Conference Draws Record Numbers From Around the World

When organizations have integrity and are willing to build trust, they can move from a competing, win/lose attitude to a collaborative win/win position. This is what The Greenleaf Center for Servant-Leadership and the National Association for Community Leadership have done with this conference. They have put together, in a synchronistic way, the enabling art of servant-leadership with community leadership’s work of building strong, vibrant communities. I commend you on this collaboration.” These were Dr. Stephen Covey’s opening comments on the final day of Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century, a joint conference held in June in Indianapolis.

This collaborative conference was a success in all the ways we had hoped: conferees had the opportunity to experience the best that each organization had to offer; there was a great deal of cross-fertilization between the basic constituencies; great learning and great fun; all in all, high energy and a lot of good will. Some of the highlights were our fine keynoters; authors’ night activities; and many outstanding sessions featuring the best practices of servant-leadership and community leadership. A record number of 1300 people attended from all 50 states and 11 countries.

Joe Jaworski, author of Synchronicity, opened the conference with a talk which explored our innate capacity to sense and bring forth emerging futures. Jaworski drew from current research that he and colleagues are engaged in to describe conditions that are present at times of “synchronicity,” those moments when things come together in an almost unbelievable way in our lives. Those conditions are: high energy; coherence; a deep sense of satisfaction; altered time-space conditions; distributed leadership; highly significant results.

Jaworski and his colleagues are researching how we can enter into these moments of synchronicity more often and in a more intentional way. When asked how he deals with barriers or criticisms of “softness” from business leaders, Jaworski responded that this is not a problem for many businesses—they see the value of this approach already and are eager to use it. Another conferee asked how we can take the time to allow for synchronicity. He replied that it is a discipline and there are tools that we can use. He recommends “taking a retreat every day” in the form that suits you best (meditation, journaling, 

New Workshop Now Available from the Greenleaf Center
Putting Servant-Leadership Into Practice Where You Live and Work

The Greenleaf Center is pleased to announce the availability of an important new workshop, Putting Servant-Leadership Into Practice Where You Live and Work. Designed and facilitated by our new full-time educator/consultant, Jeffrey P. Miller Ph.D., this exciting workshop has been created in response to the many requests that we have had for the development of an applications-based program.

This one-day workshop features examples of businesses and organizations practicing servant-leadership, a strong introduction to the servant-as-leader concept, and a solid basis for understanding how individuals and organizations can model servant-leadership practices within the workplace and at home.

Putting Servant-Leadership Into Practice Where You Live and Work will enable workshop participants to:

• Utilize case studies to learn how servant-leadership tools have benefited people and organizations.
• Improve interpersonal effectiveness through the practice of servant-leadership characteristics.
• Gain insights and learn the unique practices of servant-led organizations.

• Understand the foundations and history of servant-leadership.
• Develop action steps toward becoming an effective servant-leader at home and in the workplace.

Prior to joining the Greenleaf Center’s staff this summer, Jeff Miller was Assistant Director of the North Dakota State University Extension Service with responsibilities for the (Continued on page 4)
On the Road and In the News

Listed below are some of the programs and outreach activities involving Greenleaf Center staff and partners in recent months. The Greenleaf Center offers a wide array of workshops, institutes, retreats, and consultative services. Please contact Nancy Larner Ruschman, Program Director, if you are interested in our providing servant-leadership programs or speakers for your group or conference.

Recent Programs

Greenleaf Center facilitator Isabel Lopez conducted the Organizational Change through Servant-Leadership workshop for superintendents from the Board of Cooperative Educational Services in Mohonk, NY.

Board Chair Jack Lowe and CEO Larry Spears spoke at the annual conference of the Greenleaf Centre United Kingdom, in London, England.

Isabel Lopez facilitated a servant-leadership workshop on growth and change for the University of Illinois Extension Annual Conference in Urbana, IL.

Larry Spears participated in meetings of the Center for the Advanced Study of Leadership at the James MacGregor Burns Academy of Leadership, University of Maryland, in College Park, MD.

Isabel Lopez and Julie Beggs co-facilitated Leading with Character and Ethics programs for Idaho State University in Pocatello, ID.

Julie Beggs spoke to students, faculty and staff about servant-leadership at LaGrange College in LaGrange, GA.

Tjeb Maris, of the Servant-Leadership Center of Europe, and Larry Spears co-presented a program on servant-leadership in Dutch and English at Maastricht, in Hilversum, The Netherlands.

Julie Beggs spoke on servant-leadership at DePauw University in Greencastle, IN.

Isabel Lopez conducted the Organizational Change workshop for the Ossining Union Free School District Retreat in Briar Cliff Manor, NY.

Tammy Freeman conducted the Ten Characteristics of Servant-Leadership workshop for the Boone County Leadership group in Zionsville, IN.

Isabel Lopez conducted the Organizational Change workshop at the Greenleaf Center’s Annual Conference in Indianapolis, IN.

Publications and Outreach

The following is a selected listing of recent articles and books featuring servant-leadership and The Greenleaf Center. Please let us know if you have any other recent articles or books that mention servant-leadership.

- The November/December, 1998 issue of Business Ethics magazine named TDiIndustries one of its finalists for their annual Business Ethics Award.
- “Masters of Service,” a profile of servant-leadership at ServiceMaster, written by Louis R. Carollozo, appeared in the November/December, 1998 issue of The Life@Work Journal.
- The Power of Servant-Leadership, by Robert K. Greenleaf, was published in late-1998 and was included among the books nominated for consideration by Management General's “Top 10 Books of 1998.”
- The January 4, 1999 issue of Dartnell's Team Leader included a cover-interview with CEO Larry Spears titled, "The Power of Servant-Leadership.”
- The January 11, 1999 issue of Fortune magazine featured its annual list of “The 100 Best Companies to Work For in America.” A number of Greenleaf Center corporate members and customers were included on that list: Synovus Financial Group (#1), TDiIndustries (#2), Southwest Airlines (#4), Marriott International (#44), Medtronic (#67), Baptist Health System (#69), Fedex (#79), Herman Miller (#87), and Quad/Graphics (#93).
- The January 12, 1999 issue of The Shelbyville (IN) News featured a story and interview with Larry Spears.

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Greenleaf Center Continues to Grow Worldwide

Principalists from the global branches of The Greenleaf Center gave updates on the growth of servant-leadership worldwide to conferes at the recent annual conference in Indianapolis.

Diann Feldman, from the Greenleaf Center Australia/New Zealand, likened servant-leadership to an oasis in the midst of a desert. Some travelers reach the oasis and just rest around the lagoon, dipping their fingertips in. Others will wade in and play in the waters. They find the same variation in willingness to experiment with servant-leadership in Australia and New Zealand. They have identified the core groups they believe it is critical to reach in their countries: business, the government, and institutions of higher education. Feldman reported that already in Australia, there are six universities which include servant-leadership in their leadership studies programs.

Leo Haas, from the Servant-Leadership Center in Europe, reported that their approach to spreading servant-leadership is to promote involvement primarily at the individual level rather than the corporate level. It held an international conference of its own in 1998. Now it is concentrating on helping individuals through a long-term mentoring and retreat process, with the emphasis on individual growth in servant-leadership.

John Noble, of the Greenleaf Centre for Servant-Leadership U.K., told how the impetus for the U.K. Center came about. After the first servant-leadership workshop presented by Greenleaf Center staff in London in 1997, participants were invited to stay if they were interested in exploring the possibility of starting up a Center. Almost everyone stayed. In the last eighteen months the calls he has received have been along the lines of “I think this is what I have been doing for years and didn’t know it was called servant-leadership. Can we get together and talk?” John reports that the next U.K. Center conference will take place in London this November, and will feature representatives from Synovus and TDIndustries, the top 2 companies to work for in the U.S., according to Fortune magazine.

Larry Spears gave a brief timeline of the Greenleaf Center for Servant-Leadership’s 35-year history. Few people realize that the Greenleaf Center (originally founded by Robert K. Greenleaf as the Center for Applied Ethics) was a one-man operation for many years. The first full-time executive director (Larry Spears) was hired in 1990, and staff has grown since that time to include seven full-time and several part-time positions. During the last ten years, the Center has been involved in the editing or production of more than five books, numerous essays and hundreds of articles about servant-leadership; has developed a half dozen new workshops and a groundbreaking Leadership Institute for Higher Education; has convened nine annual international conferences; and been instrumental in the internationalization of servant-leadership.

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 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, and 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, not-for-profit institution headquartered in Indianapolis, Indiana.
Conference
(Continued from page 1)

running, sitting by running water) to facilitate the shift in mind-model; and making a fundamental shift from an attitude of “knowing about the world” to one of listening and wonder.

Ron Heifetz, author of Leadership Without Easy Answers, spoke that afternoon on the topic of “staying alive.” He asserts that leadership is a dangerous business—it’s very hard to tell people what they don’t want to hear. “Leaders need a balcony perspective, not the dance-floor perspective. It’s easy to see those close to us; we need to pay attention to the ‘opposition’ because they usually have even more to lose, and they deserve our attention.”

Heifetz recommends that we cultivate two kinds of partners—confidants and allies—and not get their roles confused. Allies are different from confidants because they have other loyalties than just you. But all partners can help you distinguish your role from your self, which is the key to staying alive. Among the other insights and observations Heifetz mentioned: distinguishing our role from our self helps us to listen better; we don’t resist change so much as we resist loss; if we believe that even God learns, this belief changes our images of authority; we all have a zone of insatiability where we believe that whatever we do is not enough; and finally, the myth of measurement is that we actually believe we can measure the good that we do.

Margaret Wheatley, author of Leadership and the New Science, spoke at length on Saturday morning about our need to learn to come together differently. She believes that the servant-leader’s first work is “to find people, to really see them; to bring people together; to have more faith in people than they have in themselves; and to create environments where people can be creative, life-affirming, and find health and wholeness.”

Joe Jaworski was presented with the National Leadership Award in recognition of his contributions to the growth of servant-leadership and community leadership. From left to right: Mano Mahadeva, 1998-99 Board Chair of the National Association for Community Leadership; Joseph Jaworski; Larry Spears, CEO of the Greenleaf Center.

Wheatley and Jaworski both brought up the concepts of separateness without separation; the metaphor (from quantum physics) of non-local influences, and the illusion that we can control time. Wheatley quoted Einstein’s description of the belief that we exist only as individuals as an “optical delusion.” She says true servant-leaders are those “whose hearts leap out” at human suffering, those who are brave enough to keep their hearts open to all.

On Saturday afternoon, Greenleaf Center facilitator Tamyra Freeman facilitated a conversation about characteristics of servant-leadership with featured presenters Juana Bordas, Andy Morikawa, and Lea Williams. Each shared what drew them to servant-leadership in the first place. Morikawa reported that he first picked up The Servant as Leader from his father’s bookstore many years ago. His particular interest is community formation, which he likens to gardening: you can’t start a plant in a place where it doesn’t want to grow—the same with people.

Juana Bordas paid lovely tribute to her mother as a central servant-leader in her life. Her mother immigrated to the U.S. from Nicaragua with six of her eight children. Bordas said her mother was “a tough lady with a strong constitution.” Armed with a fifth-grade education and loving determination, her mother provided an example of servant-leadership and expanded opportunities to her own children.

Lea Williams was drawn to servant-leadership while researching great African-American leaders, in particular Fannie Lou Hamer. She was intrigued by Greenleaf’s description of the best test of servant-leadership and believed that Hamer met it. She then determined that all the leaders she had picked out to profile in the book she was researching met the criteria of the best test, and the title of her book—Servants of the People—reflects that belief.

Having a 2-hour learning session with Stephen Covey on the last day of the conference was truly the icing on the cake. Covey incorporated principles of servant-leadership and community leadership into his presentation, which was interspersed with video clips illustrating the fruits of collaboration and the recognition of other people as gifts to the community. He suggested that we look at the four roles of leadership in our lives. The leader must first be a model, an example, one whose life has credibility, diligence, humility and the spirit of servant-leadership. Covey said this modeling role is our most important role as a leader. The second role of leadership is pathfinding, which we do when we discern and create a vision. The third role is that of alignment; unless you institutionalize your values, they won’t happen. The fourth role is to empower people, and this is actually the fruit of the first three.

You can obtain videotapes of the keynotes by Ron Heifetz and Margaret Wheatley by contacting the Greenleaf Center by phone (317-259-1241) or fax (317-259-0560). The cost is $35 each, plus $6 shipping-and-handling. Videotapes of the Servant-Leadership Conversation are also available through the Center at a cost of $35 each plus $6 shipping-and-handling.

To obtain audiotapes of any of the general sessions or break-out sessions, contact Sound Images, Inc. by phone (303-649-1811) or fax (303-790-4230) and refer to the SL99 conference, 1999 Servant-Leadership/Community Leadership Conference. Audiocassettes cost $10 each, plus shipping-and-handling.
Servant-Leadership Practiced at The Toro Company

Many individuals within institutions have adopted servant-leadership as a guiding philosophy, and an increasing number of companies have adopted servant-leadership as part of their corporate philosophy or as a foundation for their mission statement. One such company is The Toro Company, a Fortune 500 company based in Minnesota.

The Toro Company is a well-known outdoor care company that produces lawn mowers, snow blowers, and other types of yard-related equipment. In 1996 Toro posted earnings of $22 million. Their CEO and chairman, Ken Melrose, joined the company in 1970 and was named its president in 1981. In his recent book, Making the Grass Greener on Your Side: A CEO’s Journey to Leading by Serving, Melrose credits Robert Greenleaf with inspiring many of the organizational development changes that Melrose has implemented at Toro. In an essay contained in Insights on Leadership (Chapter 24, “Putting Servant-Leadership into Practice”), Melrose recounts the following thoughts on how the concept of leading by serving has helped to strengthen The Toro Company. Melrose writes: “I believe the concept of leading by serving must be built on a strong foundation, what I call the ‘building blocks of leadership.’ The five blocks on which servant-leadership at Toro is built are (1) philosophy, (2) beliefs and values, (3) vision, (4) culture, and (5) leadership.”

- Toro’s philosophy is the concept that “Market leadership and financial success will best result from unleashing the potential of our people.”

- Toro’s beliefs and values include the following ideas: each person has great potential; that potential is best achieved when individuals are allowed to perform; the best performance comes from those who are inspired, motivated, and encouraged; committed to the vision, goal or task; empowered to execute the vision; and recognized for their part in completing the vision; and, the leader’s role is to create an environment where employees can achieve their potential as they move the company toward its goals.

- Toro’s vision includes its purpose, mission, and vivid description. “When we put all of these pieces together, starting with the philosophy of genuinely valuing others,” said Melrose, “we unleash the Toro organization to excel in delighting and satisfying customers.”

- Toro’s culture is founded on the belief that what motivates or demotivates employees most, and what has the greatest impact on individual performance and attitude, is their supervisor or leader. “It is the culture that leaders create, nurture, and sustain that will most affect their people,” says Melrose. At Toro they call their culture “Pride in Excellence,” which describes a culture based on mutual respect and recognition of the worth of each employee.

- Toro’s leadership model is based on a simple premise: If the leader focuses on the needs of employees; expects, encourages and models results through valuing relationships; and, recognizes people for their contributions; then, the likely outcomes will be a greater sense of trust and accountability, leading to more risk taking, creativity, and innovation. This in turn will create a strong team that multiplies its ability to meet customer needs; it will also increase empowerment of individuals to solve problems at the grassroots level. The solutions will be better, there will be increased feelings of self-worth, and productivity will be higher. All of this is a reflection of servant-leadership as viewed and practiced at The Toro Company.

New Workshop
(Continued from page 1)

4-H Youth Development Program. For the past three years, Jeff operated as convener for the National Network for Collaboration. He is a charter member and recent board member of the Association of Leadership Educators. Jeff also brings with him prior experience as a youth and community development specialist for the University of Illinois. In his role with the Greenleaf Center Jeff is responsible for servant-leadership program development, education, training, and consultation with our partners and clients.

Putting Servant-Leadership Into Practice Where You Live and Work is a one-day workshop now available through the Greenleaf Center. It can be tailored to fit your organizational needs. Special emphasis can also be given to such related issues as teambuilding, change management, and collaboration development. We would like to explore with you any interests you may have in bringing this workshop to your business, school or organization. For additional information contact Nancy Larner Ruschman, Program Director, or Jeff Miller, Educator/Consultant, at the Greenleaf Center: 317-259-1241, or by e-mail: jpmiller@greenleaf.org.

In the News
(Continued from page 2)

- The Dallas Morning News of Sunday, February 21, 1999 contained an article profiling Greenleaf Center Board Chair Jack Lowe.


- The Greenleaf Center launched a new essay series earlier this year—Voices of Servant-Leadership Series. The first two essays published are On the Right Side of History, by John Bogle, and The Unique Double Servant-Leadership Role Of The Board Chairperson, by John Carver. This series will feature cutting-edge essays on the meaning and practice of servant-leadership. The Greenleaf Center plans to publish 2-4 new essays each year as part of this series.
Mark your Calendars: Upcoming Greenleaf Center Programs

- November 4-7, 1999, Mahwah, New Jersey, Fall 1999 Servant-Leadership Retreat This retreat offers a time of renewal, reflection and the building of a leadership community in a peaceful, reflective setting. Find out why those who have participated have come away with a new sense of energy, understanding and commitment to the principles of servant-leadership. Contact Larry Fidelus at 773-562-3248 or Lfidelus@carmelnet.org.

- November 17-18, 1999, London, England, The Reality of Servant-Leadership Conference The third annual conference held under the auspices of the Greenleaf Centre U.K. will take place at the Ambassador Hotel in Upper Woburn Place, London. Contact John Noble at 0181 408 1657 (phone/fax) or email him at jnoble@greenleaf.net/konect.co.uk for conference rates and the full schedule of activities.

- December 27-30, 1999 Chicago, IL, Special Servant Leadership Millennium Retreat What a great way to start the year 2000! If you have participated in a servant-leadership retreat and would like to renew old friendships and community, or if you would like to begin the new millennium with a servant-leadership community, then this retreat is for you. Contact Larry Fidelus at 773-562-3248 or e-mail him at Lfidelus@carmelnet.org for further information.

- April 26-28, 2000, Indianapolis, IN, Fifth Annual Leadership Institute for Higher Education This Institute is the only leadership program directed toward building stronger relationships between servant-leaders within colleges and universities. The Institute is designed for two individuals or "partners" within each educational institution and allows partners to participate in a highly interactive, reflective two-day program. Our special guest for this year's Institute is well-known leadership author Margaret Wheatley. For more information, please contact Julie Beggs at the Center or by e-mail at jbeggs@greenleaf.org.

- June 15-17, 2000, Indianapolis, IN, The 10th Annual International Conference on Servant-Leadership Come learn some of the best practices of servant-leadership and personal development from our fine speakers, workshop presenters, and each other! Confirmed speakers include: James McGregor Burns, author of the classic, set-the-bar book, Leadership, a masterful, beautifully written, historically-based view of leadership behavior, which first introduced his idea of "transforming leadership"; Michele Hunt, author of Dream Makers: Putting Vision and Values to Work, and now the principal of Vision & Values in Washington, DC; Michael Jones, pianist, author, speaker and recording artist (more than two million units of his "pianoscapes" have been sold), who will speak on the topic of servant-leadership and the creative process; and Judith Wicks, entrepreneur, social activist, and servant-leader, as well as the owner of the White Dog Café, which was named "one of 50 American restaurants worth traveling to visit" by Conde Nast magazine. Visit us at www.greenleaf.org for updates on upcoming events.

What Others Say

"I have found Greenleaf and his writings among the most original, useful, accessible and moral on the topic of leadership."
—Warren Bennis, author, Why Leaders Can't Lead

"Bob Greenleaf was a prophet before his time. Reading his wonderful essays will uplift your heart and increase your effectiveness."
—Ken Blanchard, co-author, The One Minute Manager

"What Greenleaf has to say seems remarkably on target for those of us seeking ways to involve people in a common vision leading to results of a lasting nature."
—Max DePree, author, Leadership is an Art

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