The Greenleaf Center for Servant-Leadership will convene its 11th annual international conference June 7-9, 2001, in Indianapolis. This year’s slate of featured presenters includes James Autry, Joyce DeShano, Michele Hunt, C. William Pollard, Peter Senge, and Danah Zohar.

On Thursday, June 7, we offer 3 pre-conference workshops which run concurrently from 9 a.m. to 5 p.m. Our pre-conference workshops offer an intensive, day-long opportunity for personal and professional development. They also 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, all conferees 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 itself opens on the morning of Friday, June 8, with a CEO panel on the practice of servant-leadership. Confirmed panelists so far are Joyce DeShano, SSJ, and C. William Pollard. Joyce DeShano is Chair of the Board of Ascension Health, a not-for-profit health system with a network of over 75 acute care, long term care, and other healthcare facilities in 15 states and the District of Columbia, and one of the largest Catholic health systems in the United States, employing over 87,000 people. Bill Pollard, author of the best-selling book The Soul of the Firm, is Chairman and CEO of The ServiceMaster Company, a portfolio of quality service companies serving more than 10 million customers in the US and 41 foreign countries with revenue exceeding $6 billion.

Other keynoters on Friday, June 8, are Danah Zohar and James Autry. Danah Zohar is the author of Rewiring the Corporate Brain and SQ: Connecting with Our Spiritual Intelligence. James Autry is the author of Love and Profit: The Art of Caring Leadership and Life and Work: A Manager’s Search (Continued on page 3)

On October 20, 2000, Larry Spears, CEO of the Robert K Greenleaf Center in Indianapolis, and John Noble, Director of the Greenleaf Centre U.K., met with James Autry in Des Moines, Iowa. Autry is well-known to many readers of this newsletter as an author of several books, including Love & Profit, and Confessions of an Accidental Businessman. James Autry will be a featured speaker at this year’s 11th Annual International Conference on Servant-Leadership, to be held in Indianapolis on June 7-9, 2001. What follows is a brief excerpt of the conversation that took place.

L.S: Can you speak briefly to your understanding of servant-leadership and what it means to you?

J.A: First when I talk about servant-leadership I usually pair it with these terms: being useful and being a resource. The leader’s responsibility, or one of them, is to ensure that people have the resources that they need to do the work to accomplish the objectives, and the principal resource of the people is you, the leader. You have to serve the people and to think of yourself as a resource, as a servant to them. That’s almost exactly the language I use when I’m talking to them.

What I do is talk about leadership and use what I think are the precepts of being a servant-leader. The number one precept is, “I am here to serve, to create the community in which you can do the work that you do in order to achieve the objectives and results we are all trying to achieve together. My principal job is to serve you.” What does that mean? That means, in my view, to be the kind of leader who projects authenticity and vulnerability, is present, is accepting, and sees their role as (Continued on page 2)
James Autry  
(Continued from page 1)  

being useful, as being the servant.  
I think what’s key is that the leader  
makes every decision from a basis of  
values—what’s the right thing to do,  
not what’s the expedient thing to do—  
perhaps not even what’s the most prof-  
table thing to do, but what’s the right  
thing to do.  

LS: In Confessions of an Accidental  
Businessman you wrote. “The commit-  
tment to act out beyond ego, to recog-  
nise when we are in denial, to retain  
humility, to correct our mistakes and to  
learn from others, regardless of their  
so-called status, is the commitment to  
grow personally and spiritually through  
the work we’ve chosen to do.” That  
really captures the essence of servant-  
leadership. How does one go about  
overcoming ego in a leadership posi- 
tion?  

JA: That’s a good question. The first  
step towards overcoming acting out of  
ego, I think, is to recognise that you do  
it, and to be able to identify when you  
are doing it. I think the only way to get  
out of the ego is to get into yourself.  
You have to have some sort of spiritual  
discipline—meditation, prayer, yoga. I  
am always recommending to people  
that they do something to nurture the  
inner life, that they try to do something  
every day that is reflective or medita-  	ive, even if they do it while they’re  
 jogging or walking. In order to get out  
of the ego, you have to somehow get  
deep into your own inner life. And I  
think you do that through the spiritual  
disciplines of silence and prayer and  
meditation. Reflective and meditative  
action—by that I mean you can jog  
meditatively. I do it. I walk that way.  

Once you recognise it and begin to  
work on it, you have to stop throughout  
the day and examine what your actions  
are. In order to be able to admit mis-  
takes and to learn from others, no mat- 
ter what their status, the piece of advice  
give to everybody—in fact, ‘it’s the  
same advice I offer every manager, new  
or old—is this: Whenever you attempt  
to make a statement, ask a question.  
Instead of saying “Here’s what you  
should do,” you say, “What do you  
think we should do?” That’s a huge  
leap for a lot of people. It seems simple  
to say it, doesn’t it? But it’s difficult for  
us to fathom how challenging that is for  
some people who act out of ego.  

Because you are saying, ‘Put my ego in  
(Continued on page 3)
James Autry  
(Continued from page 2)  

the drawer and I’m gonna ask how you think it should be done; you, who are seventeen layers down in the hierarchy from me.” And the next step is not doing that just as a technique, but to recognise that you’re open to learning, and that other person may have the thing to do. My attitude about this is, if an employee comes in and says, “Jim, here’s the situation and this is the problem and I’m laying it out and what do you think we ought to do?.” I know that person already knows what to do. They’ve got the situation surrounded, they got the problem defined and they know what to do—probably. If not, they’ve got a good first step. And I may know what to do, too, because I’ve been in this long enough, I see all the pieces, it fits together and I know what has to happen. And I know they have a step. They know that I know. But as soon as I fulfill that expectation that I’m going to be “Big Daddy” —you know, I’m going to make a pronouncement and they’re gonna go do it—I’ve destroyed any possibility, one, to learn something from them and, two, to recognise their own power, which is their knowledge and their skill. and which is real empowerment. Empowerment is not about “I take some of my power and give it to you.” That’s the myth. Real empowerment is recognizing that you, by your skill, your knowledge, your commitment, you already have power. What I’m trying to do is take the leashes that I’ve put on, off.

LS: Can you tell us about three or four authors or books on leadership that you have found particularly useful?

JA: I’m not just saying this because you’re here, but Robert Greenleaf’s work has had a great influence on me. Before discovering that, I was influenced a good deal by Warren Bennis, and not just by his writing but by the man himself, in his seminars and workshops. I’m taken by Peter Block and Peter Vaill. And, although it’s a lot to work through, Peter Senge’s The Fifth Discipline, and his whole learning organization work I’ve found very helpful, and I’ve used some of the exercises in his books to help achieve some honesty in a community setting. Oh! Of course! Margaret Wheatley. Meg Wheatley for Leadership and the New Science, that whole notion of everything in relationships and everything affecting everything else, the model from quantum physics.

Conference  
(Continued from page 1)  

for Meaning. He is a former president of the Meredith Corporation’s Magazine Group, publisher of such magazines as Better Homes and Gardens, Ladies’ Home Journal, and Successful Farming. Autry spoke at our 1995 conference, and has been one of our most-requested speakers since then.

Our Saturday keynote speakers are Michele Hunt and Peter Senge. Michele Hunt is the author of DreamMakers: Putting Vision and Values to Work, and the founder of the Washington, DC, consulting firm Vision & Values. She has an extensive work background in both the for-profit and not-for-profit sectors. Peter Senge is a senior lecturer at the Massachusetts Institute of Technology and chairman of the Society of Organizational Learning, a global community of corporations, researchers, and consultants dedicated to personal and institutional development. He is the author of the widely acclaimed The Fifth Discipline and co-author of The Fifth Discipline Fieldbook. Dr. Senge has lectured extensively throughout the world.

In addition to the planned keynote sessions, there will be four banks of concurrent sessions, with sessions designed to promote personal and professional development in servant-leadership in a variety of contexts; an authors’ night book-signing reception on Friday evening; an on-site leadership bookstore, and more.

The site for this year’s conference is the Sheraton Indianapolis Hotel and Suites, located on the north side of Indianapolis. The early-bird member registration fee (by May 1) is $495 for the conference, $195 for pre-conference workshops. Conference brochures will be available in February. You can also visit our website (www.greenleaf.org) to obtain conference updates and registration information. Contact Michele Lawrence at (317) 259-1241, Ext. 28, for more information.

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.
Servant-Leader Books in Review

ReWiring the Corporate Brain: Using the New Science to Rethink How We Structure and Lead Organizations
Danah Zohar and Berrett-Koehler, 1997, 156 pp. $28 (plus $6 shipping/handling)
Reviewed by Jeff McCollum

Jeff McCollum is the Global Director for Organizational Effectiveness for Pfizer and a member of The Greenleaf Center’s board of trustees.

D anah Zohar, who will be a featured speaker at the Greenleaf Center’s annual conference in June, has produced, in these two volumes, a body of work that evokes principles of servant-leadership and provokes the reader to re-examine fundamental assumptions about self, organizations and the relationship between the two. Moreover, she adds a contemporary view to the concept of servant-leadership.

The concept of servant-leadership is integral to each of the books. In ReWiring the Corporate Brain, Zohar extends scientific principles drawn from the “new science” (quantum physics, chaos theory, et al) to our fundamental beliefs about how organizations should be run. She concludes that servant-leadership is a philosophy uniquely applicable to organizations based on new science. In part, her work echoes that of Margaret Wheatley and Greenleaf’s notion of a “theology of institutions.”

In SQ: Connecting with Our Spiritual Intelligence, Zohar produces a new model of the self which represents an astonishing synthesis of personality theory, motivational theory, brain research and Eastern and Western philosophy. She identifies six potential “spiritual paths”—one of which is the path of the servant-leader which she traces, through Greenleaf, to Eastern thought.

The core argument in each book rests on new, deeper understandings of how our brains work and the need to integrate mind, heart and spirit to become a whole, fully-functioning person. “Mind,” operating along “neural tracts” in the brain, relates to our intellectual capabilities as measured by IQ and demonstrated in our ability to apply logic to solving problems. Heart, processed by “neural networks” in our brain, relates to emotional intelligence (EQ), described by Daniel Goleman. Spirit, processed by “neural oscillations” in our brain which integrate the first two, relates to that part of us that seeks meaning. Zohar’s contribution is the positing of “spiritual intelligence,” SQ, which allows us to draw, flexibly, on the other two. This “quantum thinking” becomes a source of inspiration and creativity in organizations.

“In any human being or in any human organization, real change requires a fundamental shift at each of the three levels of the self . . . [M]ost change processes do focus on just one level . . . [T]he result is that people or organizations get out of balance.” In making this point, Zohar exposes one of the most prevalent frauds promised to organizations in today’s institutional context which is the promise of transformation. True transformation, she argues, requires changes at all three levels, the intellectual, the emotional and the spiritual. This “deep transformation is not easy. It often hurts and it is usually terribly slow.”

Greenleaf, too, expressed skepticism about the notion of sudden transformative change and argued that change was almost certain to be incremental.

In these books, Zohar strives to present things whole and to demonstrate the short-sightedness in our Western proclivity to break things into pieces in order to understand them. Quantum thinking is required for organizations to become places that tap into the individual’s need for purpose and meaning. Since our thinking determines the organizational forms that we create, quantum thinking produces an organization to which the most capable will be drawn. Those organizations require servant-leaders who “have a deep sense of the interconnectedness of life, have a sense of engagement and responsibility, are aware that organizational life is a part of a larger fabric and have a sense of the source from which all values emerge.”

ReWiring the Corporate Brain, which was published in 1997, maintains an organization focus. SQ: Connecting with Our Spiritual Intelligence, is intensely personal. It rests on the same science that gives shape and meaning to her earlier work. It goes further and develops a model of the self which is represented by the visual image of the lotus.

The outer layer, what is most visible to those with whom we interact, relates to the ego and draws on the work of J. L. Holland into personality and vocational choices and R.B. Cattell on motivation. The second layer draws on Jungian archetypes and the seven chakras of Hindu Kundalini yoga. These two layers surround the “centre”—the source of spiritual intelligence. “Spiritual intelligence, in essence, represents a dynamic wholeness of self in which the self is at one with itself and with the whole of creation.” The centre, which is the source of groundedness for us all, is tied to a “God spot” on our brain which is concerned with religious and spiritual experience.

After postulating the new model of the self, Zohar devotes the last two sections of the book to using SQ and improving SQ. In the section on SQ, Zohar identifies six paths to spiritual development: duty, anchored in Old and New Testament covenants between man and God; nurturing, anchored in the concept of agape and the works of Carl Rogers; knowledge, resting on intellectual traditions dating back to Plato; transformation, related to Jung’s concept of individuation and the notion of personal search; brotherhood; and servant-leadership, which is the “highest of the spiritual paths.”

She describes servant-leaders this way. “Through the gifts endowed by their lives and personalities, these people have the opportunity to serve, heal and enlighten those whom they lead, but the path calls ultimately for great integrity. The servant-leader must be able to submit himself to the highest force imaginable . . . Such surrender does not come easily. Its very possibility is an act of grace.”

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On The Road and In the News With the Greenleaf Center

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, 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

Chief Learning Officer Julie Beggs presented a keynote address for the Indiana School Board Association, Indianapolis, IN. Director of Development Wendell J. Walls was a co-presenter at a panel program on servant-leadership at the annual conference of the Ontario Hospital Association in Toronto, Canada.

Julie Beggs facilitated an all-day session on servant-leadership and education at a conference of the Greenleaf Centre for Servant-Leadership in the United Kingdom held in London, England.

Julie Beggs facilitated a session on servant-leadership for corporate professionals at The Center for Servant-Leadership, Europe in Hilversum, The Netherlands. Tammyra Freeman conducted a special session for Wright State University in Dayton, OH.

Julie Beggs presented a keynote address for Kansas State University, Manhattan, KS.

Wendell Walls participated in the second annual conference of the International Leadership Association, held in Toronto, Canada.

Julie Beggs conducted a servant-leadership workshop for the University of Dayton in Dayton, OH.

Julie Beggs conducted a special session for high school teachers at Punahou Schools in Honolulu, HI.

CEO Larry C. Spears participated in a gathering on spirit and leadership held in Sedona, AZ.

Julie Beggs served as a special guest for the National Association of Campus Activities Illiana Regional Conference providing a keynote address for staff and two education sessions during the conference. The conference was held in Peoria, IL.

Wendell Walls conducted a concurrent session on collaboration and servant-leadership at the annual conference of the Indiana Leadership Association, held in Columbus, IN.

Publications and Outreach

The following is a selected listing of recent articles and publications featuring servant-leadership and The Greenleaf Center. Please let us know of any other articles or books about servant-leadership that you may come across.

SQ: Connecting With Your Spiritual Intelligence, by Danah Zohar (Bloomsbury, 2000, Hardcover, 296 pages, $25) features servant-leadership as one of “six main spiritual paths.” Zohar will be among the featured presenters at the Greenleaf Center’s Annual International Conference on Servant-Leadership, to be held June 7-9, 2001.

Reclaiming the Great Commission, by Bishop Claude E. Payne and Hamilton Beazley (Jossey-Bass, 2000, Hardcover, 272 pages, $23) references servant-leadership and its relationship to transforming denominations and congregations. Beazley is a co-facilitator for the Greenleaf Center’s annual Leadership Institute for Higher Education.

Dienstbaar Leiderschap (Servant-Leadership in Dutch), by Tjeb Maris, founder of The Center for Servant-Leadership-Europe, is a Dutch-language book published in 2000. Contact Tjeb Maris for ordering information (e-mail: servant-leadership@marezate.nl).


Upcoming Events

The Greenleaf Center-Asia will hold its first conference in Singapore on Feb. 12-14, 2001. For more information contact Low Guat Tin or Sally Chew-Ong Gek Tee at gtlow@nie.edu.sg or gektee@tp.edu.sg.

The Greenleaf Center-United Kingdom will hold a one-day program in London, England on Feb. 16, 2001. This program will be held in conjunction with the Greenleaf Center’s board of trustees meeting, which will also be held in London. For more information contact John Noble at jnoble@greenleaf.netconnect.co.uk.

The Greenleaf Center’s 6th annual Leadership Institute for Higher Education will be held April 25-27, 2001 in Indianapolis. This two-day program for educators and educational administrators will be facilitated by Dr. Hamilton Beazley and Rubye Braye and will include a special presentation by Dr. Margaret Wheatley (author of Leadership and the New Science). For more information contact Julie Beggs at The Greenleaf Center.

The Greenleaf Center’s 11th annual International Conference on Servant-Leadership takes place on June 7-9, 2001. See pages 1 and 3 for details.
Jack Lowe Jr. Recipient of the 2000 National Ernst & Young Entrepreneur of the Year Award For Principle-Centered Leadership

Jack Lowe, Jr., CEO of TDIndustries and Board Chair of The Greenleaf Center, was named the recipient of the 2000 National Ernst & Young Entrepreneur of the Year award for Principle-Centered Leadership. Lowe was honored at an awards gala of the world’s largest gathering of entrepreneurs on November 11, 2000 in Palm Springs, California.

“It is a privilege to recognize Jack Lowe, Jr. for the empowered culture he has established at TDIndustries,” said Stephen R. Covey, co-chairman of Franklin Covey Company. “He epitomizes the philosophy of leader as servant. His unusual leadership style and unorthodox approach to management have successfully inspired employees to work hard, rise to the best within them, and become leaders in their own right. This has translated into sustained business and profit growth for the company.”

Fortune magazine has recognized TDIndustries for its forward-thinking policies toward employees (known as “partners” at TD), and has repeatedly listed it among America’s 100 Best Companies to Work For. In 1998, TD was awarded the 1998 Texas Quality Award (based on Malcolm Baldridge Award criteria) in recognition of its efficient, debt-free operations. In 2000 TDIndustries’ annual sales reached more than $200 million.

TDIndustries was founded in 1946 as Texas Distributors, an air conditioning distributor by Lowe’s father, Jack Lowe, Sr. In 1952 Jack Lowe, Sr. created one of the first employee-ownership plans in America. In 1964 Jack Lowe, Jr. joined TD as a sales engineer and held several positions within the company prior to being named CEO in 1980. TD’s formal involvement with servant-leadership and The Greenleaf Center began in 1972 when Jack Lowe, Sr. came upon Robert Greenleaf’s 1970 essay, The Servant as Leader. Servant-leadership gave a name to the belief that Jack Lowe, Sr. had long practiced, and he began a process of sharing that essay with TD’s partners which continues to this day within TDIndustries, and which is carried on by Jack Lowe, Jr.

“The Greenleaf Center has been blessed to have initially had Jack Lowe, Sr., followed by Jack Lowe, Jr., on its board of trustees for over twenty years,” said Larry C. Spears, CEO of The Greenleaf Center for Servant-Leadership. “The Lowe family and their colleagues at TDIndustries have inspired several generations of people and companies in their understanding and practice of servant-leadership throughout the United States and around the world.”

Jack Lowe, Jr. was a featured presenter at the first Australian servant-leadership conference held in November. Lowe will also be among the presenters at a servant-leadership program to be held in London on Feb. 16, 2001.

“Entrepreneurs like Jack Lowe, Jr. are changing the landscape of business and are having a profound effect on our lives,” said Gregory K. Ericksen, National Director of Entrepreneurial Services for Ernst & Young. “He is a model for future entrepreneurs to follow in this age where virtually anything is possible.”

The Ernst & Young Entrepreneur Of The Year award for Principle-Centered Leadership, instituted in 1997, recognizes entrepreneurs who have achieved outstanding business results in a deeply principled manner. It is presented by the Franklin Covey Company, a leading productivity, life management and leadership development training company.

The Greenleaf Center congratulates Jack Lowe, Jr. and his colleagues at TDIndustries for their exemplary practice of servant-leadership over the past thirty years.