey), April, 1997

"While the term ‘servant-leadership’ was first coined in 1970, it is clearly a belief with roots stretching back through several thousand years of both religious and humanistic teachings. I believe that all of us are both leaders and followers in different parts of our lives. Servant-leadership encourages everyone to balance leading and serving within their own lives. For those in leadership positions, it reminds us that our primary responsibility is in serving others. For those in followership roles, it encourages us to look for situational opportunities to provide leadership. The end result of this moving back-and-forth between leading and following others is to enhance our lives as individuals, and to raise the very possibilities of our many institutions."

—from an address given at the Greenleaf Center’s 1997 International Conference, (Ann Arbor, Michigan), June 13, 1997

"I have identified ten characteristics of the servant-leader. These include listening receptively; acceptance of (and empathy with) others; foresight and intuition; awareness and perception; highly-developed powers of persuasion; ability to conceptualize and to communicate concepts; a healing influence upon people and institutions; ability to build a sense of community in the workplace; and the practice of contemplation. Servant-leadership begins with the desire to change oneself. Once that process has begun, it then becomes possible to practice servant-leadership at an institutional level."


"The mightiest of rivers are first fed by many small trickles of water. This observation is also an apt way of conveying my belief that the growing number of practitioners of servant-leadership has increased from a trickle to a river. On a global scale it is not yet a mighty river. However, it is an expanding river, and one with a deep current. The servant-leader concept continues to grow in its influence and impact. In fact, we have witnessed an unparalleled explosion of interest and practice of servant-leadership in the 1990s."


"Greenleaf tried to imagine a world where the people we value most highly are those who best serve others: the teacher who inspires a student, the nurse who cares for a patient, the boss who takes a few minutes to ask about an employee’s sick child. Greenleaf’s quest sparked the simple, yet profound idea for servant-leadership. He thoughtfully created a series of questions that guided his life decisions as a servant-leader. Do those I serve grow as people? Do they become healthier, wiser, more autonomous, and more likely to become servants themselves? And, how am I benefiting the least privileged in the group? Then he wrote a small book, The Servant as Leader, introducing the concept. Over time, Greenleaf’s humble questions influenced hundreds of thousands of people and revolutionized companies and organizations around the globe."


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.
Servant-Leader Books in Review

The Web of Inclusion
Reviewed by Jeff McCollum

From time to time reviews of books pertaining 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-Lambert, a consumer health products manufacturer.

The Web of Inclusion serves up a strong dose of reality for those who question servant-leadership, empowerment, diversity and other concepts seeking to interpret and make sense of the profound changes affecting institutions in all sectors of today’s economy. Sally Helgesen, a journalist, chronicles the efforts of individual leaders of five major organizations—Intel, The Miami Herald, Beth Israel Hospital, Anixter Brothers and Nickelodeon—who have pioneered new forms of governance in helping their organizations adapt and change. Servant-leader practitioners can draw insights and ideas from this well-crafted book.

The pages are replete with ideas that resonate with Robert Greenleaf’s own thoughts, as well as those of Peter Block, Peter Vaill, Margaret Wheatley, Robert Kelley and David Whyte—each of whom has appeared at the Greenleaf Center’s annual conferences. The heart of Helgesen’s argument is that the “web” is emerging as an architecture for governing institutions. This “web” is both pattern and process.

Helgesen first observed the pattern in an earlier book, The Female Advantage, which focused on women’s leadership. The pattern which evokes Greenleaf’s notion of “first among equals,” sees the leaders at the “center of things” rather than at the top, who prefer building consensus to issuing orders, and who place a low value on the kind of symbolic perks and marks of distinction that define success in the hierarchy.” The pattern is one of evolving relationships.

The processes of the web are also emergent. In Helgesen’s architecture, organizations experience constant reorganization, trial and error, open communication and a blurred distinction between concept and execution. They embrace the outside world and redistribute power. They are capable of rapid improvisation. Their members are prepared and flexible.

The processes yield five strategies—a marketing focus, diversity, empowerment, training and alliances—that help the institutions adapt and flourish. She develops five case studies, each focuses on one of the strategies, which reveal the approach taken by leaders in five organizations. What is particularly helpful is the path Helgesen sets the strategies in the cultural context of the organization she describes. It becomes clear that each organization has been successful because it has created idiosyncratic processes and strategies which fit their situation. And these processes and strategies develop through experimentation and error, improvisation and inspired leaders.

Helgesen documents Intel’s development of its now-ubiquitous “Intel Inside” campaign as an example of the need for a marketing effort that transcends organizational boundaries and involves people at all levels. Intel’s approach successfully answered two questions. “How can an organization hope to keep in constant touch with a market that is constantly changing, or to serve customers who are often paralyzed by sheer variety and choice? How can an organization caught up in the escalating tide of modern product cycles ever be sure who its customers are, or how those customers might best use their products?” The answer is webs of inclusion.

Beth Israel Hospital in Boston is a wonderful example of empowerment in action. Joyce Clifford, operating through a web of inclusion, changed the processes and systems of Beth Israel from a hierarchical doctor-focused (nurses were at one time expected to bow when a doctor entered the room) system into a system of patient-centered care. The change strategy, built literally one conversation at a time, echoes Greenleaf’s preference for change strategies that were incremental and put heavy emphasis on persuasion. The persuasion involved convincing some people to “let go” of how they managed and others to “step up” to new responsibilities. Clifford, the change agent, offers up a rich insight. “Let’s face it, a person doesn’t get into a position of authority without liking to make decisions, without being decisive and wanting to get in the middle. The hardest thing for someone like me is to sit on my hands, to resist the temptation to do something myself—both because it’s easier, and because I want to! (Helgesen’s emphasis)... part of my job is being decisive, but another part is getting out of the way so other people can find their own answers.”

The other cases are filled with equally deeply interesting leaders and issues. David Lawrence, publisher of The Miami Herald, creates a meaningful diversity effort and employing change strategies and development tactics parallel to those that Greenleaf advocated. Julie Anixter develops an extensive education program at Anixter Brothers applying learning principles very much aligned with those that Peter Vaill talked about at the Greenleaf Center’s annual conference in 1997. Gerry Laybourne leads Nickelodeon to success by using a web of inclusion and forging creative alliances.

Helgesen concludes by predicting that the emerging forms of organization will be a combination of Western technology and Eastern spirit. Echoing Greenleaf, she postulates that in the web of inclusion, work exists for the worker as much as for the organization.

What Others Say

“Servant-leadership deals with the reality of power in everyday life—its legitimacy, the ethical restraints upon it and the beneficial results that can be attained through the appropriate use of power.”
—The New York Times

“Despite all the buzz about modern leadership techniques, no one knows better than Greenleaf what really matters.”
—Working Woman Magazine
Stone Soup
(Continued from page 1)

Stone Soup for the World is a celebration of the service of thousands of people and a vehicle for inspiring millions more to community service.

"Serve First," is the title of the story on servant-leadership and its growing impact on the world. It tells the story of how Bob Greenleaf was first inspired to write about servant-leadership through his reading of Herman Hesse's Journey to the East; how Greenleaf's thinking has helped to alter the ways in which many people and organizations now approach management and leadership; and, how one company, TDIndustries, has successfully practiced servant-leadership for the past 25 years.

TDIndustries, a Dallas-based construction and service company, has been widely-recognized for its innovative approach. Most recently, Fortune magazine named TDIndustries as one of the top ten companies to work for in America.

In "Serve First," Jack Lowe, TDIndustries' CEO and board chair of The Greenleaf Center comments: "Servant-leadership has helped us build a great company. If you're going to succeed in today's business world, you've got to have a lot of trust, between employers, employees, suppliers, and customers. Servant-leadership has helped us build a trusting culture, and has allowed us to create change, embrace diversity, enhance quality and integrate technology. It has also gotten us through some horrible situations."

Inspired by the traditional Stone Soup folk tale about a village that creates a delicious soup from a simple pot of water and a stone, the book's editor, Marianne Larned has learned that when we all pitch in, there's enough for everyone. Stone Soup for the World offers people ideas for simple ways they can make a difference, one day at a time.

Stone Soup for the World will be launched on April 17, 1998 with what is being called the "World's Largest Booksigning and Community Service Sign-up." On that day, in nearly 100 cities across America, there are planned events that will include book signings by contributing authors, and community service projects. Larry Spears will be involved in a book signing in Omaha, Nebraska, at the annual conference of the National Association for Community Leadership, and where the Greenleaf Center will also conduct a program on servant-leadership and community leadership.

"Stone Soup for the World is a clear expression of the growing affinity between the idea of servant-leadership and its practice by community leaders across the United States and beyond," said Larry Spears. "This cross-fertilization between servant-leadership and community leadership represents another growing edge for the work of The Greenleaf Center."

Stone Soup for the World (paperback, 256 pages) is now available in bookstores. Copies may also be ordered from The Greenleaf Center. The cost is $20 ($16 plus $4 shipping-and-handling).

Mark Your Calendar for the 1998 Conference:
Service, Stewardship, Spirit, and Servant-Leadership

This year's conference theme is drawn from the subtitle of the Greenleaf Center's newest book, Insights on Leadership (edited by the Center's own Larry C. Spears). Like Insights on Leadership, the 1998 International Conference on Servant-Leadership provides a banquet of ideas, practices, and visions from today's most insightful thinkers and seekers, servants and leaders all. Come join us in Indianapolis this August 6-8, as we explore service, stewardship, and spirit—themes which interweave with servant-leadership in our daily lives.

Our keynote speakers this year are John Bogle, founder and Chairman of the Board of The Vanguard Group of Investment Companies; John Carver, the creator of the Policy Governance model for board leadership and author of Board Chairperson as Servant-Leader; Frances Hesselbein, President and CEO of the Peter F. Drucker Foundation for Nonprofit Management, and co-editor of The Leader of the Future and The Organization of the Future; Jim Kouzes, co-author of The Leadership Challenge and Credibility, and chairman of TPG/Learning Systems; and Lea Williams, Executive Director of Bennett College's Women's Leadership Institute in Greensboro, North Carolina, and author of Servants of the People: The 1960's Legacy of African American Leadership.

In addition to this intriguing lineup of keynote speakers, the 1998 conference offers three optional pre-conference workshops and three banks of concurrent sessions. The optional pre-conference workshops—Personal Journey Through Servant-Leadership, Servant-Leadership: A Foundation for Effective Organizational Change, and Leadership Development is Spiritual Development (new this year)—are offered concurrently on Thursday, August 6, from 9 a.m. to 5 p.m. The conference officially starts with a welcoming reception Thursday evening, followed by our first keynote address.

We have engaged a variety of speakers and practitioners to share their understanding and experience of servant-leadership with you in concurrent sessions on Friday and Saturday. These sessions will link servant-leadership and education, business, healthcare, personal and professional growth, diversity, learning styles, mentoring, community leadership, and the international growth of servant-leadership. For a complete description of the conference, call (317-259-1241) or fax us (317-259-0560) for a conference brochure.
Servant-Leadership Reading and Dialogue Programs: Pathway for Learning and Community Building

In 1996 The Greenleaf Center first launched its Reading and Dialogue Program. Since then over 120 “Reading and Dialogue Kits” have been sold to Greenleaf Center partners and other individuals who want to join with others in learning more about servant-leadership. The kits are designed for busy people to come together once or twice a month to discuss ideas and questions pertaining to servant-leadership, using readings and questions drawn from Robert Greenleaf’s first three servant-leader essays — The Servant as Leader, The Institution as Servant, and Trustees as Servants. A useful workbook contains questions which invite a group’s participants to enter into further dialogue about servant-leadership. Cost of the Reading and Dialogue Kit is $35.

Responses from early program participants have been encouraging. Participants have offered suggestions which they have found to be helpful in organizing and sustaining a Reading and Dialogue Group. Among these suggestions are the following: Consider meeting in the early morning before work starts, rather than in the evening; meet and study during “brown bag” lunches; start a “virtual” group via the Internet; use the kit as the curriculum for a leadership course or adult-study group. However you choose to structure a group, you can use these gatherings as a time to “dream great dreams” about what kind of leaders we can be.

Are you interested in being part of a Reading and Dialogue Group? If you live in one of the following areas and would like to join or help start a group, please contact Michele Lawrence at the Greenleaf Center by phone or email. If you are interested in organizing a group in your city or town give us a call. We can help you to network with others in your area. We hope to encourage the formation of many more Reading and Dialogue Groups, and we look forward to hearing from you.

Cities where Reading and Dialogue Kits have already been sent:
Tucson, Flagstaff, AZ
Long Beach, CA
New Castle, DE
Jacksonville, Boca Raton, Brandon, FL
Norcross, GA
Kailua, HI
Orange City, IA
Oak Brook, IL
Indianapolis, Jeffersonville, Richmond, IN
Wichita, McPherson, KS
Louisville, Frankfort, Monticello, KY
Wenham, Cambridge, MA
Columbia, Baltimore, MD
Troy, Detroit, Kalamazoo, Fremont, MI
St. Paul, Minneapolis, MN
Washington, St. Louis, MO
University, MS
Billings, MT
Elon College, Chapel Hill, Charlotte, NC
Farmington, NM
Buffalo, NY
Newark, Worthington, Columbus, Bowling Green, Cleveland, Cincinnati, Dayton, Beavercreek, OH
Norman, OK
Portland, Ontario, OR
Lancaster, Orangeville, Doylestown, Aston, PA
Little Compton, RI
Goodlettsville, Oak Ridge, TN
Plano, Dallas, Weatherford, Houston, Corpus Christi, Big Spring, TX
Lynchburg, VA
Issaquah, Lakewood, Spokane, Walla Walla, WA
Manitowoc, Green Bay, Appleton, Fond du Lac, WI
Lindsay, Ottawa, Canada
Scarborough and Sarnia, Ontario, Canada
Redwater, Alberta, Canada
London, England
East Burwood and Victoria, Australia
Durbanville and Kenilworth, South Africa
Gent, Belgium
Port Louis, Mauritius

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