Greenleaf Center, Europe Established With New Book, Upcoming Conference

The Greenleaf Center for Servant-Leadership has recently established offices in Europe, and in the United Kingdom [see related story inside]. These two branch offices have been created to better respond to the growing international interest in servant-leadership worldwide, and to provide better service to the global community of servant-leader practitioners and learners.

The Greenleaf Center for Servant-Leadership, Europe is based in Hilversum, The Netherlands, and is being led by Gert Schaart and Tjeb Maris. Maris, founder and president of Marezate, a leadership and management organization in Holland, was a co-presenter with Gert Schaart at our 1997 International Conference on Servant-Leadership. Maris has recently written and published a Dutch language book on servant-leadership titled, Wat is er nog meer achter de manager?: Servant-Leadership. Gert Schaart is CEO of Elfatha, an institute for the deaf. Other key organizers of the Greenleaf Center, Europe include Jacob Kooistra, of Phillips Technologies; and, Hilbrand Nawijn, an attorney and former Dutch government official.

The first major event to be organized by The Greenleaf Center, Europe will be in the form of a European conference on servant-leadership in Holland, this coming Spring. The conference will take place in Noordwijk, The Netherlands, on 23-25, 1998. Featured speakers will include a mixture of people from Europe, the United States, and elsewhere. U.S. presenters will include Peter Vaill (Learning as a Way of

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De Dienaar als Leider (The Servant as Leader) by Robert K. Greenleaf, and Wat is er nog meer achter de manager?: Servant-Leadership by Tjeb Maris are two recent Dutch publications on servant-leadership.

TDIndustries Named Number Five on Fortune Magazine’s List of “100 Best Companies to Work for in America”

TDIndustries, a longtime practitioner of servant-leadership, was recently recognized as one of the “100 Best Companies to Work for in America” by Fortune magazine in its inaugural list of the country’s best employers. The formal announcement of the Top 100 list was made on the Today Show. Fortune magazine collaborated with best-selling authors Robert Levering and Milton Moskowitz to compile the list, using methodology similar to that used for their book, The 100 Best Companies to Work For in America. TDIndustries, one of the nation’s largest mechanical construction and service firms, has been conducting educational and training programs around servant-leadership for over 25 years.

Jack Lowe, Chief Executive Officer of the company and Board Chair of The Greenleaf Center, attributed the company’s inclusion in the “100 Best” to the positive attitudes and spirit generated by the people within the company. Lowe is a contributing author to the recently published anthology, Insights on Leadership.

According to Fortune, to be eligible for inclusion in the “100 Best” list, a company had to be at least ten years old and have a minimum of 500 employees. With 1,000 employees, TDIndustries is one of the smaller companies to be included in the “100 Best” list. During the research for the Fortune “100 Best” list, each candidate company distributed to 225 randomly selected employees the Great Place to

Work Trust Index, an employee survey. Each company was also required to fill out the Hewitt People Practices Inventory, a comprehensive questionnaire designed by Hewitt Associates, a leading compensation and benefits consulting firm. Levering and Moskowitz rated the companies on a 175-point scale, using the overall score on the employee survey (100 points); an evaluation of practices detailed in the Inventory survey (55 points); and an evaluation of the employee comments (20 points).

In his essay, “Trust: The Invaluable Asset,” contained in Insights on Leadership, Jack Lowe Jr. commented: “The founder of our company, my

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Greenleaf Centre, U.K. Launched With Conference

by John Noble,
The Greenleaf Centre, U.K.

It was, all things considered, a very un-British affair!

As soon as the participants arrived, groups began to form, quickly settling into animated conversation; others arrived to join with the groups which then split into other groups who, themselves, re-formed as others arrived. Conversation, sharing, talking, listening. The subject under discussion: servant-leadership; the occasion: the first inter-organizational Servant-Leadership Conference to be held in the United Kingdom.

It all began some six months earlier when five of us with a concern to further the ideas and practice of servant-leadership crammed ourselves into a small office at South Bank University in London late one evening to share our own thoughts and experience, and to consider how we might give a British presence, a British emphasis, perhaps even a British language to the ideas and materials with which we had become so familiar. The conference, held in central London on November 5, 1997, was the first tangible result of that evening's discussions.

A rich mixture of some forty people attended the conference. From London itself; from the West of England all the way to the very North of Scotland; from the Netherlands to the United States. A rare blend of the committed and the curious, the seeking and the skeptical. There were folks working in the nonprofit sector, some from the commercial world, along with a significant number of business and management consultants—some of whom had already been using servant-leadership in their work, and others for whom this was an introduction.

We were skillfully and sensitively led through the day's work by Richard W. Smith, Senior Educator of the Greenleaf Centre in Indianapolis, using an effective blend of presentation, poetry, video and discussion, punctuated by periods of silence and reflection. Richard found just the right pace and lightness of touch throughout, and even posed the very real possibility in the mind of this writer that a true Transatlantic sense of humor really does exist!

Towards the beginning of the day Richard had emphasized that he was not going to attempt to convert convince or coerce anyone. The exchange of glances and raising of eyebrows between previously conference-scarred veterans at that point said something to behold, and the response, "Oh, yes?", while not uttered, hung in the air. Richard then proceeded to be as good as his word, guiding us through a day of exploration and challenge in

(Continued on page 4)
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 books or articles that mention servant-leadership.

Selected Programs and Outreach
Isabel Lopez and Richard Smith co-facilitated the Leadership Institute for Higher Education, in Culver, Indiana.

Nancy Larner addressed the graduating leadership class of Awareness Washington County, in Salem, Indiana.

The Greenleaf Center conducted its Annual International Conference on Servant-Leadership, in Ann Arbor, Michigan, June 12-14, 1996. Keynote presentations were made by Peter Vaill, Jim Shannon, John Lore and Isabel Lopez. Pre-conference workshops were also conducted by Isabel Lopez and Tamra Freeman.

Richard Smith conducted a two-day administrative retreat for bloomfield Hills Schools, outside of Dower, Ontario.

Larry Spears participated in a Leadership Round Table at the University of Maryland, in College Park, Maryland.


Don Frick gave a keynote address at Texas A&M University’s Fall Leadership Conference, in College Station, Texas.

Richard Smith conducted a special program on servant-leadership for the National Federation of Music Clubs in Nashvillle, Tennessee.

Isabel Lopez conducted the Personal Journey Through Servant-Leadership workshop for students at Austin Peay State University, in Clarksville, Tennessee.

Richard Smith conducted the Personal Journey Through Servant-Leadership workshop for Wishard Hospital in Indianapolis.

Don Frick presented the keynote address at the Tri-County Michigan Medical Society on servant-leadership and ethics in healthcare in Houghton, Michigan.

Richard Smith conducted a servant-leadership retreat hosted by the West Ohio Conference of the United Methodist Church, in Worthington, Ohio.

Larry Spears conducted meetings with Greenleaf Center members in Philadelphia, Pennsylvania.

Tamra Freeman conducted a servant-leadership class at Ivy Tech in Indianapolis, Indiana.

Richard Smith spoke to the student and community organization leadership group at Knox College in Galesburg, Illinois.

Don Frick conducted learning sessions for students involved in the servant-leadership program at Wright State University in Dayton, Ohio.

Richard Smith conducted a servant-leadership retreat hosted by the Carmelite Retreat Center in Darien, Illinois.

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

- TDIndustries was named the fifth-best company to work for in Fortune magazine’s January 12, 1998, list of “100 Best Companies to Work For.”

- Rewiring The Corporate Brain, by Danah Zohar, was named the top book in Management General’s “Top 10” list of leadership and management books published in 1997.

- Zohar’s ground-breaking book concludes with a chapter titled, “Servant leaders,” in which she suggests that it is servant-leadership which represents the most meaningful leadership model for the 21st century. “Servant-leadership is the essence of quantum thinking and quantum leadership,” writes Zohar.

- Wat Is Er Nog Meer Achter De Manager?: Servant-Leadership, by Tije Maris, is a Dutch language book on servant leadership recently published by The Greenleaf Center, Europe.

- The Chairperson’s Role as Servant-Leader to the Board, by John Carver, has just been published by Jossey-Bass.

- Building upon Robert Greenleaf’s idea of trustees as servant-leaders, Carver, who will be a featured speaker at the Greenleaf Center’s 1998 conference, relates his board governance model to the specific role of the board chair. Available through The Greenleaf Center. Cost is $15 (11 + $4 shipping-and-handling).

- Richard Smith was interviewed for an article which appeared in the Hilversum, Netherlands newspaper.

- Servanthood, by Bennett J. Simms, President of the Institute for Servant Leadership, has been published by Cowley Publications. The book seeks to integrate the religious and secular aspects of life in a new understanding of power. Available through The Greenleaf Center. Cost is $17 ($13 + $4 shipping-and-handling).

Upcoming

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


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

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

- Servant-Leadership and Wholeness is the working title of a book of previously-uncollected essays by Robert Greenleaf that is currently being edited by Larry Spears. Servant-Leadership and Wholeness 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 September, 1998, by Berrett-Koehler.

- The Greenleaf Center’s 1998 Annual International Conference on Servant-Leadership will be held in Indianapolis on August 6-8, 1998. Confirmed speakers include: John Carver, author of Boards That Make a Difference and The (Continued on page 6)
Greenleaf Center, Europe

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witnessed an explosion of servant-leadership practitioners in Europe, in the United Kingdom, in Australia, in South Africa, and in many other parts of the world. The initial establishment of branch offices in Europe, and in the United Kingdom, is designed to provide new opportunities for enhanced growth and learning. Plans are also now underway for the establishment of The Greenleaf Center, Australia, later on this year.

The conference registration fee for the European conference is approximately $900 (U.S.). For more information please contact:
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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

Insights on Leadership: Service, Stewardship, Spirit and Servant-Leadership


Reviewed by Michele Lawrence, Partnership Program Director

Insights on Leadership is one of those rare sequels that equals, even surpasses, the original, in this case Reflections on Leadership. Reflections on Leadership, published in 1995, was a ground-breaking book of essays from managers and leaders, thinkers and practitioners, on the philosophy and implementation of servanthood. Insights on Leadership continues this tradition. The concept of servanthood has become better known in the marketplace of ideas in the last few years, and with more people trying to create environments where servanthood can thrive, we now have even more experience to reflect on and learn from. This new learning, which comes from experience reflected upon in the light of servanthood, greatly enhances our understanding of servanthood. The many voices and many translations of the servanthood vision, and the different vocabularies employed by the authors, make this book useful to people in diverse types of organizations, whether they are new to the concept or have been studying it for years.

Insights on Leadership begins with a Foreword from Stephen R. Covey, who asserts that servanthood is a natural law, a changeless principle. This idea that servanthood is in essence written in our hearts, and not imposed from without, is not difficult for many to accept. Echoing Greenleaf, Covey says that “the power to cultivate servanthood comes from the individual. It’s an inside-out approach.”

After an Introduction by editor Larry C. Spears, “Tracing the Growing Impact of Servanthood,” the book is organized under four headings: service, stewardship, spirit, and servant-leadership. It is not necessary to read them in order; one of the delights of the essay format is that one can jump into each book at any point and find a complete work on a few pages.

In Part One, Service, we find “Servant-Leader,” a short excerpt from Greenleaf’s seminal essay The Servant as Leader; Ken Blanchard writes about the vision and implementation of servanthood, and his comments on customer service are priceless; Elizabeth Jeffries provides a thoughtful piece on the idea of work as a calling; Joe Batten has an inspirational essay on servanthood and the passion to serve; Lawrence Lady and David Lauechauer explore five different pathways to servanthood, including the cognitive, experiential, spiritual, organizational, and community; Jack Lowe, Jr., relates the importance of the role that trust plays in servanthood and highly-competitive business (TDIndustries recently was named one of the top ten businesses to work for by Fortune magazine).

service and example. Also in this section, journalist Susana Barciela writes about her journey to India to understand the meaning of work, and what she and her fellow international travelers learned; John J. Gardiner writes about the “Idol of leadership” in a series of short meditations; Richard P. Nielsen teaches about the “Quaker” friendly disentanglement” method of persuasion that Woolman and Greenleaf both employed; Jill W. Graham provides a scholarly piece on the relationship between servanthood and organizational strategies, touching briefly on the part of the “best test” of servanthood which asks how actions affect the “least privileged” in society; Bill Bottum and Dorothy Lenz provide a lovely look back at management and leadership theories, culminating in servanthood, and how it relates to business, personal and religious values, and family life; Judith A. Sturrock contributes a very rich essay on healing leadership, a function of leadership and service that needs to be brought to our attention and over again. Nielsen’s essay on “friendly disentanglement” provides a wonderful alternative to forcing social change through litigation and law-making; it also provides lucid, easy-to-understand models of persuasion to study and emulate.

In Part Three, Spirit, Parker J. Palmer contributes an updated and expanded version of his popular essay “Leading from Within,” which challenges one to face the shadow side of leadership while continuing one’s “inner work” as a servant and leader; Diane Cory has strong words to say about fear in the workplace, how it kills our institutions and our very spirits, and she encourages us to speak truth with love; Diane Fassel writes movingly on workaholism, a dis-ease not mentioned by name by Greenleaf, but a condition that arises when we act contrary to Greenleaf’s assertion that work exists for the person as much as the person exists for the work; Thomas A. Bausch weaves a coherent vision of servanthood, pulling together the emerging “virtual organization,” global competitiveness, political and economic factors, and the meaningfulness of work; Christine Wicker writes a brisk overview of servanthood in the country’s business world; James H. Conley and Fraley Wagner-Mash write on the integration of business ethics and spirituality in the workplace, providing

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Book Review (Continued from page 5)

personal/institutional, being/doing, acting/reflecting, leadership/followship—and suggests some ways we can create environments which liberate ourselves and our organizations; Margaret J. Wheatley asks “What is our work?” and answers this question by proposing that we tell ourselves “a new story” about work as the tale of life—an exciting, hopeful, and very realistic-looking story, which would change the nature of organizational life if enough people told it. An afterward is provided by Don M. Frick (co-editor of On Becoming a Servant-Leader), who gives us more insight into the man Robert Greenleaf; one of the delights of this piece is the almost whimsical story of a dream-squirrel and Greenleaf’s intuitive conversation with it to aid in his own self-understanding.

There are a number of essays in this book which are worth the price of the book itself, in my opinion. Most of the pieces were written specifically for this collection, and the contributors challenged themselves to write fresh pieces, not merely recycled or reprinted pieces. This freshness greatly enhances the overall quality of the book and makes it a valuable addition to your bookshelf. I salute editor Larry C. Spears: this book has been truly a labor of love, from conception, to outline, recruiting of contributors, and editing itself. I can’t wait for him to do it again.

Insights on Leadership is available in hardback from the Greenleaf Center for Servant-Leadership for $30, plus $3.50 shipping-and-handling.

On the Road (Continued from page 3)

Chairperson’s Role as Servant-Leader to the Board; Frances Hesselbein, President and CEO of The Peter Drucker Foundation and co-editor of The Leader of the Future and The Organization of the Future; James Kouzes, Chairman of TPG/Learning Systems and co-author of Credibility and The Leadership Challenge; Lea Williams, author of Servants of the People; and John Bogle, Chairman of the Board, The Vanguard Group of Investment Companies and author of Bogle on Mutual Funds. We invite you to mark your calendar!

Contact the Greenleaf Center for more information on any of these upcoming events or publications.

TDIndustries (Continued from page 1)

father, Jack Lowe Sr., was a natural servant-leader. For the last 25 years servant-leadership has been the core principle that has directed the leadership development of all our supervisors from the front line to our senior managers.”

“TDIndustries continues to inspire many people and organizations around the world through its example as a servant-led company,” said Larry Spears, CEO of The Greenleaf Center. “They have helped to pave the way for a growing number of businesses that are now practicing servant-leadership in meaningful ways.”