1999 Conference Brings Together Servant-Leadership, Community Leadership

Collaboration, listening, seeing things whole, consensus decision-making, working on a shared vision. These aren’t merely buzz words. They are the key elements which have made it possible for two international leadership organizations to come together around a common vision: Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century.

Navigating the Future is a special, one-time-only, joint conference brought to you by the Greenleaf Center for Servant-Leadership and the National Association for Community Leadership, June 10-13, 1999, in Indianapolis. This special event is a calling-together of leadership professionals and searchers, dreamers of great dreams and builders of great organizations, who are called to be navigators of the future. Together we are presenting a major conference for those whom our organizations serve, and together we are encouraging servant-leaders for the 21st century.

This year’s conference brings together the best of both conferences with programming to satisfy both constituencies, great featured presenters, an on-site bookstore, more choices in pre-conference workshops, and bonus social events, including a Welcome Reception on Thursday evening, Authors Night Reception and Booksing on Friday evening, and a special outing to the Indianapolis Children’s Museum on Saturday evening, sponsored by the Stanley K. Lacy Leadership Association, our local host group.

Confirmed featured presenters for the 1999 conference are: Juana Bordas, founder of the National Hispana Leadership Institute, principal of Mestiza Leadership Services in Denver, and contributing author to Reflections on Leadership; Stephen Covey, author of The 7 Habits of Highly Effective People and co-chairman of the Franklin Covey Company, the largest leadership development organization in the world; Ronald Heifetz, author of Leadership Without Easy Answers, and director of the Leadership Education project at Harvard University’s John F. Kennedy School of Government; Joseph Jaworski, author of Synchronicity: The Inner Path of Leadership, founder of the American Leadership Forum, and co-founder of the Centre for Generative Leadership; Andrew Morikawa, executive director of the Community Foundation of the New River Valley, former president of World SHARE, and a trustee of the

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On the Road and in the News with the Greenleaf Center

Listed below are some of the programs, publications and outreach activities involving Greenleaf Center personnel and members in recent months. The Greenleaf Center offers a wide array of workshops, institutes, retreats, and consultative services. Please contact Nancy Larner, Program Director, if you are interested in our providing servant-leadership programs or speakers for your group or conference, or articles on servant-leadership for publication. Also, please let us know of any newly-published articles or books that mention servant-leadership.

Selected Programs and Outreach

Senior Educator Richard Smith facilitated a community-building retreat for Mobius Associates and Baldwin County Electric Company in Gulf Shores, Alabama.

Chief Executive Officer Larry Spears conducted meetings with members in Ann Arbor, Michigan.

Greenleaf Center partner, Dr. Mark Maier of Chapman University, presented a session on servant-leadership at the first annual Community Service-Learning Conference, sponsored by the California Community Colleges, in Long Beach, California.

Richard Smith conducted Servant-Leadership: Foundation for Organizational Change for Grissom Air Force Base in Grissom, Indiana.

Julie Beggs, Director for Outreach Services, spoke on servant-leadership for the Institute for the Study of Developmental Disabilities group in Morgantown, Indiana.

Richard Smith provided consultative services to Ripon and Marian Colleges in Fond du Lac, Wisconsin.


Richard Smith facilitated the Organizational Change through Servant-Leadership workshop for State Farm insurance in Bloomington, Illinois.

Julie Beggs presented a poster session at the annual conference of the National Society for Experiential Education, in Norfolk, Virginia.

Richard Smith provided consultative service to Centennial College and Quantum Solutions in Toronto, Canada.

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Guest Column

Diversity

By Isabel O. Lopez, Greenleaf Center Facilitator

Growing up in a small town in northern New Mexico, we were taught the concept of hospitality early. We often had relatives come to visit with whom we shared food, lodging, stories and laughter. I can remember one of the specific hospitality lessons my mother taught us—taught me, specifically.

At a Sunday dinner at which there were guests present, the gravy was lumpy. My mother was an excellent cook who never made lumpy gravy. I began to laugh and tease my mother and engaged my sister in the teasing. My mother did not let this go on for long. Rather she sent us both to do the dishes. I was surprised—dinner wasn’t over. I learned later that my aunt, not my mother, had made the gravy.

This incident taught me lessons that can be applied to the practice of diversity—or working with those who are different in some way from us. I learned that hospitality is really about allowing the stranger to be who they are, not who we are. After all, how possible is it for any one of us to be someone else? My aunt was not the cook that my mother was. In some ways, I now believe that the true meaning of diversity is that of hospitality.

I also learned that the dinner was not about the gravy, it was about being together in community. One can only be in community when barriers are removed. This is also true of working with diversity. People cannot transcend their differences without a common ground of purpose that allows for working together.

I learned that one can hurt another’s feelings without intending to do so. My assumption that my mother had made the gravy was wrong. And my aunt might have been offended by the teasing. In a family, one has opportunities to make amends. In our work situations, that opportunity or even the knowledge that we have offended may elude us. Regardless of intent, the impact of our behaviors may still be harmful to the other.

The work of diversity is that of finding the places and the ways in which we can work together as individuals, as communities, as organizations, and as a society. I believe this is not an ideal, but a practical reality. Our differences have been accentuated by the rapid rate of change we have faced. At the same time, we have neglected the repair and reweaving of common bonds that connect us.

The changes in technology, in markets, in demographics have once again brought us face to face with essential questions. Some of these questions are: “Who am I?”, “How do I fit?”, “What is the meaning of the work that I do?” The answers to these questions, will for each one of us, point out our uniqueness and individuality. It is true that we are different. We are separated by age, race, ethnicity, gender, lifestyles, professions, religion, economic status, physical capabilities, education and personality. The list can go on and on. Yet, even at my mother’s table the gravy was part of the meal. She never would have chosen not to serve it. Each of us brings lumpy gravy to the table at times, at other times we bring the most elegant of dishes. Together we make a meal that is far more than the specific dishes that we serve.

Still, we desire the rules for how to work with our myriad separations. Old rules no longer seem to work in guiding these separations. This is the place at which hospitality can become the new rule: hospitality—allowing space for the stranger to be who they are, not who we are as individuals. The new “we” then becomes the place of common purpose.

The development of purpose is constant work. In the end, this common purpose connects each of us to each other and to what we are trying to accomplish.

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**Recent Commentary by Larry C. Spears**

"Consider the following list of leadership authorities: James Autry, Warren Bennis, Ken Blanchard, Stephen Covey, Max DePree, Peter Drucker, Frances Hesselbein, Joe Jaworski, Jim Kouzes, M. Scott Peck, Peter Senge, Peter Vaill, Margaret Wheatley and Danah Zohar. What do these authors have in common? All of them have been influenced by the writings of Robert K. Greenleaf, and, these and many other leadership authorities are increasingly calling attention to the growing influence of Greenleaf's concept of servant-leadership."


"There is a deep hunger in our society for a world where people truly care for one another, where people are treated humanely and helped in their growth, where workers and customers are treated fairly, and where our leaders can be trusted to serve the needs of the many, rather than the few. We seek a model of leadership based upon teamwork, community, and ethical and caring behavior. We seek involvement in decisionmaking to enhance our personal growth, while improving the caring and quality of our organizations. This emerging approach to leadership and service is called 'servant-leadership'."


"Servant-leadership, now in its third decade as a specific leadership concept, continues to create a quiet revolution in workplaces around the world. As we prepare to enter the 21st century, we are witnessing a shift in many business and nonprofit organizations—away from traditional autocratic and hierarchical modes of leadership, and toward servant-leadership."


"Like many things in life, conscious practice of servant-leadership traits is the key to becoming an effective servant-leader. Here are some first steps to help you get started: serve others; lead others; seek enlightenment; practice trust (in yourself and others); take the long view."

—from "Servant-Leadership," Leverage, Pegasus Communications, September 14, 1998

"Ten characteristics of servant-leaders are: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community."


"The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?" With that initial definition of servant-leadership in 1970, Robert Greenleaf planted a seed of an idea that continues to grow in its influence on society with each passing year. In fact, during the 1990s, we have witnessed an unparalleled explosion of interest and practice of servant-leadership. In many ways, it can be said that the times are only now beginning to catch up with Robert Greenleaf’s visionary call to servant-leadership."


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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 best test 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

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**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.

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**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.
Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern

Reviewed by Jeff McCollum

Jeff McCollum is director of Organizational Development for Warner-Lambert and a member of The Greenleaf Center's board of trustees.

In The Power of Servant Leadership (reviewed in the last issue of The Servant Leader), Robert Greenleaf turns a number of times to the principle of "faith in trust." In the "Seminary as Servant," he notes, "In our times, the heart of the matter of faith in the improbability of human performance— institutions—may be trust" (Greenleaf's emphasis). Robert Bruce Shaw, in Trust in the Balance, picks up the argument with one eye on the mounting pressures experienced by organizations in the late 20th century and the other on the legacy of distrust generated by the management fads of the late 1980s and early 1990s.

"Trust is based," Shaw asserts, "on the assumption that people are both willing and able to use their power to advance the common good of the organization." It is an assertion that should resonate with servant-leaders, built on the belief that people are inherently trustworthy and will act in support of the common good rather than out of self-interest. Shaw then goes on to develop a cogently-structured brief outlining what leaders must pay attention to in order to generate trust in their organizations.

This book is organized in four sections. Shaw starts with a business case for change and then moves to a discussion of the organizational characteristics and personal qualities on which trust is based. He discusses, in some detail, how to create trust-based organizations through focus on personal leadership, organizational architecture and organizational culture. He concludes with observations on how to regain it if it has been lost—a difficult proposition.

Shaw's case for trust replacing loyalty as the "primary bond which holds organizations together" is the complexity faced by those organizations in the late 1990s: global work teams separated by time, distance and culture, joint ventures and alliances, the increasing use of cross-functional teams, growing unit and individual autonomy and the need for more effective one-to-one collaboration.

Trust is the currency which allows all of these organizational forms to succeed. Trust affects personal credibility, personal relationships, team performance and, in turn, organizational success.

The paradox that we have to confront is that the more important trust has become, the more elusive it seems.

If it is so elusive, what can a leader do about it? Where does it come from? Shaw argues that it starts with a good knowledge of one's self and requires that one place faith in others. It is produced by achieving results, acting with integrity and demonstrating personal concern for others. All three components—results, integrity and personal concern—must be kept in balance. Keeping them generates dilemmas: for example, how do you down-size (a results-based action) in a way which demonstrates genuine personal concern? Hence the title. This is the balance in which trust hangs.

The acknowledgment of the need for balance—and the inherent dilemmas in seeking it—were the most provocative and interesting discussions in Trust in the Balance. When they are not in balance, we sow and reap distrust, suspicion and cynicism. "The cost of suspicion is also growing. Sustainable success in today's business world requires levels of trust far beyond what was needed a decade ago... Without trust, organizations lack the agility required to keep pace with a rapidly changing marketplace... Without trust, empowerment is no more than a corporate slogan."

The behavior modeled by leaders contributes significantly to whether the harvest will be long-term success or failure. "Trusting and trustworthy. Each leader must lead the way in trusting others and behaving in a trustworthy manner. Each leader must take risks along the way and demonstrate, at a personal level, what trust looks like in action. This, ultimately, is the challenge for each of us. Can we learn to trust others in a way that enables them to contribute to the full extent of their talent and drive?"

Shaw's conclusion here seems consonant with Greenleaf's oft-quoted "test" of leadership, i.e., do those led grow and develop? Servant-leadership is about delivering on expectations. It is about having our thoughts, words and deeds aligned. It is about demonstrating genuine care for others. It seems to be a leadership philosophy capable of creating trust in the balance.

Diversity
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A common purpose is hospitable—there is space for all of us to use our individual strengths to perform at our highest levels. Developing this purpose is neither quick nor easy, but necessary. A common purpose creates room for all of us to be at the table.

Excerpted from an article reprinted with permission by InterTEC Publishing from the October 1994 edition of The Press magazine
1999 Conference
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In addition to general sessions with our featured presenters, we are offering four banks of concurrent break-out sessions. They will provide programming in such areas as leadership development skills and capacities in the areas of both servant-leadership and community leadership; tools for leadership practitioners; servant-leadership case studies in healthcare, business, and education; youth leadership development efforts; spirituality in the workplace; personal development, wellness, and life balance.

This year the Greenleaf Center will offer three pre-conference workshops. The popular workshop Servant-Leadership: A Foundation for Effective Organizational Change explores servant-leadership within the context of organizations. Leadership Development is Spiritual Development is designed around the premise that our life and work as a leader flows from our inner life; this was a sell-out workshop in 1998. We will premiere our newest workshop, Ten Characteristics of Servant-Leadership, at the conference.

On the Road
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Larry Lad, Associate Professor of Management in the College of Business at Butler University and Greenleaf Center partner, conducted a program on ethics and servant-leadership at the Indiana School Boards Association in Indianapolis, Indiana.

Richard Smith provided consultative services to Family Advocacy Services in Baltimore, Maryland.

Tammya Freeman conducted a creativity and servant-leadership program for the College and University Personnel Association in Indianapolis, Indiana.

Richard Smith conducted a program for the Congregation of St. Agnes in Fond du Lac, Wisconsin.

The Greenleaf Center was represented by Julie Beggs at a gathering of community leadership directors at the Developing Community Leadership conference in Chaska, Minnesota.

Larry Spears spoke on the theme of “The Fundraiser as Servant-Leader” at the Senior Leadership Forum, part of the program of the annual conference of the National Catholic Development Council, in Toronto, Canada.

Richard Smith and Isabel Lopez facilitated the third annual Leadership Institute for Higher Education, in Culver, Indiana.


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

- "Robert Greenleaf: First serve, then lead," by Janice Van Reyk, appeared in a Melbourne, Australia newspaper.
- The Fall 1998 issue of High Tor Forum focussed on the theme of servant-leadership and included: "A Conversation with Jack Lowe, Jr.;" a commentary by Richard W. Smith titled, "Real or Illusory Change: Which Will Leaders Choose?;" and "Thoughts on the Servant Leader as Artist," by Ethan Rozenfeld. For more information contact High Tor Alliance, 823 Chestnut Ridge Road, Spring Valley, New York 10977.
- A review of Insights on Leadership appeared in the October 1998 issue of Harmony, a journal of the Symphony Orchestra Institute, in Evanston, Illinois. The reviewer, Mark Jamison, writes, in part: "To anyone who has scratched the surface of organizational change writing over the last decade, names such as James Autry, Margaret Wheatley, Ken Blanchard, Peter Block, and Joseph Jaworski are familiar ones. All have contributed essays to the book. All apply Greenleaf principles in individual and effective ways. All bear witness to the importance of a basic personal philosophy put into practice."

Upcoming Programs
Servant-Leadership retreat in Orange, CA, January 29-30, 1999
Servant-Leadership and Team Spirit Program in Delmar, CA, February 4-5, 1999
Servant-Leadership retreat in Mahwah, NJ, April 8-11, 1999

"Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century," a special joint conference by The Greenleaf Center and COMMUNITY LEADERSHIP will be held June 10-13, 1999, in Indianapolis. Confirmed presenters include Stephen Covey, Joseph Jaworski, Ron Heifetz, and Margaret Wheatley.

For information on these and other programs contact the Greenleaf Center.
International Development

Unlocking the Potential

By John Noble,
Greenleaf Centre-United Kingdom

The second conference under the auspices of the Greenleaf Centre for Servant Leadership-UK was held in London on October 27-28, 1998.

The event entitled Unlocking the Potential was based around two all-day workshops facilitated by Richard Smith, followed by a presentation on the second evening by Jack Lowe, the Chief Executive Officer of TDIndustries and Chair of the Greenleaf Center Board in the United States.

Richard opened the conference with A Personal Journey through Servant Leadership. On the following day he led the workshop Servant Leadership: A Foundation for Effective Organisational Change. On both days he was working with a group of people drawn from varied backgrounds. There were folks from the for-profit and not-for-profit worlds, representatives from both the manufacturing and the service sectors, a small group from a prestigious business college, and a number of management consultants drawn pretty well from every region of the UK. There were some for whom this was their first exposure to servant leadership, for others it represented a next stage in coming to grips with Robert Greenleaf’s ideas.

Using his own blend of presentation, reflection, discussion and a quality of silence that a Quaker meeting for worship might well envy, Richard led the groups on both days through a searching but highly rewarding learning experience.

One particularly interesting “ice breaker” came in the form of an invitation in the middle of a session to everyone to stop what they were doing and find three members in the wider group that they did not know and engage them in conversation. While the reputation for reserve attributed to at least some sections of the British public may not be entirely warranted, it has to be said that the level of enthusiasm displayed for this exercise was really quite extraordinary! As was the level of energy generated.

As had been the case at last year’s conference, the groups on both days found the workshops challenging, and some probably felt uncomfortable with the absence of ready answers. But, as one participant pointed out to me later, Richard ran the sessions in accordance with the balance of support and accountability that servant-leadership itself seeks to promote. “He gave lots of support, checking all the time that we had understood, were comfortable with what we were being offered, and making time for us to absorb it. We trusted Richard to share his knowledge; he trusted us to care enough to let him know when we didn’t get it. Together we did generate care—and pleasure.”

Many of the participants from the two days’ workshops stayed on, and were augmented by a new group, to hear Jack Lowe’s presentation on the second evening. And what a joy that was!

Jack took as his theme the culture of trust and the commitment over many years to servant-leadership at TDIndustries, and gave us an entertaining and detailed history of the company, sharing the problems as well as the triumphs, illustrating how an adherence to the company’s founding principles has seen it successfully through the most difficult times. At the start of his talk Jack mentioned that someone had suggested that he may need an interpreter but, in that rich Texas accent—“the only one I have”—he painted a compelling picture of servant-leadership in action, the living vindication of the principles on which our earlier workshops had sought to focus. The evening concluded with a lively open discussion in which Jack fielded the most pointed and difficult of questions with all the directness, humour and gentle grace that those of us privileged to know him have become familiar. The overwhelming consensus of opinion afterwards was that he should come back again.

The conference was a considerable success, not only for the event itself, but in marking a new point in the evolution of the still new Greenleaf Centre-UK. We will move on from here, but I suspect that we will look back to our 1998 conference as the point where we reached a truly significant place in our development.

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