New Greenleaf Center Symposium on Servant-Leadership and Education Piloted In Philadelphia and Now Available For Your School

In October a group of educators and community members convened in Philadelphia for the first in what the Center plans as a series of gatherings for educational professionals interested in servant-leadership. The Symposium on Servant-Leadership and Education in the Delaware Valley was designed as a medium for sharing-and-practicing what is taking place across the United States involving servant-leadership and educational institutions. Hosted by The Philadelphia Center, the one-day Symposium included representatives from 15 different schools and institutions in southeastern Pennsylvania.

The William Penn Foundation, a Pennsylvania-based foundation, provided financial support for the Symposium. The Foundation’s President, Dr. Janet Haas, has been a long time advocate of servant-leadership. This Symposium provided a unique opportunity for the Center to introduce itself to the Greater Philadelphia educational communities.

Timing for the Symposium could not have been more appropriate to meet the growing demand for information on the practice of servant-leadership with students, faculty, staff and boards of trustees. The Symposium is the first effort of its kind to attempt to establish a network of people in a specific geographical area so as to encourage experimentation and implementation of servant-leadership within a variety of educational institutions. “Servant-leadership is on the cutting edge of education today, just as...” (Continued on page 5)

Servant-Leadership is Transforming City of Columbus, Georgia

Public Invited to Informational Program February 18, 2000

The winter board meeting for the trustees of the Greenleaf Center will be held in Columbus, Georgia, home of Greenleaf Center Institutional Partner Synovus Financial Corporation. In conjunction with the board meeting, The Greenleaf Center will co-sponsor a Servant-Leadership Program in Columbus from 10 a.m. to noon, on Friday, February 18. This Symposium will showcase national industry examples of servant-led organizations (Synovus Financial Corp., TDIndustries, and SouthWest Airlines, three of the top 10 on Fortune magazine’s 2000 list of “the 100 best companies to work for in America”) as well as community initiatives which involve college students, neighborhoods and collaborations of non-profit organizations.

Columbus is located on the banks of the Chattahoochee River 100 miles southwest of Atlanta, Georgia. From 1865 to 1985 it was predominantly a textile mill town. Since then, it has redefined itself into a financial, manufacturing, military and cultural mecca. Servant-leadership has been at the heart of this metamorphosis.

Wayne Anthony, of The Center for Servant Leadership in Columbus, asserts that “Servant-leadership is transforming our community.” He says that for over 25 years, servant-leadership has been practiced and increasingly taught in area organizations. In January, 1999, through the generosity of William B. and Sue Marie Turner, The Center for Servant Leadership was established at the Pastoral Institute. A chair of servant-leadership has also been created at Columbus State University, and a servant-leadership program established at LaGrange College in LaGrange, Georgia, and at Emory University in Atlanta, Georgia.

The Center for Servant Leadership in Columbus synchronizes, synthesizes and supports servant-leadership within a 100 mile radius of Columbus by fostering the development of a community that cares and cooperates, a community that serves others and balances work and life, and a community that shares responsibility and recognition. It synthesizes servant-leadership through three major programs: Servant-Leadership Development, which presents servant-leadership principles through conferences, retreats, and training events; Hands On Columbus, which facilitates, coordinates, and evaluates civic involvement and community services; and Assets Builders of Columbus (ABC), a group of more than 200 servant-leaders from the community, committed to building the 40 essential assets that Columbus youth need to be successful. (Continued on page 5)
Small Circles and Transforming Events

The Reality of Servant-Leadership: 1999 UK Conference

by John Noble, Director, Greenleaf Centre-UK

A few days before the commencement of the conference, remembering late night emails, long weekends and a fax machine at last expiring with a final gasp of surrender, I said something to my wife along the lines of, “Well, in a week it will all be over.” A week later, as the final participants began to drift away at the end of the final day, all I wanted to do was roll back the clock some 72 hours and live it all over again!

The third conference held under the auspices of the Greenleaf Centre for Servant-Leadership-UK was held in London, November 17 through 19. The number of participants was up from last year, a further indication of the growing interest in servant-leadership in the UK, and the international element, too, was larger and more diverse.

We launched the conference with the first presentation of our new introductory all-day servant-leadership workshop, The Leader’s Journey, crafted by our own consultant team in the UK and facilitated by three of them, Sally Campbell, Judith Leary-Joyce, and Ralph Lewis, each one a member of the Greenleaf UK Board. As is always the case with these participatory workshops, much depends on the chemistry between the presenters and the participants. On this occasion the mixture was remarkable, and the energy and excitement generated was quite extraordinary. Clearly the principles of servant-leadership sat easily with practically everyone in the room, and watching the participants engaging together in two or three person discussion groups reminded me of what the American Quaker Rufus Jones once said: “I pin my hopes to quiet processes and small circles in which vital and transforming events take place.”

Day 2 was scheduled as our “Servant-Leadership in Action” day and was made up of three elements. We began the day with a lively description from Bob Ferguson of the many ways in which the commitment to servant-leadership principles at TDIndustries in Dallas over many years had profoundly shaped their corporate culture and life.

Stephanie Alford swept us along with her passion and her enthusiasm for her work at Synovus Financial, based in Columbus, GA. She shared the remarkable story of Synovus’s “Culture of the Heart,” the philosophy of people caring about people that led to Synovus being named by Fortune magazine as “the best company to work for in America” in 1999.

The day ended with a sometimel hilarious but always thought-provoking workshop on The Servant-Leader as Mentor presented by Di and Ali Feldman, the principals of the Greenleaf Center Australia/New Zealand. As had been the experience of the whole day, we were skilfully led through an important learning session with a wonderful lightness of touch and, on this occasion, a peculiarly Australian sense of fun. At the end of the day no one seemed to be in any hurry to leave.

The third and final day was designed particularly for Greenleaf UK members. Among other things, we discussed the setting-up of regionally based support and dialogue groups designed to provide opportunities for our members from different parts of the UK to come together throughout the year for reflection, connection and conversation on leadership and related issues. The idea was warmly welcomed and some of the groups have already set dates for their initial meetings.
Greenleaf Center’s 10th Annual International Conference Set for June, 2000, in Indianapolis

The Greenleaf Center for Servant-Leadership will convene its 10th annual international conference June 15-17, 2000, in Indianapolis, around the theme Principles and Practices of Servant-Leadership. Our slate of keynote speakers features both leadership practitioners and leadership theorists, who will report from the front lines what it takes to imbue a business, a community—or a life—with servant-leadership.

On Thursday, June 15, we offer 4 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: Putting Servant-Leadership into Practice Where You Live and Work; Distributing Organizational Power Through Servant-Leadership; Ten Characteristics of Servant-Leadership; and Reflections on Servant-Leadership. After the pre-conference workshops, conference is 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 itself commences on the morning of Friday, June 16, with an opening keynote by one of the great theorists of leadership, James MacGregor Burns. Burns is a historian and a writer, the author of the classic book Leadership, among many others, and winner of numerous prizes for his writing, including the Pulitzer Prize, the National Book Award, the Christopher Award, and the Rollo May Award. He now serves as Woodrow Wilson Professor of Government, Emeritus, Williams College, and as Senior Scholar, University of Maryland, College Park.

Other confirmed keynote speakers are: Dee Hock, the Founder and Chief Executive Officer Emeritus of VISA U.S.A. and VISA International, author of The Birth of the Chaordic Age, and founder of The Chaordic Alliance; Michele Hunt, the author of DreamMakers: Putting Vision and Values to Work, and the founder of the Washington, DC, consulting firm Vision & Values; Michael Jones, pianist, author, speaker, and educator (more than 2 million units of his "pianoscapes" have been sold); and Judith Wicks, entrepreneur, social activist, and adventurer, co-author of The White Dog Café Cookbook, as well as the owner of the White Dog Café, which was named "one of 50 American restaurants worth traveling to visit" by Condé Nast magazine.

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. The conference will also offer four banks of concurrent sessions, where conference will explore principles and practices of servant-leadership in greater depth, including informative sessions led by representatives of companies which placed in the top 10 of Fortune magazine's "100 best companies to work for in America" in 2000. Conferences will also enjoy our on-site leadership bookstore, and the authors' night book signings reception, where you can have copies of books signed by conference keynotes and concurrent session presenters.

The early-bird member rate is $495 for the conference (if you register by May 1, 2000), and $195 for pre-conference workshops. Additional discounts are also available to organizations that want to send a group of three or more to the conference. Conference brochures will be available in February. You can also visit our website (www.greenleaf.org) to obtain conference updates and registration information.

Hotel reservations can be obtained by calling the Sheraton at 1-800-325-3535 or 1-317-846-2700. You must mention the Greenleaf Center Conference and make your reservation by May 24, 2000, to get these special room rates. 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 run from $109 (for a standard single/double) to $169 (for a suite for 4 people).
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 Lerner Ruschman, Program Director, if you are interested in our providing servant-leadership programs or speakers for your group or conference.

Recent Programs

Jeff Miller, Ph.D. conducted the Putting Servant-Leadership Into Practice workshop for the National Food Service Management Institute at the University of Mississippi in San Antonio, TX.

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

Isabel Lopez gave a keynote address for the College and University Personnel Association in Baltimore, MD.

Greenleaf Center facilitator Tammyra Freeman conducted a creativity and servant-leadership program for the College and University Personnel Association in Indianapolis, IN.

Chief Executive Officer Larry Spears participated in a panel program at the first annual conference of the newly-formed International Leadership Association, in Atlanta, GA.

Greenleaf Center Educator/Consultant Jeff Miller, Ph.D. conducted the True Colors and Servant-Leadership workshop for the Moorestown Friends School in Moorestown, N.J.

Larry Spears spoke on “The Fundraiser as Servant-Leader” at the National Catholic Development Council in Toronto, Canada.

Greenleaf Center partner Dr. Mark Maier conducted a session at the Community Service-Learning Conference in Long Beach, CA.

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, IN.

Former U.S. Representative Lee Hamilton, Jeff Miller, and Larry Spears spoke on leadership to a class at DePauw University, Greencastle, IN.

Greenleaf Center facilitator Isabel Lopez gave a keynote address for Ameritech in Hoffman Estates, IL.

Jeff Miller, Ph.D. conducted the Putting Servant-Leadership Into Practice workshop for Parkland College in Champaign, IL.

Tammyra Freeman conducted the Personal Journey workshop for Manchester College in Manchester, IN.

Julie Beggs and Larry Spears conducted a day-long “Symposium on Servant-Leadership and Education in the Delaware Valley,” in Philadelphia, PA. Special appreciation goes to the William Penn Foundation for its support, and to the Philadelphia Center for hosting this premier event.

Greenleaf Center partners Ann McGee-Coooper, David James, and CEO Larry Spears conducted a joint presentation at the “Heart of Business” conference in Austin, TX.

Greenleaf Center Vice-Chairwoman, Linda Chezem, and Jeff Miller, Ph.D., conducted a session on Servant-Leadership and Pro Bono Work for the Indiana State Pro Bono Initiative in Indianapolis, IN.

Isabel Lopez and Tammyra Freeman conducted the Personal Journey workshop for the Association of Brethren Caregivers in New Windsor, MD.

Larry Spears spoke on servant-leadership for Leadership Shelby County in Shelbyville, IN.

Julie Beggs conducted a workshop on Service Learning and Servant-Leadership at Mary Grove College in Detroit, MI.

Isabel Lopez conducted the Organizational Change workshop for the City of Tempe in Tempe, AZ.

Julie Beggs conducted a session on servant-leadership for the Indiana State University Downtown School in Terre Haute, IN.

Julie Beggs gave an address on values to The Care Group in Indianapolis, IN.

Tammyra Freeman conducted the Ten Characteristics and Personal Journey workshops for Culver Academies in Culver, IN.

Jeff Miller, Ph.D. conducted the Putting Servant-Leadership Into Practice workshop for South Suburban College in South Holland, IL.

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 see or read any other recent articles or books that mention servant-leadership.


- "From Hero to Leader: To Serve as Leader," by Ann McGee-Coooper and Duane Trammell, appeared in the April, 1999 issue of The Systems Thinker.

- "Growing Servant-Leaders at TDI Industries: Leadership Development Three," developed by Ann McGee-Coooper and Duane Trammell, with TDI Industries, is the latest in a series of TDI Industries course manuals that can be utilized by any work groups or teams. This and other manuals may be ordered through the Greenleaf Center at a cost of $24 ($20 + $4 shipping-handling).

- Servant-Leadership, a new 23-minute videotape produced by CorVision, was given a premiere at the joint conference of the Greenleaf Center and the National Association for Community Leadership, held in Indianapolis in June.


Columbus
(Continued from page 1)

Servant-leadership is about fostering a “Culture of Caring” that is making Columbus/Phenix City/Fort Benning a great place to live and work. As a result of this “attitude of the heart,” Columbus has seen and experienced remarkable development: In 10 years nearly two billion dollars in improvements have occurred in Columbus. “For a town of 200,000,” Wayne Anthony says, “that’s a big achievement... and no one claims the credit. That’s servant-leadership.”

Anthony points to William B. Turner as an example of a true servant-leader. Turner has served as Chairman of the Executive Committee of W.C. Bradley Co., Synovus Financial Corp., The Coca-Cola Company, and the University System of Georgia Board of Regents. He has taught Sunday school to senior high youth for more than 50 years and reads books regularly to elementary school third-graders. Turner reveals more about his understanding of servant-leadership in The Learning of Love: A Journey Toward Servant Leadership (Smith & Helwys, 1999), an autobiographical book he wrote with Delane Chappell. He lives and speaks for so many when he says:

“Servant-Leadership is about creating an atmosphere of growth and service for everyone in an organization or community. It’s about listening between the lines to build a vision everyone can own. It’s about the subordination of self to meet the needs of others. It’s about modeling what you want to see happen.”

To learn more about how the practice of servant-leadership transforms communities and companies, join us on the morning of Friday, February 18, in Columbus, Georgia for the Servant-Leadership Program. For more information about this program or the luncheon which immediately follows, please contact Cindy Sparks at the Center for Servant Leadership by phone (1-706-649-6500) or fax (1-706-649-6381).

Symposium (Continued from page 1)

experiential education was fifteen years ago,” commented Steve Brooks, executive director of The Philadelphia Center.

Another aim of the program was to encourage participants to both explore and strengthen servant-leadership within their own institution. Individuals from higher education institutions, elementary schools, and community organizations shared in a rich dialogue “that challenged participants to review again the nature of servant-leadership and education,” wrote Judson C. McConnell of Market Square Presbyterian Church.

Co-facilitated by Greenleaf Center staff members Larry Spears and Julie Beggs, the day began with an overview of Robert Greenleaf, servant-leadership in concept-and-practice, and The Greenleaf Center. It moved through numerous examples of existing servant-leadership programs at colleges and universities, and included a special viewing of the new videotape, Servant-Leadership. The flexible agenda allowed professionals to learn from one another in group settings, through presentation of information and materials, and through a reflective process. This provided a nice rhythm to the day as well as creating an atmosphere conducive to learning about servant-leadership. Feedback from the program was uniformly positive and participants left the program with resources and materials provided by the Center.

The one-day Symposium joins our two-day Leadership Institute for Higher Education as cutting-edge opportunities for educational professionals to explore the meaning-and-practice of servant-leadership. The Leadership Institute is now in its fifth year and will be held in Indianapolis on April 26-28, 2000. It will feature a conversation with Dr. Margaret Wheatley (author of Leadership and the New Science and co-author of A Simpler Way). This year’s Leadership Institute will be co-facilitated by Dr. Hamilton Beazley (George Washington University, Washington, D.C.), Julie Beggs (The Greenleaf Center), and Dr. Lawrence Lad (Butler University, Indianapolis).

The new Symposium for Servant-Leadership and Education is facilitated by Julie Beggs and is now available as a program that The Greenleaf Center can bring to you for a nominal fee. Interested? Contact Julie Beggs, Outreach Program Director at The Greenleaf Center for more information on bringing this new program to your educational community. Phone: 317-259-1241; Fax: 317-259-0560; e-mail: jbeggs@greenleaf.org.

Greenleaf Center Partner Ann McGee-Cooper Receives Corporate Mentoring Award

Dr. Ann McGee-Cooper, of Ann McGee-Cooper and Associates, Inc., Dallas, Texas, accepted the 1999 Business Women’s Network Global Summit Award for corporate mentoring on behalf of all servant-leaders. The award was presented to acknowledge the importance of servant-leadership and the contributions of those involved in serving around the world. The Summit, held in Washington, D.C., October 17-19, attracted more than 1700 women business owners serving as delegates from 97 countries. Dr. McGee-Cooper (right) is shown here with Rubye Braye, a conference delegate, leadership consultant, and Greenleaf Center Partner.
The Greenleaf Center Seeks First Director of Development

The Greenleaf Center for Servant-Leadership is seeking qualified candidates for the new position of Director of Development. The development director will be responsible for the development and implementation of a comprehensive development program with primary emphasis on the identification, cultivation, and solicitation of major gifts from individuals, corporations, and foundations. Along with the CEO, the development director will work directly with major donors, particularly in the area of the cultivation and solicitation of major gifts. Considerable attention will also be given to long range planning and the implementation and growth of the development program over a 3-5 year period. Supervision and expansion of the Center’s membership program and annual gift efforts will also be required.

The successful candidate for this position will work closely with the CEO in all phases of fund development. The position will require the ability to clearly articulate the concept of servant-leadership, the mission of The Greenleaf Center, and work with executive, staff, volunteers, and donors in fund raising for new and existing programming. The position will require travel throughout the United States approximately 40% of the time. The successful candidate will be expected to relocate to the Indianapolis area.

To request a complete description of the position responsibilities, position requirements (skills, education, and experience), salary range and benefits, and application procedure, leave a voice-mail message with your name, mailing address, fax number or email address at 317-767-4075, or send a request via email to greenleaf@iquest.net. You can also find detailed information and the application procedure at www.greenleaf.org/position.html. Interviews are expected to begin in February. Applications will be accepted until the position is filled.

“Leo’s Dream” Unveiled

In 1999, Greenleaf Center trustee and Robert Greenleaf’s son, Newcomb Greenleaf, was commissioned by the Greenleaf Center to design a piece that would embody the spirit of servant-leadership. Newcomb fashioned a sculpture in marble and bronze, titled “Leo’s Dream,” which was unveiled at our international conference in June. Leo is a character from Herman Hesse’s book Journey to the East; Robert Greenleaf often referred to this book and this character as crystallizing the essence of servant-leadership for him. The servant-leader has the heart of a servant, but his leadership is more transient. This duality is recognized with the use of the mobius strip, whose two sides blend into one so that you can not tell where one side ends and the other begins. The small stones which can be seen in the basin of the sculpture and on the podium are stones which Robert Greenleaf himself collected and polished in his later years. Newcomb Greenleaf is a sculptor who works out of West Barnet, Vermont, at Harvey’s Lake Studios. “Leo’s Dream” is on permanent display at The Greenleaf Center headquarters in Indianapolis.