Focus on Leadership: Servant-Leadership for the 21st Century
(2002, 396 pages, cloth), edited by Larry C. Spears and Michele Lawrence, was published by John Wiley & Sons in November, 2001. Focus on Leadership (ISBN 0-471-41162-0) is available from the Greenleaf Center for $41 ($35 plus $6 shipping-and-handling). This important work provides an inspirational and practical collection of 25 essays on servant-leadership, with a significant focus on the practice of servant-leadership in organizational and business settings. This new work from the Greenleaf Center for Servant-Leadership is a premier resource for managers, leaders, leadership development professionals, teachers, students, and all seekers who wish to understand the true nature of leadership in the twenty-first century.

“I truly believe that servant-leadership has never been more applicable to the world of leadership than it is today. Not only are people looking for a deeper purpose and meaning when they must meet the challenges of today’s changing world; they are also looking for principles and philosophies that actually work. Servant-leadership works. Servant-leadership is about getting people to a higher level by leading people at a higher level. Absorb the teachings from this book’s wonderful authors. Unless we begin to lead at a higher level, our future is in danger. Servant-leadership can make a difference in our life and in the lives of those we touch.”
—Ken Blanchard, co-author of The One-Minute Manager

The Greenleaf Center has had a presence on the net for six years. Visitors to the Greenleaf Center website will be pleasantly surprised by some of the new resources available online. Not only have we been adding information in order to better serve our members and help new visitors to the site learn more about servant-leadership, but we have expanded our catalog, and now offer the ability to order books and tapes online.

You can access the online catalog by going to www.greenleaf.org and clicking on the line “New! The Greenleaf Center Online Catalog.” This will bring up a second browser window, which allows you to search the catalog by author, title, or keyword, or allows you to look at a list of the offerings by title or author. Once you decide on a resource, select it by clicking on “Add to Shopping Cart.” The shopping cart will guide you through the purchasing process, total up your purchases, figure your shipping-and-handling fee, process your credit card payment on its secure server, and provide you with a receipt you may print off. You will also receive an automatic email confirming your order. Of course if you’d rather place an order the old-fashioned way (fax, phone, or mail), we’ll be happy to accommodate you.

Some of the pluses of having an online catalog are that we will be able to add new items as soon as they are published instead of holding them until a new catalog is printed, and we can display many more items online than we can in print. As you return to the catalog throughout the year, you will see some hard-to-find items, such as audiotapecs from earlier conferences—both keynote and concurrent session tapes—and essays published only by the Greenleaf Center, such as the Voices of Servant-Leadership Essay Series. We will continue to add to the catalog regularly.

Recently, several new articles related to the practical application of servant-leadership have been placed on the site in a format that is easy to print right off the screen. These can be found in the section titled “Read About Servant-Leadership.” For those of you with an interest in the practice of servant-leadership within education, we have posted a listing of educational institutions practicing servant-leadership (that we know of to date) along with contact names and addresses in the “Servant-Leadership Networking” section. In this section visitors will also find valuable links to other servant-leadership centers and resources.

As well as purchasing resources from the website, web surfers can become a member of the Center, register for the annual conference, make a donation, and register for special one-day open registration events.

For more information on the website please contact Julie Beggs, at 317-259-1241 or via e-mail at jbeggs@greenleaf.org. Special thanks to Lance Orndorff, our very talented webmaster and online guide.
Ruth Mercedes Smith: Legacy of a Servant-Leader

Greenleaf Center Trustee Ruth Mercedes Smith died September 5, from injuries following a traffic accident near Freeport, Illinois. She had been the President of Highland Community College in Freeport since 1991, and was a former President of the American Association of Community Colleges.

Highland Community College leaders said Smith was a success because she cared about students’ needs and the community’s needs, and believed in the philosophy of servant-leadership. “She exemplified what community colleges mean to the community by making sure we had a mission that served those citizens,” said Frank Walker, chairman of the Highland board of trustees. “She was a people person. She loved humanity. Even though she was the president, to everybody she was Dr. Ruth. You became the focus when you walked in the door.”

Craig Knaack, vice-president of academic services at Highland and interim president, said “She’s left us a tremendous foundation here to go forward. Her legacy was her students, what they are, what they can be.”

“I think one of the most touching things in her career here,” recalled Sandy Feaver, director of adult education at Highland, “was when students were giving the Bert Tavenner Award and they selected Ruth. I rarely saw her cry, but she was moved to tears by the honor.” The award was named in honor of a Highland maintenance worker who, when the college was still housed in buildings in downtown Freeport, freely helped students with problems such as dead car batteries and other inconveniences.

Ruth Smith’s work extended beyond the school setting to the business community, where she worked to ensure employment needs were met and matched with educational services. Her own experience as a businesswoman gave her an excellent rapport with the business community, where she was committed to making sure the community would have a developed workforce for the future.

“Ruth’s legacy of servant-leadership will live on for many years to come,” said Greenleaf Center CEO Larry C. Spears. “She will be remembered as a humble and powerful servant-leader.”

Ruth Mercedes Smith, with Frank Walker, chairman of the Highland board of trustees, participated in the Greenleaf Center’s first Leadership Institute for Higher Education in 1996. She had served on the Greenleaf Center’s board since 1998. Already a strong natural servant-leader, Ruth was passionate about making Highland Community College a developer of servant-leadership. She wrote about her school’s conscious growth in servant-leadership practices and initiatives in an essay she contributed to the Greenleaf Center’s latest anthology, Focus on Leadership: Servant-Leadership for the 21st Century, and she presented as a guest at the 2001 Leadership Institute for Higher Education in Indianapolis.

Ruth was a most gracious and caring woman, and a great servant-leader. We of the Greenleaf Center board and staff celebrate her life. We will miss her greatly.
Focus on Leadership (Continued from page 1)

Focus on Leadership joins Insights on Leadership and Reflections on Leadership as an authoritative anthology of contemporary writing about the servant-leadership ideas of Robert K. Greenleaf—a true leadership visionary. The book features essays by renowned leadership practitioners such as Warren Bennis, Ken Blanchard, Stephen Covey, Max DePree, Dee Hock, Joseph Jaworski, Margaret Wheatley, and Danah Zohar.

Insights on Leadership: Service, Stewardship, Spirit and Servant-Leadership (1998) comprises 30 essays by leading thinkers and practitioners, including Stephen Covey, Peter Block, Joe Batten, Robert Kelley, Parker Palmer, Diane Fassell, Joseph Jaworski, James Autry, and Margaret Wheatley.


All three books are available from the Greenleaf Center now. You can use the order form on Page 5 to order your copies by mail, fax, or phone, or you can order online at www.greenleaf.org.

Innovations in Business: Leading Through Service
Presented by Margaret Wheatley

by Daniel Walter,
Greenleaf Center Student Intern

Dr. Margaret Wheatley, author of Leadership and The New Science and co-author of A Simpler Way, was the featured speaker at the first Innovations in Business Series program entitled Leading Through Service held in Indianapolis on November 15.

Wheatley began by discussing the events of September 11 and how it has forever changed our lives. The uncertainty and shock of the tragic events have opened up dialogue which was not there before, leading us to meaningful conversations and a quest for further learning. Wheatley called this “a great opening in time,” a time when it is okay to share openly about our hopes, fears, and concerns.

She drew on conversation from the attendees to develop visions of what kind of leadership the world needs, what qualities contribute to good and credible leadership, and what qualities detract from leadership and undermine the human spirit. She said key qualities of good leaders are openness and honesty, high visibility, the ability to work together, and the ability to see and plan for the future.

Dr. Wheatley said, “The heart of servant-leadership is a deep respect for human potential. We have to have faith in people in order to really apply and follow the servant-leadership philosophy. We have to be able to acknowledge that we can not do this (leadership) alone, but together we can achieve great things. A good leader who is servant first has to have more faith in people than they do in themselves.” She likened the servant-leader to a midwife who brings to life new ideas and facilitates conversations. “A good servant-leader acts not as a hero but as a host.”

Wheatley talked about how to solve problems within organizations, using this approach. She encouraged leaders to engage people who are having problems to become intimately involved in the problem-solving process. This leads to a solution that will actually be followed because those involved have a part in the solution. To solve difficult problems which we seem to be “stuck” on, she said, “Bring a new voice into the room. When you have grid-lock, new people and a new perspective on the situation can create a break-through.”

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.
Listed below are some of the recent programs and outreach activities involving Greenleaf Center personnel. The Greenleaf Center offers a wide array of workshops, institutes, retreats, speakers, and consultative services. Please contact Julie Beggs, Chief Learning Officer, at 317-259-1241, extension 23, or e-mail her at jbeggs@greenleaf.org if you are interested in our providing servant-leadership programs or speakers for your group or conference.

Recent Programs and Outreach

Chief Development Officer Wendell Walls participated in meetings in Boston, MA, and New Haven, CT.

Chief Learning Officer Julie Beggs was a keynote and workshop presenter for the ELITE 2001 Leadership Conference sponsored by George Fox University in Newberg, OR.

Adjunct Facilitator Jeff Miller was a workshop presenter at the annual Workforce Solutions Conference held in Indianapolis, IN.

Adjunct Facilitator Isabel Lopez provided a three-hour session to introduce the concept of servant-leadership to the Covenant Health Systems staff in Lexington, MA.

Jack Lowe Jr., Greenleaf Center Board Chair, provided a keynote address for Leadership Harrisburg in Harrisburg, PA.

Wendell Walls participated in meetings in Kansas City, KS.

Julie Beggs, Holly Brooks (Hampton House member, Butler University), and Frank Hamilton (advisor for The Leadership House, University of Southern Florida), provided a day-long learning session focused on servant-leadership in business for the finance division of Cott Beverages USA, Inc. in Tampa, FL.

Jeff Miller provided the day-long workshop True Colors of Servant-Leadership for the Suzuki Association of the Americas in Boulder, CO.

Adjunct Facilitator Jim Boyd facilitated a day-long session with students and staff at St. Michael’s University School located in Victoria, BC, Canada.

Jeff Miller provided a keynote address for the annual Institute of Higher Education for the United Methodist Church in Nashville, TN.

CEO Larry C. Spears and Greenleaf Centre-United Kingdom director John Noble participated in meetings at Earlham College in Richmond, IN.

Wendell Walls represented The Greenleaf Center at the annual conference of The Community Leadership Association in Greensboro, NC.

Isabel Lopez provided a three-hour session introducing the concept of servant-leadership during a management advance for the Brooks Health System in Jacksonville, FL.

Adjunct Facilitator Tammyra Freeman facilitated a three-hour session on servant-leadership for incoming students at Indiana State University in Terre Haute, IN.

Jeff Miller provided a half-day program on “The True Colors of Servant-Leadership” for the Indiana Department of Education’s 2001 Student Services Summer Conference held in Columbus, IN.

Jeff Miller gave an address on servant-leadership to a gathering of superintendents for the Michigan Leadership Institute held in Midland, MI.

Julie Beggs provided a day-long program for returning student leaders at Principia College in Elsah, IL.

Jim Boyd facilitated a program with students from the Leadership-Mentorship Program at the University of Mississippi in Oxford, MS.

Julie Beggs gave several presentations in conjunction with the Leadership House at East Tennessee State University in Johnson City, TN.

Isabel Lopez facilitated a day-long program for the fall retreat of St. Anthony’s Medical Center in St. Louis, MO.

Julie Beggs provided an introduction to servant-leadership for the Stanley K. Lacy opening retreat at the Ruth Lilly YMCA Outdoor Facility in Flat Rock, IN.

Jeff Miller facilitated a program for the Montgomery County Leadership class in Crawfordsville, IN.

Adjunct facilitator Jamie Showkeir provided a day-long learning session, “Building the Business Case for Servant-Leadership Through Distributing Organizational Power” for the leadership team of Community Memorial Hospital in Menomonee Falls, WI.

Larry C. Spears spoke on servant-leadership in Paris, France, on November 7, 2001 as part of a program of the Paris Round Table. His address was simultaneously translated into French.

The Greenleaf Centre-United Kingdom sponsored a conference in London, England on November 9, facilitated by Ralph Lewis, board chair of the Greenleaf Centre-U.K., and others.


Two new essays in the Greenleaf Center’s Voices of Servant-Leadership Series were published in June. They are: Love and Work: A Conversation with James Autry; and Servant-Leadership Characteristics in Organizational Life by Don DeGraaf, Colin Tilley, and Larry Neal.

(Continued on page 6)
The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance


Reviewed by Michele Lawrence

Michele Lawrence is Chief Operating Officer of the Greenleaf Center, and co-editor of Focus on Leadership.

James Autry retired from a distinguished career at Meredith Corporation where he was Senior Vice President and President of its Magazine Group, a $500 million operation with over 900 employees. He directed the operation of 22 special interest publications and 14 magazines, including Better Homes and Gardens, Ladies’ Home Journal and Metropolitan Home.

Many of us already know Autry from his six published books, including the well-known business related book Love and Profit: The Art of Caring Leadership, which also has been published in Japanese, Swedish, Chinese, Spanish and Russian.

The Servant Leader is a welcome and much-needed addition to the servant-leadership literature. This is a how-to manual for the person who wants to instill the servant-leadership spirit into his or her organization—workplace, home, church—but wants to know how to deal with the nitty-gritty stuff that make up our daily lives. Reading it made me think of sitting over coffee with a trusted friend and mentor, listening to him tell me his best stories, his hardest jobs, his deepest feelings about how and why he believes in servant-leadership.

Speaking from his own experience as a manager, Autry gives practical guidelines for working through a number of management issues, from how to hire the right person for the job to setting accountability standards, from making performance appraisals to dealing with the impact of high-tech conveniences in our worklives. He is particularly gifted in the handling of sensitive or organizational issues that most of us would like to avoid: negative appraisals, firing people, layoffs, and restructuring or downsizing. Even servant-led organizations have these challenges. The section on how to hire the right person is worth the price of the book alone.

Since organizations are made of people, servant-leaders must learn to manage personal crises at work as well: family sickness, disability, alcohol and substance abuse, office romances, sexual harassment. Jim Autry combines a servant-leadership love with servant-leadership reality in describing what in his experience has worked in these areas.

In the final sections of the book, Autry gives invaluable advice on servant-leadership and loyalty, the responsibilities of family and community life, conflict management, and “leadership when things go wrong and times are bad.” He stresses that servant-leadership is not just “good-time” leadership. “Its value to you and your people has even more meaning and impact during the times when people are worried and struggling.”

Managers and leaders are hungry for advice from someone who’s been there and done it. Jim Autry has certainly been there as a servant-leader and done it—managed with a servant-leader’s heart. Robert K. Greenleaf said it would be easy to lead perfect people—if there were any! For those of us who recognize we are imperfect, and who know we have a responsibility to serve and lead others, this book is full of encouragement, experience, and wisdom.

We Invite You to Expand Your Servant-Leadership Library

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On the Road and in the News with the Greenleaf Center

Publications

(Continued from page 4)


The Servant as Leader, by Robert K. Greenleaf, has recently been published in a French-language edition. In addition to English and French, this essay is also available in Spanish, Dutch, and Arabic editions. Cost is $9 ($5 + $4 shipping-and-handling). Quantity discounts are available when ordering 25 copies or more.

Upcoming Events

The following is a brief listing of selected upcoming events. Contact the Greenleaf Center for more information on any of them.

Servant-Leadership Retreat 2001:
December 28-30 in Niagara Falls, Canada. For more information or to register, contact Larry Fidelus at 905-356-4113, Ext. 221, or LFidelus@aol.com.

Chapman University’s 4th Annual Leadership Institute: January 10-11, 2002 in Orange, California. Larry C. Spears will be a featured speaker. Contact Mark Maier at Chapman University for more information at mmaier@chapman.edu, or call 1-800-392-8704.

The Greenleaf Center’s 7th Annual Leadership Institute for Higher Education will be held April 4-5, 2002, in Indianapolis. This two-day program for educators and educational administrators will be facilitated by former college president Dr. Jim Boyd, and will include a special presentation by Dr. Margaret Wheatley (Leadership and the New Science).

Servant-Leadership Conference in South Africa: The Greenleaf Center-Southern Africa will formally launch with a conference to be held in Johannesburg, South Africa on May 8-9, 2002. For more information contact Andrew Payne, director of The Greenleaf Centre-Southern Africa at greenleaf@worldonline.co.za.

The Greenleaf Center’s 12th Annual International Conference on Servant-Leadership takes place in Indianapolis on June 6-8, 2002. Confirmed presenters include: Warren Bennis (On Becoming a Leader), Bill Guilford (The Living Organization), Ann McGee-Cooper (You Don’t Have To Go Home From Work Exhausted!), and Parker Palmer (The Courage To Teach), and an Executive Panel from three servant-led companies, plus two dozen concurrent sessions and more! Day-long pre-conference learning events will be held on Thursday, June 6, and will include: “The Servant Leader,” led by James A. Autry (The Servant Leader; Love and Profit); and, “Appreciative Inquiry and Servant-Leadership,” led by Larry Fidelus. The “early-bird” member rate for registration is $595 for the conference, $295 for a pre-conference workshop. The location for the conference is the Westin Hotel in downtown Indianapolis. Registration brochures will be available in January, 2002, or you may register at our website (www.greenleaf.org).