SERVANT LEADER
Newsletter of the Robert K. Greenleaf Center
Spring 2000

10th Annual International Conference Set for June 15-17, 2000;
Principles and Practices of Servant-Leadership is Conference Theme

Servant-leadership is a way of being and a way of seeing—an orientation to life, work and people that leads to a way of doing. There are many ways of doing—many practices—which flow from the servant-leadership attitude. With this conference we convene servant-leadership practitioners and theorists from diverse settings to share with you their own latest thinking and best practices. Come join us in Indianapolis as we explore servant-leadership with our mentors and colleagues.

On Thursday, June 15, we offer three pre-conference workshops which run concurrently from 9 a.m. to 5 p.m. Our pre-conference workshops serve two important purposes: they offer an intensive, day-long opportunity for personal and professional development; and they provide organizations a chance to preview programs which they are thinking about bringing on-site to their employees or associates. This year we offer the following workshops: Distributing Organizational Power Through Servant-Leadership, Ten Characteristics of Servant-Leadership, and Reflections on Servant-Leadership. After the pre-conference workshops, conference are invited to a get-acquainted reception from 5 p.m. to 6:30 p.m. This is a great chance to renew old friendships and make new friends.

The conference officially opens on Friday morning, June 16. This year’s keynote speakers are:

- James MacGregor Burns, noted historian and the author of more than a dozen books, and winner of both the Pulitzer Prize and the National Book Award. Burns is the author of Leadership, the critically acclaimed, historically-based view of leadership behavior which first introduced his idea of “transforming leadership.” His most recent book, with Georgia Sorenson, is Dead Center: Clinton-Gore Leadership and the Perils of Moderation (1999).

- Michele Hunt, the author of DreamMakers: Putting Vision and Values to Work, and the founder of the Washington, D.C. consulting firm Vision & Values. Hunt was appointed in 1993 by President Clinton to serve as the executive director of the Federal Quality Institute, with the mission to help seed the reinvention of the U.S. government.

Prior to this appointment, she spent 13 years with Herman Miller, Inc., a global office furniture company, where she helped the company win awards for being one of the most-admired

On the Road and In the News with the Greenleaf Center

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, at (317) 259-1241, Ext. 29, if you are interested in our providing servant-leadership programs or speakers for your group or conference.

Recent Programs
Board Chair Jack Lowe Jr. and Board Member William Guillory spoke on servant-leadership at the annual International Conference on Business & Consciousness in Acapulco, Mexico.

Outreach Director Julie Beggs presented two workshops on servant-leadership at Indiana University Southeast, and participated in a service-learning activity in New Albany, IN.

Program Facilitator Jeff Miller, Ph.D., conducted Putting Servant-Leadership into Practice Where You Live and Work for the Heritage Corridor Convention and Visitors Bureau in Joliet, IL.

Program Facilitator Tammy Freeman conducted the Ten Characteristics workshop for Leadership in Newaygo County in Fremont, MI.

Jeff Miller provided consultative services to the Second Presbyterian Church in Indianapolis, IN.

Julie Beggs conducted a workshop with the Stanley K. Lacy Leadership Group/Indianapolis Chamber of Commerce in Flat Rock, IN.

Jeff Miller conducted Putting Servant-Leadership into Practice Where You Live and Work, for Chapman University in Orange, CA and at the University of Dayton in Dayton, OH.

Tammy Freeman conducted the Personal Journey workshop with the Province of Saint John the Baptist Order of the Friars Minor in Indianapolis, IN.

Greenleaf Center partner Larry Fidelus conducted the Servant-Leadership Retreat in Mahwah, NJ.

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Sharing Servant-Leadership with Others

by Tim Delaney, Chief Deputy Attorney General, State of Arizona

The reporter’s underlying premise threw me. He said a participant at a recent executives training program told him that my presentation was the most memorable part, and then he asked why the Chief Deputy Attorney General—a prosecutor, after all—had added—was teaching “soft and fuzzy stuff” about personal values. The idea that my remarks about “Civic Leaders as Community Trustees” had stood out surprised me, and his “prosecutor” statement stunned me, so I stammered out something about being invited as a former President of Valley Leadership rather than as Chief Deputy. While accurate, my answer did not indicate that in the last three years I have, in a variety of capacities, shared information about the “soft and fuzzy stuff” of servant-leadership with more than 2000 people. Here’s how.

In 1997, while President of Valley Leadership (a leadership development organization in Phoenix), I read Insights on Leadership, the outstanding book edited by Larry Spears. I immediately presented the philosophy of servant-leadership to that year’s undergraduate class, which warmly embraced it. Since then, I have taught servant-leadership to three Valley Leadership undergraduate classes of 45 people, three Executive Institutes of 15 people, and Valley Leadership’s board. I stress the need for civic leaders to view themselves as community trustees, which involves three components: holding the community in trust, being servant-leaders, and working for the common good.

In 1998, several school boards invited me to teach them about Arizona’s Open Meeting Law. As Arizona’s Solicitor General, I had just won a case that removed four school board members from office for breaching the public’s trust by violating the Open Meeting Law. Public officials suddenly yearned to know how to comply.

It struck me that public officials would benefit from learning about servant-leadership. So instead of focusing exclusively on the Open Meeting Law, I wove in information about servant-leadership and urged the school board members to explore Robert Greenleaf’s questions in Servants as Trustees: “Whom do you serve?,” and “For what purpose?”

I was apprehensive about how they would react, but also knew that if public servants would explore the fundamental question of “why” they serve instead of simply “how” to avoid violating the Open Meeting Law, both groups—the public servants and the general public—would benefit.

The results? Within a few days, a school board member wrote: “Thank you for sharing the concept of servant-leadership. It can have profound effects if more people know about it.” Thereafter, I incorporated servant-leadership and Greenleaf’s questions in more than a dozen programs, ranging from 10 attendees to more than 500.

The next time you give a presentation, think about sharing the concept of servant-leadership. You do not have to make it your central theme. But if you share servant-leadership with others, even indirectly, they will appreciate your bringing to them the gift contained within this special concept.

And the next time that a reporter asks me why I, as a prosecutor, talk about the “soft and fuzzy stuff” of servant-leadership, I will answer directly: “Because I am in the business of helping individuals build stronger communities.”

Tim Delaney, a Greenleaf Center member, currently serves as Chief Deputy Attorney General for the State of Arizona.
On the Road and in the News

Julie Beggs presented a workshop at the annual National Association for Student Personnel Administrators conference held in Indianapolis, IN.

Program Facilitator Isabel Lopez conducted the Organizational Change workshop for the Putnam/Northern Westchester Board of Cooperative Educational Services in Yorktown Heights, NY.

Jeff Miller conducted Putting Servant-Leadership Into Practice as a publicly offered workshop in Indianapolis, IN.

CEO Larry Spears, Julie Beggs, and Jeff Miller did a presentation on servant-leadership for a group of administrators, faculty and staff at Indiana State University, Terre Haute, IN.

Jeff Miller conducted a publicly offered workshop sponsored by the Huntsville Chamber of Commerce in Huntsville, AL.

Julie Beggs presented a servant-leadership workshop based on Greenleaf's essay titled “Education and Maturity” for Highland Community College in Freeport, IL.

Larry Spears participated in a variety of meetings in Columbus, GA.

Jeff Miller presented a keynote speech for Brigham Young University in Salt Lake City, Utah.

Larry Spears and Jeff Miller participated in a series of presentations and meetings in Hilversum (The Netherlands), London (England), and Helsinki (Finland).


Julie Beggs and Jeff Miller conducted a variety of workshops and presentations for the Leadership Centre at The University of Natal in Durban, South Africa.

Jeff Miller conducted True Colors and Servant-Leadership at South Suburban College in South Holland, IL.

Larry Spears participated in a series of meetings in Washington, D.C.

Program Facilitator James Showkeir conducted Distributing Organizational Power through Servant-Leadership for the Benedictine Health System in Grand Rapids, MN.

Greenleaf Center member Frank Hamilton, Housemaster for the University of South Florida (USF) Leadership House, and Dr. Tom Kane, Director of Housing for USF, presented a program on servant-leadership and the USF Leadership House to the Residence Life professionals at the University of Florida in Gainesville, FL.

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 of any other recent articles or books about servant-leadership.

- The March/April 1999 issue of a British journal called The Beacon carried a review of Insights on Leadership, edited by Larry C. Spears.
- The Spring, 1999 issue of The Phi Theta Kappa Leader included two articles on servant-leadership—"Getting to Know the Servant Leader" and "Patch Adams Encourages Servant-Leadership."
- The May, 1999 Board Member Special Edition, a periodical for members of the National Center for Nonprofit Boards, included commentary by Larry Spears on the role of trustees as servant-leaders.
- The May 31, 1999 issue of Transformation, the weekly newsletter for members of the World Business Academy, contained a book review of The Power of Servant-Leadership.
- The December 1999 issue of the University of Navarra (Spain) publication, Revista de Antiguos Alumnos, included "10 valores del lider," a description by Larry Spears of ten characteristics of servant-leaders. Larry also contributed a conference paper titled "Servant-Leadership and Business," which was translated into Spanish and presented at a Barcelona conference of the IJE 9th Colloquium on Business and Economic Ethics, by Jaap Huttenega of the Greenleaf Center in Europe.
- The January 2000 issue of the Assumption Abbey Newsletter (Richardson, ND) contained an article, "Servant-Leadership: A Long Monastic Tradition," by Valerian Odermann, O.S.B.
- The Learning of Love: A Journey Toward Servant-Leadership, by William B. Turner, with Delane Chappell, has been published by Smyth & Helwys and is now available from The Greenleaf Center.

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.
companies, one of the top 10 companies best to work for, and one of the best companies for women.

• Dee Hock, Founder and Chief Executive Officer Emeritus of VISA U.S.A. and VISA International. VISA is owned by 22,000 member banks, which both compete with each other for 750 million customers and must cooperate by honoring one another’s $1.25 trillion in transactions annually across borders and currencies. Dee Hock’s book, Birth of the Chaordic Age (1999), is the story behind the structure of VISA International, a “chaordic” structure which Hock asserts is responsible for VISA’s worldwide success. In 1991, Dee Hock became one of thirty living Laureates of the Business Hall of Fame, and in 1992, he was recognized as one of eight individuals who most changed the way people live in the past quarter century.

• Michael Jones, a gifted pianist, author, speaker, and educator. He has 11 recordings on the Narada Record label, selling more than 2 million units of his “pianoscapes.” Jones has written numerous articles on creativity as well as an award-winning collection of stories and insights on the creative process entitled Creating an Imaginative Life. His talks, which feature both music and stories, begin with the question: “Who will play your music if you don’t play it yourself?” Too often we think our work is what we are. Michael Jones professes that our lives are what we are, and that our challenge is to let our life be our art.

• Daniel Kim, a leading management thinker, facilitator, teacher, and public speaker committed to helping problem-solving (reactive) organizations transform into (generative) learning organizations. He is co-founder of the MIT Organizational Learning Center (now called the Society for Organizational Learning), a consortium of leading corporations that share a commitment to transforming the practice of management through the learning disciplines. He is the founding publisher of The Systems Thinker newsletter and author of numerous books and articles on the principles, tools, and applications of systems thinking as well as in the areas of leadership and organizational learning.

• Judith Wicks, founder and President of White Dog Enterprises, Inc., established in 1983, which owns and operates the White Dog Café and The Black Cat, a retail gift store which promotes the work of third world peoples. The Café has received national recognition, including the American Benefactor’s “America’s 25 Most Generous Companies” in 1998; Conde Nast Traveler list of top 50 American restaurants in 1993; and Inc. magazine’s best small companies to work for in 1993. Wicks is co-author of The White Dog Café Cookbook: Multicultural Recipes and Tales of Adventure from Philadelphia’s Revolutionary Restaurant (1998). Judy Wicks is well known for blending food, fun, and social activism. In 1995 she won the Business Enterprise Trust award, founded by Norman Lear, for creative leadership in combining sound business management with social vision.

In addition to the planned keynote sessions, there will be a general session featuring a panel program led by principals of the international branches of the Greenleaf Center, with representatives expected from Europe, the U.K., Australia/New Zealand, Singapore, South Korea, and Canada. The conference also offers four banks of concurrent sessions, where conferences will explore principles and practices of servant-leadership in greater depth; an authors’ night book signing reception; and an on-site leadership bookstore.

Some of the concurrent sessions to be offered cover servant-leadership values and practices at three of Fortune magazine’s “100 Best Companies to Work For.” Other sessions will explore servant-leadership as it relates to the following topics: change management; community development; educational organizations; personal leadership development; creative problem-solving; persuasion; foresight; the new economy; appreciative inquiry and organizational change; collaboration; healthcare; and public service.

The site for this year’s conference is the Sheraton Indianapolis Hotel and Suites, located on the north side of Indianapolis. Room rates for the conference range from $109 (for a standard single/double) to $169 (for a suite for 4 people). Make your reservations directly with the hotel (317-846-2700) by May 24 and mention the Greenleaf Center conference to obtain these special room rates.

The registration fee for members is $595 for the conference, and $195 for pre-conference workshops. Additional discounts are available to organizations that want to send a group of three or more to the conference. You can obtain conference brochures by calling the Greenleaf Center at 317-259-1241, ext. 33. You can also visit our website (www.greenleaf.org) to obtain conference updates and registration information.
Fortune’s “Best Companies To Work For” Embrace Servant-Leadership, Share Stories and Advice in Recent Panel Program and New Video

By Delane Chappell, The Business Resource Center, Columbus, Georgia

It was their commitment to servant-leadership that brought together the leaders of five companies named to Fortune magazine’s top list of “The Best Companies to Work for in America” to share their experiences in creating workplaces and communities with heart and soul. Co-sponsored by the Greenleaf Center and the Center for Servant Leadership in Columbus, the event was held in conjunction with the Greenleaf Center’s winter board meeting.

Synovus Financial Corporation was named the best company to work for in 1999, and ranked number five on Fortune’s 2000 list. Synovus, a multi-billion dollar financial services company headquartered in Columbus, was represented by CEO Jimmy Blanchard. Joining him on the panel were:

• Garrett Boone, CEO of The Container Store of Dallas, Texas, and Beth Barrett, the company’s vice president of operations. The Container Store, a storage and organization retailer, was named the number one place to work in 2000.

• Timm Chamberlain, a representative for Southwest Airlines. Southwest, based in Dallas, Texas, placed second on Fortune’s 2000 list of “Best Companies to Work for.”

• Jack Lowe, CEO and Chairman of TDIindustries, an employee-owned national mechanical contracting and service company of Dallas, Texas. The company, which has been on the Fortune list for four years, ranked fourth in 2000.

• Dan Amos, president and CEO of AFLAC Inc. of Columbus, Georgia, the leading provider of supplemental insurance at the worksite in the United States. AFLAC ranked number 18 on the “Best Companies to Work for” list in 2000, and first on the list of best insurance companies.

All outstanding performers, the companies share more than bottom line profitability. They share a common understanding of what servant-leadership means and how it is expressed in their workplaces. As Blanchard explains: “The heart of the servant-leader brings order, brings meaning to employees. When employees feel order and meaning and that they are a part of a team that stands for something good, that there is a higher calling than just working to get a paycheck, that they are improving mankind, there is an energy level that explodes and great things happen, and things that are unconquerable are conquered.”

One of the foundation principles guiding The Container Store’s relationships with customers, vendors, and one another is succinctly stated: “Fill the other guy’s basket to the brim.” Boone said, “That principle guides our relationship with every single person who comes into contact with The Container Store... It’s all about establishing mutually beneficial relationships. It’s about listening to people and finding out what their needs are and finding a way to help them fulfill those needs. It’s about respecting people.”

A story can best explain the culture at Southwest Airlines. Chamberlain said, “In the beginning when Southwest started out, it had four airplanes and they were having trouble making ends meet. It was either let people go or sell an airplane. So they decided to sell an airplane. They haven’t laid people off in their entire history.”

TDIndustries learned that there’s one vital ingredient of servant-leadership, a binding agent that holds the whole thing together. “Back when this book [100 Best Companies to Work for in America, the book that preceded the Fortune articles] was put together in ’93, they came to see us,” Lowe said. “They said, ‘We’ve been talking with your folks and there seems to be a high degree of trust here. Why do you think that is?’... Ben Houston, who is president of our company, said, ‘I think I know why people trust this company—because we’re trustworthy.’

Being financially successful and being a great place to work aren’t enough at AFLAC. Dan Amos, president and CEO, says “Our philosophy is to give back and to help others. Our employees are very active in our community. We as an organization feel like our success has been brought on because of the employees. We like to return some of our success in terms of donations and participation in the community.” As the comments of these executives suggest, servant-leadership is about living and giving.

You can obtain a video copy of “Servant-Leadership at the Best Companies to Work for in America” through the Greenleaf Center for $50.00, plus $8.00 shipping and handling. Filmed live in February, 2000, this video is approximately 2 hours long. It is suitable for business and not-for-profit organizations, business classes, leadership classes, HRD professionals and corporate benefits professionals, entrepreneurs, and any student of servant-leadership. Call the Greenleaf Center at 317-259-1241 to order your copy.

Delane Chappell is a representative of The Business Resource Center of the Pastoral Institute and a freelance writer.
Two Important New Video Resources Now Available

The Greenleaf Center is pleased to be able to offer—for the first time—two new videos which are suitable to be used for leadership training within organizations, educational curricula, or in community leadership classes. Both videos, Servant-Leadership and It's A Wonderful Life: Leading Through Service, offer an introduction to the essentials of individual servant-leadership through engaging narrative, specific examples, and anecdotes.

These new resources were produced independently of the Greenleaf Center. Because they are training videos, they are priced significantly higher than our other educational videos. To better serve you, we offer previews of both videos to potential buyers at the nominal cost of $25 for a 1-week preview. During the preview period, you may view the video personally, but not use it in a training session. If you wish to use one in training sessions, you can rent the video, and apply the rental price towards purchase if you decide to buy the video during the rental period.

The Servant-Leadership video program (25 minutes) is divided into two major parts. The first part presents an historical and conceptual overview of servant-leadership—how Robert Greenleaf was inspired to develop it and how it is currently defined. The second part presents an outline of ten characteristics of the servant-leader: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. Each of the ten characteristics is illustrated by anecdotal references to important historical figures. By examining the characteristics of a servant-leader, viewers connect to servant-leadership concepts in a fundamental and easy-to-understand way that provides a useful entry point to the servant-leadership discipline. This video comes with a 21-page Leader's Guide, which provides a series of exercises and topics for discussion to use with your group after viewing. It also includes a text guide to servant-leadership written by Greenleaf Center CEO Larry Spears, who originated the work on the ten characteristics. The purchase price of this video is $495.00, plus $12.00 shipping-and-handling.

The other video, It's A Wonderful Life: Leading Through Service, combines clips from one of the greatest movies of the 20th century with the teachings of one of the most respected management thinkers in the world. Dr. Margaret Wheatley, author of the award-winning book Leadership and the New Science, interprets It's A Wonderful Life, the classic film starring Jimmy Stewart. As Wheatley connects her unique wisdom to scenes from the movie, highlighting the positive behavior of George Bailey, the focus of the movie, and his contribution to his community, viewers are encouraged to internalize the fundamental ingredients of servant-leadership, with the result that your organization can become even more effective. Key learning points of this 22-minute video are: encourage maximum potential through trust and caring; everyone can be a leader who serves; small acts of kindness make a big impact; benefit from your natural impulse to help; and create a legacy by being available to others. This video is accompanied by a 45-page Facilitator's Guide with participant exercises, so the learning continues after the video. Organizations of all types and sizes will benefit by using this video. The purchase price of this video is $795.00, plus $12.00 shipping-and-handling. Contact the Greenleaf Center at 317-259-1241 to order either video, or to arrange for a preview.