Service, Stewardship, Spirit, and Servant-Leadership Conference Theme

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. For a more complete description of the conference, call (317-259-1241) or fax us (317-259-0560) for a conference brochure.

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 The Chairperson’s Role as Servant-Leader to the Board; 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 Women’s Leadership Institute in Greensboro, North Carolina, and author of Servants of the People: The 1960s Legacy of African American Leadership.

We will also offer three 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 scheduled a variety of speakers and practitioners to share their understanding and experience of servant-leadership with you in concurrent sessions on Friday and Saturday. Some of our concurrent session presenters are: Hamilton Beazley, who highlights Leadership House and Hampton House (see below), along with students from both houses; Ann (Continued on page 5).

Servant-Leadership in Practice at Hampton House, Butler University

by David Scott

(Excerpted from an article which originally appeared in the Winter 1998 edition of Butler Magazine, a magazine for alumni, parents, and friends of Butler University, located in Indianapolis, Indiana.)

Twenty-nine students—19 women and 10 men, sophomore through senior—make up Hampton House, one of only two servant-leadership-based residence halls in the nation. [The other is Leadership House at the University of South Florida in Tampa.] The women live in the house. The men do not because of an agreement with Delta Delta Delta sorority, which has leased the house to the University until 1999.

Hampton House was started in the fall of 1997 by Julie Yancich Beggs, assistant director of campus activities at Butler University, and coordinator for volunteerism and service-based learning. She modeled it after Jefferson House, a college living unit experiment detailed in Teacher as Servant by Robert K. Greenleaf, servant-leadership’s founder. Beggs and her husband Joe live in an apartment in the house.

The students—who collectively represent more than 100 organizations on campus—include many top campus leaders. More students applied than the program had openings. Hampton House members attend house meetings, guest lectures and discussion groups. They perform community service and keep journals. A rotating board of servants sets an agenda for each meeting, where the entire group works to determine its mission and actions.

That was easy. Now it gets hard; we have to figure out what Hampton House and servant-leadership are all about. “There’s no formula,” says (Continued on page 2)
Hampton House (Continued from page 1)

Butler management professor David Luechauer, who has written about servant-leadership, "There's nothing that people can leave out and then say, 'See? I told you it didn't work!' Servant-leadership is a very personal and inward journey. We've assumed that leadership is out there. It's not. It's in here."

"It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead." — Robert K. Greenleaf

"It's all or nothing. It's all part of your life. You can't just choose and say, 'Oh, I'm just going to serve now.' It's a whole mindset." — Hampton House member Laura Beeson, junior math major and an ROTC Air Force cadet from Warsaw, Indiana

"It's about dialogue and listening, rather than forcing your point of view down somebody's throat. At one level, that's incredibly chaotic. At another level, that's where the creative power comes out." — David Luechauer

"It is a process. It's definitely a process." — Hampton House member Jana Sizemore, sophomore actuarial science major from Monroeville, Ohio

Julie Beggs sometimes worries the Hampton House members — and the University as well — look to her to make Hampton House happen. "Servant-leadership is not about planning the program so that students can come to it and it's wonderful," she insists. "Servant-leadership is about the student's journey. It's about giving them even more ownership of what they do. At Hampton House, there's always an opportunity for somebody to lead and for someone to follow, and those roles switch all the time."

As Robert Greenleaf has said, "...if one is servant, either leader or follower, one is always searching."

"You know how people say something is outside of the box?" asks house member Mark Adler, a senior chemistry major from Joliet, Illinois. "Sometimes I view Hampton House as being outside of the box, compared to Butler as being in the box. You're still on campus, but at the same time you're in a different realm, in terms of thinking."

"Every time the group is faced with something, we learn a different dimension of servant-leadership," says Amber Hunter, a senior public relations/public and corporate communications major from Cincinnati, Ohio. "Whether it's through a book we're to read and discuss, or a group decision, we said, 'How can we best apply the philosophy of servant leadership to this?' and it's through that, that the true definition of servant-leadership has come out."

"I expected everything to be fun and wonderful and never to have problems," says Beth Moran, "but I was really having a hard time with being a servant..." she stops here to laugh. "...because everybody here has really strong personalities. Then we all stepped back and started to lead in our own ways and be servants in our own ways."

"Servant-leadership is going to be like a ripple effect," she continues. "We take what we've learned, and we turn around and touch one or two other people, and then they're going to turn around and touch more people. And that's how it spreads."

Julie Beggs will be the first to admit that things don't always go as planned at Hampton House, and that people don't always get along. "But they're being honest with each other," she says. "I've given them their freedom. I truly want to be the example of the servant-leader to them." For Beggs, that meant letting go. "That wigged them out," she said, "but then they finally began to understand. At one of the meetings, a student said, 'You know, we're very responsible. We're able to do this stuff in all of our other organizations. We're all leaders. We need to stop letting Julie help us with this, and we need to start doing it ourselves.' And that, I think, became the turning point for them."

There have been other turning points and life lessons. For some students, Hampton House has taught

(Continued on page 3)
Servant-Leadership in Europe

By Huib Kraaijeveld

The beginning of the Dutch spring and the first European conference on Servant-Leadership did not occur at the same time by hazard. While outside a flower parade was held on bicycles, the speakers, moderators and participants at the conference all had the same sense of recognition from which feelings of mutual understanding and insight in the concept of Servant-Leadership came further to bloom. In the three days of the conference a variety of American and European speakers invited their warm audience to share their experiences, values, dreams and insights. The range of the subjects varied from decision-making processes within the government, the way Randstad found ways as a labourforce organization to make the renting of service profitable, the service culture of the ANWB (Dutch automobile service organization), the awakening of everyone’s sleeping genius by play, case studies of servant-leadership organizations, resilience, the need for focus on and interest in people as well as processes by people wanting to work with this concept and many, many other points of view.

It turned out to be a blessing to have people with different nationalities, cultures and points of view and interest together in these three days. The interaction during the workshops and breaks was very vivid and was proof of the implementation of the concept of servant-leadership. The whole atmosphere at the conference also proved that — although cultures can differ — values, dreams and ideals can be universal and that it is possible to inspire and help each other to live our values, fulfill our dreams and keep our ideals alive.

The presence of Ann McGee-Cooper, Dorothy Marcic, Duane Trammell, Steven Pace, Bernhard Bruce Shaw, Mary Lynn Pulley, Isabel Lopez, Peter Vaill and especially Richard Smith as a representative of the Robert K. Greenleaf Center in the USA added a very special dimension to this conference for all the Dutch and other European guests. We wish to thank them, as well as the people we did not mention here, for all their inspiring contribution. We certainly hope that this first acquaintance in Noordwijk will be followed by more inspiring and warm meetings or events.

Who is the Servant-Leader?

The servant-leader is servant first; he serves before he seeks to be served. By the very nature of his existence he serves others before himself. He is the servant with the internal will to serve others before himself, as O. T. L. says. He is the servant who can never become a servant-leader until he has become first a servant. Then in the spirit of a servant he will be a leader, because leaders first have to learn to serve. Leaders are not servants. Servants are not leaders. A leader is one who knows how to serve and serves. The servant-leader, on the other hand, is servant before leader. He seeks to be servant-leader only in the sense that he can be a servant-leader. He can be a servant leader only because he is a servant first. A true leader has no need to use control or coercion to lead; he simply commands because his followers want to serve, not only because they are forced to, but because they want to serve him. A servant-leader is not a servant nor a leader; he is the servant-leader. But the real leader is servant-leader both, he is the servant-leader.

— from The Servant as Leader by Robert K. Greenleaf

The Greenleaf Center’s Mission

The Robert K. Greenleaf Center for Servant-Leadership exists to support those who, through the practice of servant-leadership, seek to create organizations in which individual stakeholders become healthier, wiser, freer, more autonomous; and in so doing, build a better, more humane society which welcomes the full diversity of the human family.

The Greenleaf Center’s Goals

1. To make all institutions aware of servant-leadership and to deepen their understanding and practice of it.
2. To create a larger base of caring people from which servant-leadership can arise (i.e., CEO’s, trustees, aspiring leaders and followers, external consultants).
3. To achieve widespread recognition, understanding and acceptance of spirituality in the workplace.
4. To create a new understanding and practice of moral persuasion toward organizational transformation, and to follow the methodologies of exemplary servant-leaders.

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, non-profit institution headquartered in Indianapolis, Indiana.
Organizing Genius: The Secrets of Creative Collaboration


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.

Warren Bennis and Patricia Ward Biederman relate brief case studies of six “Great Groups” from which they extract fifteen characteristics, “take home lessons” in their parlance, that create the potential for groups to make extraordinary contributions to our world. The stories of the great groups, recounted from a variety of sources but not original research by the authors, are fascinating in their own right. Bennis’ authoritative knowledge of leadership and group dynamics, gained as a practitioner, theoretician and writer, enables him to create a useful synthesis of the “lessons” from the cases. Biederman, a journalist, has helped tell the stories in a clear, easy-to-read style.

There is a connection between Bennis and Robert Greenleaf—Douglas MacGregor, author of The Human Side of Enterprise, which generated a significant shift in how we think about organizations and managing. Bennis was a graduate student at MIT when MacGregor invited Greenleaf, among other unconventional thinkers of the day, to that prestigious campus. Ideas in Organizing Genius resonate with Greenleaf’s work.

Echoing primus inter pares, Bennis and Biederman note that the emerging model of leadership, a model necessary to managing today’s knowledge-based organizations, relies on a leader who is an “equal among Titans.” Greenleaf didn’t have much use for “leaderless groups.” Neither do Bennis and Biederman, who point out that all great groups have a great leader who has co-evolved with the group, each creating the other. “The best thing a leader can do for a great group is to allow members to discover their own greatness.” These leaders are not always “nice.” They are effective.

Most of all, the leader of a great group operates from moral, not positional, authority. In talking about Kelly Johnson’s skunk works at Lockheed, they wrote that his people “could depend on his absolute integrity — most talented people have little incentive to defer to an individual without a strong moral core.” About J. Robert Oppenheimer and the Manhattan Project, they observe, “during the project his leadership was regarded as impeccable.” Citing the principle of “true north” articulated by Oril Gadiesh, they observe, “Leadership always comes down to a question of character.” Each of these great groups featured a leader with a bold, compelling vision that acted as a magnet in drawing the best talent available to the project at hand. Bennis, in his works on leaders (Why Leaders Can’t Lead and On Becoming a Leader), and Greenleaf both write of the absolute requirement for a “great dream” as a catalyst to great action.

The six great groups which Bennis and Biederman diagnose span all types of institutions. Some had relatively short life-spans. Some, like Walt Disney’s animation studio, endure. Like Disney, each of the great groups has “denied the universe” with breakthrough products and services. The Palo Alto Research Center conceived the modern personal computer, and Steve Jobs, then at Apple, brought the concept to market. Bill Clinton’s 1992 campaign team took a relatively unknown Arkansas politician to the Presidency. Johnson’s skunk works and the Manhattan project contributed significantly to the country’s ability to defend itself. Black Mountain College in North Carolina pioneered innovative educational concepts during its brief history. “One of the shaping principles of the college was that art and education were group processes, not solitary ones.”

Black Mountain also contributed seminal work in group dynamics that led to the human potential movement. “The project in which everyone at Black Mountain was ostensibly engaged was building the community and personal growth,” Bennis and Biederman note. Psychologist Irving Knickerbocker, who was part of the intellectual ferment at Black Mountain, left there for Antioch College where he teamed up with MacGregor to create much of our early understanding of group dynamics and group process — work that drew Greenleaf’s interest while he was at AT&T and undoubtedly contributed to The Servant as Leader and The Institution as Servant.

What Others Say
“Servant-Leadership is more than a concept, it is a fact. Any great leader, by which I also mean an ethical leader of any group, will see herself or himself as a servant of that group and will act accordingly.”

— M. Scott Peck, author, The Road Less Traveled
Conference  
(Continued from page 1)  

McGee-Cooper on building a servant-leadership work culture at TDIIndustries in Dallas; Joe Batten, who gave Uncle Sam the slogan “Be all that you can be!”, on how to be a truly great leader; Elizabeth Jeffries on healthcare as a calling; Bobbette Snyder and Mary Lee Ewald on learning styles and servant-leadership; and Bill Guillory (a standing-room-only presenter last year) on servant-leadership and diversity.

Lea E. Williams

In addition to all the structured learning opportunities available, we have built in plenty of time for you to connect with fellow conference participants. You’re also invited to a free reception and book-signing on Friday evening—it was so much fun last year, we decided to do it again. And you will want to spend some time in our on-site bookstore, with its comprehensive collection of leadership titles (called “the absolute best” conference bookstore by previous attendees).

This year’s conference will be held at University Place Conference Center and Hotel, a state of the art facility awarded Four Diamonds from AAM for its elegance and service. Hotel reservations can be made by calling 1-800-627-2700 and mentioning the Greenleaf Center.

Conference registration can be completed by fax (if you are paying by credit card) or by mail. As always, members get a 10% discount off the registration fee. The fee includes lunch and break service; hotel reservations must be made directly with University Place.

Want to know more? Call the Center (317-259-1241) and ask for a free conference brochure. We can also send you multiple copies to pass around to your friends and colleagues.

International Management Council Honors  
Robert K. Greenleaf With Management Award

Robert K. Greenleaf was posthumously given the 1998 W.M. McFeely Award by the International Management Council on May 28, 1998. The IMC, a program of the YMCA, honored Robert Greenleaf’s work and influence at its 64th Annual Conference, held in Indianapolis, Indiana.

Previous recipients of the McFeely Award have included Peter Senge, Max DePree, Frances Hesselbein, Ken Blanchard, and Stephen Covey. This award is presented annually to someone who has made an outstanding contribution to the field of management education and training.

This is the second award to have been bestowed upon Robert Greenleaf since his death in 1990. In 1991 the National Association for Community Leadership honored Robert Greenleaf with its National Community Leadership Award, given in recognition of his major contributions to the development of community leadership worldwide.

“It is rare for one person to be honored for their contributions to so many different fields,” said Greenleaf Center CEO Larry Spears. “Robert Greenleaf’s seminal contributions to the fields of leadership, management, spirituality, and the assessment method are still filtering out into our larger society.”

Accepting the award on behalf of his father and The Greenleaf Center was Newcomb Greenleaf—Robert Greenleaf’s son and a board trustee of The Greenleaf Center. Newcomb Greenleaf mentioned that his father had actually resided for a time at the YMCA upon his arrival in New York City in 1929 when, at the age of 25, he began his long career at AT&T’s corporate headquarters.

“The International Management Council of the YMCA honors Robert Greenleaf as a leader who is making a significant contribution to business, the community and the field of management and leadership through his philosophy of becoming a servant-leader,” commented David Mercer, National Executive Director, YMCA of the USA.

The IMC is an adult program of the YMCA. It was founded in the 1930’s to meet the needs of business professionals in the U.S. Formerly begun as the Foreman’s Club, this program developed into a management organization committed to the development of business professionals at all organizational levels.

Larry Spears commented: “It’s interesting to note that Greenleaf began his career with AT&T at Ohio Bell in 1926. During that time he was trained to lead ‘Foreman Conferences’ for AT&T’s crew foremen. Robert Greenleaf described this training period as the ‘most formative experience in my adult life.’ It was during this period when he led sessions for crew foremen that he began to think of himself as a student of organization—something that became his field of study for the next sixty years.”

The Greenleaf Center would like to express its appreciation to the YMCA’s International Management Council for its recognition of Robert Greenleaf’s contributions to the field of management education.

The Power of Servant-Leadership is Coming!

Watch your mailbox and read the Fall issue of The Servant Leader for a major announcement regarding the publication of a final book of essays by Robert K. Greenleaf, edited by Larry C. Spears.

“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’ 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 of Leading Without Power and Leadership is an Art
1998 Leadership Institute for Higher Education Builds Strength

by Nancy Larner, Program Director

On April 15-17, the Greenleaf Center held its third annual Leadership Institute for Higher Education at Culver Cove Resort and Conference Center in Culver, Indiana. The intention of this Institute, which is sponsored by the W. K. Kellogg Foundation, is to bring together teams of key decisionmakers within colleges and universities to participate in a reflective and highly interactive three-day program. Participants come to the Institute to explore ways in which servant-led principles can be applied within their own institutions.

Each year the Institute has drawn a unique variety of attendees and this year was no exception. From a design college in Tennessee to a Baptist Theological Seminary in New Orleans to a traditional African-American college in Washington, DC, colleges and universities large and small were represented. Participating institutions included: Central Oregon Community College (Bend, OR); Columbus State Community College (Columbus, OH); Howard University (Washington, DC); New Orleans Baptist Theological Seminar (New Orleans, LA); O’More College of Design, (Franklin, TN); Crowder College (Neosho, MO); and, St. Xavier University (Chicago, IL). The majority of these institutions were represented by the president and a board member.

The three-day process combined short interactive presentations, creative visioning, quiet reflection, and shared dialogue on the challenges and successes encountered in higher education. From the very beginning, openness and honesty allowed the group to see that this was not just a nice retreat to talk about servant-leadership; it was about real problems that each institution shares to one degree or another.

Pre-readings of Robert Greenleaf, Parker Palmer, John Gardner and Peter Vaill were sent to participants so they might have some background information on servant-leadership and how one can begin to effect change within institutions. Peter Vaill, who is Distinguished Endowed Chair and professor of management education at the Graduate School of Business at the University of St. Thomas in Minnesota, has attended the last three Institutes and has given a “fire-side chat” at each. Peter is author of Learning as a Way of Being and Managing as a Performing Art. Both books discuss change within our institutions, particularly in institutions of higher education.

Vaill coined the term “permanent white-water” to describe the unpredictable environment in which we work. He writes about how non-stop white water puts individuals in the position of doing things they have little experience with or have never done before . . . “people are ill-prepared to ride the high waves of change.” Peter’s main message in his fire-side chat was around values and how holding close our core values within the institution is one of the most fundamental ways of dealing with the constant change, turmoil, and the “white-water” we are faced with in institutions of higher education.

Feedback from the Institute was enthusiastic. Many left the Institute with renewed spirit and a better sense of what their next steps would be in keeping servant-led principles alive within their institution.

A few comments from participants:

“This group was more rewarding in many ways . . . seemed more universally committed. Very worthwhile!”

“I found through this [Institute] that it’s time to make another shift—leaving behind the inertia. I have a better sense of how I will integrate a new level of servant-leadership at our institution through the map-making exercise. I’ve also never gotten the chance to spend this much time with a board member before.”

“I have gained a deeper understanding of how versatile this philosophy is and how it can be used in a variety of situations.”

“The Leadership Institute was a growth experience in my own leadership.”

Several participants felt working with another member of their own institution solidified their commitment to the values-based principles that are characteristic to the foundation of their institution. The hoped-for long-term outcome of this program is that we will become affirmative builders of a better society through supporting servant-leadership initiatives within institutions of higher education. The next Leadership Institute for Higher Education will be held in Indianapolis, Indiana, April 14-16, 1999. It will be facilitated by Richard W. Smith, Isabel Lopez, and Peter Vaill. Contact the Greenleaf Center for more information.

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