Greenleaf Center Celebrates 35 Years; Planned Giving Program Launched

This year marks the 35th anniversary of The Greenleaf Center for Servant-Leadership. In observance of this milestone event, several activities and observances are planned.

Our June conference will celebrate this anniversary with the unveiling of a sculpture created by Newcomb Greenleaf, who is a sculptor, trustee of the Center, and also Robert Greenleaf's son. The Center's 35th anniversary will also serve as an opportunity to recognize a number of servant-led organizations for their examples of servant-leadership and their support of The Greenleaf Center.

A Look Ahead—Planned Giving Program Launched

The Greenleaf Center has also established a new Planned Giving program that is designed to insure the continued growth and development of the Center well into the 21st Century. This program was launched in May with an initial distribution of information concerning our planned giving program which went to the Center's members. A brochure is now available that spells out a variety of ways through which supporters can invest in the Center's future through wills and bequests, deferred gifts, gifts of cash and stock, and other financial instruments.

"With the launching of a Planned Giving initiative the Greenleaf Center has reached a new-and-important level in its organizational development," said CEO Larry Spears. "Together with our partners, we are looking ahead to the future of servant-leadership and The Greenleaf Center in the 21st century."

(Continued on page 3)

New Workshop Now Available from the Greenleaf Center

Ten Characteristics of Servant-Leadership

By Nancy Larner Ruschman, Program Director

The Greenleaf Center will premier a new workshop, Ten Characteristics of Servant-Leadership, as a pre-conference offering on June 10th at the 1999 International Conference in Indianapolis. Greenleaf Center facilitator, Tamyra Freeman, has worked along with the staff at the Center to design this program. Participants will collaboratively explore core servant-leadership concepts and utilize the ten characteristics as a basis for identifying actions that will lead themselves and their institution toward greater distinction as servant-leaders.

This workshop integrates research, reflection and attention to differing learning styles which provide an effective balance between the theory and practice of servant-leadership. Larry Spears, CEO of the Greenleaf Center, has identified ten critical characteristics of the servant-leader within Greenleaf's writings which form the basis for this workshop. The characteristics are: Listening, Empathy, Healing, Awareness, Stewardship, Conceptualization, Foresight, Commitment to the Growth of People, and Building Community.

The impetus for the Ten Characteristics workshop came from the desire to more effectively reach those in the for-profit business sector where Greenleaf felt servant-leadership could more quickly influence others. Ten Characteristics is also suitable for people within any type of organization interested in better understanding and incorporating servant-led principles.

(Continued on page 5)
Learning Academy for Self-Advocates with Disabilities in Partnership with Greenleaf Center

by Michael J. Ward, Ph.D.
Director, National Center for Self-Determination and 21st Century Leadership

During the week of March 1-5 1999, the National Center for Self-Determination and 21st Century Leadership supported 13 participants at a Leadership Academy sponsored by the Greenleaf Center for Servant Leadership in Indianapolis. The National Center is a “Project of National Significance” funded by the Administration on Developmental Disabilities, U.S. Department of Health and Human Services. It is a consortium of self-advocacy groups, non-profit organizations, and institutions of higher education led by the Center on Self-Determination at Oregon Health Sciences University.

Activities are designed, conducted and evaluated by people with developmental disabilities. The Center applies a life span perspective, identifies culturally responsive leadership development strategies and focuses on approaches that build the leadership capacities of individuals with a range of developmental disabilities. The National Center is building a community of leaders with developmental disabilities who will work together to promote self-determination and responsible leadership.

Leadership Academy participants from the National Center included self-advocates with disabilities and support persons from Oklahoma, Arizona, and New Hampshire in addition to members of the National Center’s Management Team: John Johnson, Lisa Ferris, Nancy Ward, and Michael Ward. The Leadership Academy focused on the first phase of the servant-as-leader teaching, that of the “Personal Journey.” The intent was to adapt this well-known, mainstream leadership development approach for people with developmental disabilities.

On the first day of the Academy, the National Center participants were joined by a group from Ameritech in Indianapolis, to experience the learning session, “Servant as Leader — Leading From Within.” The Greenleaf Center facilitated this session as they would for any group of people. Both the National Center and Ameritech participants learned from each other and the self-advocates were truly included in this inclusive learning session. Although most of the people from Ameritech have not had previous experience with people with disabilities, an outcome of the day’s event for them was to view the self-advocates as learners and seekers traveling on the same journey in becoming better leaders. The discussion focused on servant-leadership, and advocacy or disability issues emerged during the discussions as they became relevant to the topic of servant-leadership.

Later in the week, the National Center participants reviewed the material that was covered during the learning session plus additional material to assess their understanding and comfort level with presenting it. After dividing into four sub-groups, each sub-group took a section of the material, adapted it into their own styles, and presented it back to the entire group. The group and facilitator critiqued these presentations. By using this teach-feedback format, everyone had an opportunity to remember and learn. This format also provided practice in how to be critical, but gentle with their criticisms.

The National Center participants left the Academy confident that they can use this learning in their lives and in their work with other people with disabilities. They also learned how to enhance their view of themselves as leaders, how to process new information, and how to relate to and serve others. The Leadership Academy expanded everyone’s vision of leadership in general — that disability and advocacy issues are very compatible with servant-leadership and a much broader leadership agenda. The notion of the leader-as-servant clearly resonates with disability and advocacy leaders and is consistent with how the leadership agenda should emerge for people with disabilities.
35 Years and Growing
(Continued from page 1)

A Look Back—A Brief History of The Greenleaf Center

Launched in September, 1964 by Robert K. Greenleaf, the Center was first called The Center for Applied Ethics. In 1985 the name was changed by the Center’s board of trustees to The Robert K. Greenleaf Center. Over the past 35 years the evolutionary development of both the Center’s mission and programs have been significant, with the pace quickening dramatically during the 1990’s. What follows is an abbreviated timeline of some of the major developments in the life of the Greenleaf Center over the past 35 years:

- 1964: Robert Greenleaf retires from AT&T to found The Center for Applied Ethics, later called The Greenleaf Center.
- 1970: Greenleaf coins the term “servant-leadership” when he publishes The Servant as Leader essay.
- 1971: Greenleaf publishes his second essay in the servant series, The Institution as Servant.
- 1974: Trustees as Servants is published.
- 1985: Richard Broholm is hired as the Center’s first Executive Director.
- 1988: A symposium on servant-leadership is held in Atlanta, Georgia.
- 1989: The Greenleaf Archives is established at the Franklin Trask Library, Andover-Newton Theological Seminary.
- 1990: Larry Spears is named to head the Greenleaf Center as Executive Director.
- 1990: The Center’s offices are relocated to Indianapolis, Indiana.
- 1990: Robert Greenleaf dies on September 29, at the age of 86, and is buried in his hometown of Terre Haute, Indiana.
- 1991: Robert Greenleaf is posthumously recognized by The National Association for Community Leadership with its National Community Leadership Award.
- 1992: The Greenleaf Center launches its first workshop program with the support of the W.K. Kellogg Foundation.
- 1993: Training magazine contains a cover story on servant-leadership.
- 1996: The Greenleaf Center launches its annual Leadership Institute for Higher Education with the support of the W.K. Kellogg Foundation.
- 1996: Jossey-Bass publishes two new books of previously-unpublished writings by Robert Greenleaf, On Becoming a Servant-Leader and Seeker and Servant. Both books are the outcome of an earlier archival project supported by Lilly Endowment.
- 1996: Dutch and Czech editions of The Servant as Leader are published, joining previously-published Spanish and Arabic editions.
- 1997: The Greenleaf Center expands internationally with the establishment of offices in both Europe and the United Kingdom.
- 1998: The Greenleaf Center Australia/New Zealand is established.
- 1999: Servant-Leadership, a new videotape, is produced and made publicly available.
- 1999: Characteristics of Servant-Leadership, a new workshop, is created and is now available through The Greenleaf Center.
- 1999: The Greenleaf Center, in conjunction with the National Association for Community Leadership, sponsors a one-time joint conference on servant-leadership and community leadership for the 21st century, supported by Lilly Endowment.

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.
A Simpler Way


Reviewed by Dan LeSeure

Dan LeSeure is a veteran corporate manager and long-time Greenleaf Center member. He currently acts as manager of application development at Country Companies Insurance Group in Bloomington, Illinois.

Why does servant-leadership work?

People change—and grow—when some spark inside them combines with an opportunity from outside. So I’m most effective as a manager when I’m a catalyst, and I’m best rewarded when the organization benefits from the individual’s growth. This was not an easy lesson to learn, nor one that I always remember.

Now, thanks to A Simpler Way, I understand why this lesson is true.

Margaret Wheatley and Myron Kellner-Rogers have written a powerful and unique book that sheds light on life in the same way that the pointillists painted: they daub together ideas from an amazing range of sources to create an astonishing picture of life and how it works. At a distance, their picture is stunningly complete. Up close, it’s constantly in motion, displaying new inter-connected insights.

Framed by photo essays and poetry excerpts, their text opens with an invitation to collaborate in seeking further understanding. They follow with a brief description of what the simpler way could be: “It requires being in the world without fear. Being in the world with play and creativity. Seeking after what is possible. Being willing to learn and to be surprised.”

Then they tell their story by using the structure of a poem called poetics by A.R. Ammon. Even the layout of their book reinforces their theme; each page is its own, different, length.

In its barest form, their story is the “logic of life.”

• Everything is in a constant process of discovery and creating.
• Life uses messes to get to well-ordered solutions.
• Life is intent on finding what works, not what’s “right.”
• Life creates more possibilities as it engages with opportunities.
• Life is attracted to order.
• Life organizes around identity.
• Everything participates in the creation and evolution of its neighbors.

The logic of life applies at all levels, to individual people and to their organizations. Like all life, people seek order. They seek meaning. Therefore, they create organizations: “Life seeks to organize so that more life can flourish. Systems are friendlier to life. They provide support and stability. They also provide more freedom for individual experimentation.”

The authors use system as a synonym for organization, or organism, both being classic open systems. When we remember that 10% of our dry weight is made of bacteria, we realize that we humans may not be so different from organizations after all: “We do know that in healthy human systems people support one another with information and nurture one another with trust.”

At all levels, “life is about invention, not survival,” and “symbiosis is the most favored path for evolution.” Differences in life forms are not the result of competition to survive, but a more subtle effort of “specializing in order to remain together.”

Life coevolves. There are no separated individuals. The coevolutionary processes of life cannot support isolation. Even as we draw the boundary of self, we also are creating an environment for others to participate in. We separate ourselves, but we also create the conditions for one another’s life. One self-asserting being creates itself, and its presence creates conditions for others to take form... Once we observe the self-creation process from a coevolutionary perspective we see that we simultaneously mold our individual identity and create a contribution to a greater whole.

One of the corollaries of systems coevolving is the notion that...

We can never direct a living system. We can only disturb it. As external agents we provide only small impulses of information. We can nudge, titillate, or provoke one another into some new ways of seeing. But we can never give anyone an instruction and expect him or her to follow it precisely. We can never assume that anyone else sees the world as we do.

And that, it seems to me, explains why the best test of servant-leadership is: “do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” It also explains my role as a manager catalyst: “We encourage others to change only if we honor who they are now. We ourselves engage in change only as we discover that we might be more of who we are by becoming something different.”

This book is at the intersection of spirituality and science, of mysticism and logic, and, as it happens, these are simply facets of the same jewel—life.
Mark Your Calendars for Future Greenleaf Center Conferences

The Greenleaf Center’s 1999 conference continues the tradition of offering outstanding keynote speakers, strong leadership development programming, and intensive pre-conference workshops. This conference, with the theme *Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century*, takes place June 10-13 in Indianapolis, Indiana, and features Stephen Covey, Ron Heifetz, Joe Jaworski and Meg Wheatley. It also showcases a special conversation about servant-leadership characteristics with featured speakers Juana Bordas, Andy Morikawa and Lea Williams.

The 1999 international conference is a special one-time-only collaborative event between the Greenleaf Center for Servant-Leadership and the National Association for Community Leadership. It has attracted the attention of community leaders and servant-leaders around the world, and brings together conferencees from the U.S., Canada, England, Scotland, the Netherlands, Germany, Guatemala, Slovakia, South Africa, China, Australia and New Zealand. This conference should prove an unparalleled opportunity for participants to gain strength and insight from each other and from other cultures as they try to grow as servant leaders and community leaders.

The Greenleaf Center is pleased to announce dates and early confirmed speakers for its 2000, 2001, and 2002 conferences. Be sure to mark your calendars now!

**June 15-17, 2000, Indianapolis, Indiana.** Confirmed speakers thus far:
- James McGregor Burns, author of the classic, set-the-bar book, *Leadership*, a masterful, beautifully written, historically-based view of leadership behavior, which first introduces his idea of “transforming leadership.” Currently he is Woodrow Wilson Professor of Government Emeritus at Williams College in Massachusetts, and Senior Scholar at the James MacGregor Burns Academy of Leadership at University of Maryland.
- Michele Hunt, author of *Dream Makers: Putting Vision and Values to Work*. After working on the top management team at Herman Miller for more than a decade, she was appointed the first director of the Federal Quality Institute by President Clinton. She is now the principal of Vision & Values in Washington, DC, a leadership consulting firm.
- Judith Wicks, co-author of the *White Dog Café Cookbook: Recipes and Tales of Adventure of Philadelphia’s Revolutionary Restaurant*. Wicks is an entrepreneur, social activist, and adventurer, 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.
- June 7-9, 2001, Indianapolis, Indiana. Confirmed speaker thus far:
- James Autry, author of *Love and Profit: The Art of Caring Leadership and Life and Work: A Manager’s Search for Meaning*. Autry is an author, poet, consultant, and former Fortune 500 executive. He was one of the poets featured on Bill Moyers’ special series, “The Power of the Word.” Jim was a keynote speaker at our conference in 1995, and was asked back by popular demand.

**June 6-8, 2002, Indianapolis, Indiana.** Confirmed speaker thus far:
- Parker Palmer, author of *The Courage to Teach and To Know As We Are Known*, and the popular essay *Leading From Within*. Palmer is a highly respected writer and traveling teacher, who works independently on issues in education, community, spirituality, and social change. He is a senior associate of the American Association for Higher Education and senior advisor to the Fetzer Institute, for whom he designed the Teacher Formation program for K-12 teachers.

Ten Characteristics

*(Continued from page 1)*

within their organization. Information is given on how leading-edge organizations like TDIndustries and Synovus Financial have utilized these characteristics as a means of providing a quality workplace for their employees while keeping traditional stakeholders pleased with continuing profits. Ms. Freeman also presents real-life examples and activities which promote ways in which the participant can apply these characteristics in one’s day-to-day activities.

With the advent of multi-mergers, conglomerates, corporate buy-outs and the like, servant-leadership — with its basic philosophy of serving others first — is needed now more than ever within organizations. This new workshop now being offered by the Greenleaf Center speaks to the needs of today’s businesses and other organizations.

**How will I benefit from this workshop?**
- Learn how some of *Fortune* Magazine’s Best Places to Work have utilized servant-leadership within their organizations
- Increase your listening and communication skills
- Learn how to develop your organization’s vision through awareness and foresight
- Improve your ability to work through challenges and change through different problem solving strategies
- Understand how to use the “Best Test” of servant-leadership to guide your day to day activities

... and much more!

The Ten Characteristics of Servant-Leadership is a one-day workshop now available through the Greenleaf Center. This program may be conducted on-site at your location. For additional information or to book this program, contact Nancy Lerner Ruschman, Program Director, at the Greenleaf Center: (317) 259-1241.
Record Number Attend the 1999 Leadership Institute for Higher Education

By Julie Begg,
Director of Outreach Services

Over thirty higher education institutions participated in the 1999 Leadership Institute for Higher Education held in downtown Indianapolis from April 14-16. Energy was high for this annual event which brought together a broad spectrum of higher education institutions and professionals.

"The entire conference was refreshing. It pushed me out of my personal comfort zone," commented Don Williams of Sterling College. During this three-day program participants were provided with several quiet opportunities for personal and institutional reflection. A combination of small group dialogue, learning exercises, short presentations and a fireside chat with Peter Vaill, author of Learning as A Way of Being and Spirited Leading and Learning, created a pleasant reprieve from the normal April madness in the school year.

This year's Institute participants included: Alma College (Alma, MI), Aurora University (Aurora, IL), Austin Community College (Austin, TX), Blackburn College (Carlinville, IL), Columbus State University (Columbus, GA), Contra Costa Community College District (Martinez, CA), Franciscan University of Steubenville (Steubenville, OH), Henderson Community College (Henderson, KY), Heritage College (Toppenish, WA), Hilbert College (Hamburg, NY), Illinois Valley Community College (Oglesby, IL), Lewis and Clark Community College (Godfrey, IL), Linfield College (McMinnville, OR), Massachusetts Institute of Technology (Cambridge, MA), Mercer University (Macon, GA), Moraine Park Technical College (Fond du Lac, WI), University of Nebraska (Lincoln, NE), Newman University (Wichita, KS), Northeast Mississippi Community College (Booneville, MS), Northeastern State University (Tahlequah, OK), Our Lady of the Lake University (San Antonio, TX), Parkland College (Champaign, IL), Saint Xavier University (Chicago, IL), Southwest Wisconsin Technical College (Fennimore, WI), Southwestern Community College (Chula Vista, CA), Sterling College (Sterling, KS), SUNY College at Oneonta (Oneonta, NY), Texas A&M University (College Station, TX), University of Texas at San Antonio (San Antonio, TX), Valparaiso University (Valparaiso, IN), Ventura Community College District (Ventura, CA), and West Valley Mission College (Saratoga, CA).

According to many participants, the most beneficial aspect of the Institute came in the form of time spent with colleagues. "I really appreciated the conversation time I had with my colleague," commented Mary Guccio of SUNY College at Oneonta. Working with their institutional partner seemed to solidify their commitment to the values-based principles that are characteristic to the foundation of their institution. In turn, many attendees seemed to take away a feeling of personal renewal and understanding. For others, the Institute provided vital tools for creating an institutional environment that could foster and develop servant-leadership principles.

"This experience has been worth my time and money. It will benefit myself and my institution," remarked Anne Hathaway of Mercer University.

The next Leadership Institute for Higher Education will be held in Indianapolis, Indiana, April 26-28, 1999. Please contact Julie Begg at the Greenleaf Center for more information or e-mail her at jbeggs@greenleaf.org.

Contact Information for Overseas Centers

The Greenleaf Centre for Servant-Leadership UK
Contact: John Noble
1 All Saints Road
Sutton Surrey SM2 3DA
England
Phone/Fax: 44-181-408-1657
e-mail: jnoble@greenleaf.netkonect.co.uk

The Greenleaf Centre for Servant-Leadership, Australia/New Zealand
Contact: Diann and Alison Feldman
53 Bass Street
Toowoomba Queensland 4350
Australia
Phone/Fax: 61-7-4635-2980
e-mail: Difeldman@t130.aone.net.au

The Servant-Leadership Center, Europe
Contact: Tjeb Maris/Marina Kreeft
Marezate
Utrechtseweg 63
1213 TL Hilversum
The Netherlands
Phone: 31-35-621-0666
Fax: 31-35-628-0333
e-mail: Marezate@compuserve.com

The Robert K. Greenleaf Center for Servant-Leadership
921 E. 86th St., Suite 200
Indianapolis, IN 46240

Phone: 317-259-1241
FAX: 317-259-0560

Address Correction Requested

Non-Profit Organization
U.S. Postage PAID
Indianapolis, IN
Permit No. 8870