Focus on Leadership: Servant-Leadership for the 21st Century, the 12th annual international conference of the Greenleaf Center, will be held in Indianapolis June 6-8. Keynote speakers this year are James Autry, William Guillory, Ann McGee-Cooper, and Parker Palmer. (Warren Bennis, originally scheduled, will not be featured this year due to unforeseen circumstances. He will present at the 2003 conference instead.)

In addition to the four keynote addresses, this year’s conference also features a panel of executives who practice servant-leadership in their workplaces; a rich tapestry of concurrent sessions; a special interest group gathering; a welcoming reception; a book-signing reception; two optional day-long pre-conference workshops; and the best on-site conference bookstore you will ever find.

Conference fees start at $595 for the member rate (if you register by May 1), and $295 member rate for pre-conference workshops. You can obtain a conference registration brochure by calling the Greenleaf Center at 317-259-1241, or you can register online at www.greenleaf.org.

12th Annual International Conference To Be Held June 6-8, 2002

Our 2002 Conference Sponsors:
- Ann McGee-Cooper and Associates
- Ascension Health
- James Autry
- Center for Leadership Studies
- Our Lady of the Lake University
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- Synovus Financial Corporation
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- Trinity Services
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*Servant-Leader Development Center (Alexandria, VA) was listed incorrectly in our conference brochure.

Servant-Leadership Around the World

(Servant-Leadership Around the World is an occasional feature intended to share with our readers information concerning the development of servant-leadership and the Greenleaf Center across the globe. Contact information for the Center’s international offices may be found in our masthead on page 2.)

Australia/New Zealand

• Diann & Ali Feldman, directors of The Greenleaf Centre for Servant-Leadership, Australia/New Zealand, report that they are concentrating on bringing a group of interested folks to the June 6-8 international conference to be held in Indianapolis. (Editor’s Note: International attendance at the U.S.A. conference has jumped dramatically in recent years thanks to efforts like this. The Greenleaf Center thanks all of our international directors for their commitment and encouragement of servant-leadership around the world.)

Canada

• Greenleaf Canada and The Greenleaf Center-Southern Africa are the latest Greenleaf Center offices to be launched, bringing the total number of Greenleaf Center locations around the world to nine. Co-founded by Laurent Leduc and Peter Jackson, Greenleaf Canada will be officially announced at our June 6-8 conference. Laurent Leduc writes: “Greenleaf Canada is off to an excellent start in Canada, having identified and communicated with about 75 individuals in a broad range of organizations. It is an honor to be part of the growing worldwide Greenleaf community and we look forward to working with our international colleagues to build the awareness and practice of servant-leadership.”

• The Greenleaf Center (U.S.A.) was recently assisted by the Canadian Center for Management Development who translated The Servant as Leader essay into French. The French language edition is now available for $5 a copy. Bulk quantity discounts are also available.

France

• CEO Larry C. Spears spoke on servant-leadership at The Paris Round Table in November. This program was organized by Olivier Lacoste, one of our partners in Paris, with assistance (Continued on page 2)
Step Towards a New Culture and Leadership Style), written by Dr. Gurkan Celik.


The Philippines
- Dr. Eleanor Santiago, president of The Center for Servant-Leadership, Philippines, has announced plans for their first conference on servant-leadership to be held November 4-5, 2003. James Autry will serve as the keynote speaker. For more information contact Dr. Santiago by email at servleadphil@hotmail.com.

Singapore
- The Greenleaf Centre-Singapore will hold its second conference on servant-leadership in Singapore on September 17-18, 2002. For more information visit their website at www.greenleafasia.org.

Korea

The Netherlands
- The Center for Servant-Leadership in Europe has published a new book on servant-leadership (available in Dutch-only)—Stapsgewijs naar een Nieuwe Cultuur-en Leiderschapsstijl (Step by Step Towards a New Culture and Leadership Style), written by Dr. Gurkan Celik.

United Kingdom

The Newsletter of
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Center for
Servant-Leadership

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Senior Editor: Larry C. Spears
Editor: Michele Lawrence
Design: John D. Gummere

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All correspondence, material, and address changes should be sent to:
The Robert K. Greenleaf Center for Servant-Leadership
921 E. 86th St., Suite 200
Indianapolis, IN 46240
Telephone: (317) 259-0560
FAX: (317) 259-0560
Visit us at http://www.greenleaf.org

Editors

John Burkhardt, Director, The Kellogg Forum,
University of Michigan, Ann Arbor, Michigan

Linda Chezem (RKGC Vice-Chair),
Indianapolis, Indiana

Newcomb Greenleaf, Barnet, Vermont

William A. Guilloiry, President, Innovations
International, Inc., Salt Lake City, Utah

Michele Hunt, Principal,
Visions & Values, New York, New York

Jan Levy, Executive Director,
Leadership Tomorrow, Seattle, Washington

John S. Lore, President and CEO, Connect Michigan
Alliance, Lansing, Michigan

Jack Lowe, Jr. (RKGC Chair),
Chief Executive Officer, TDIndustries, Dallas, Texas

Jeffrey McCollium, Global Director,
Organizational Effectiveness, Pfizer,
Morris Plains, New Jersey

Andrew J. Morikawa
Executive Director, Community Foundation
of the New River Valley, Blacksburg, Virginia

Stephie Breault
Eileen McCormick, Administrative Assistant

Geneva Loudd, Executive Assistant

Larry C. Spears, Chief Executive Officer

Eleanor M. Santiago, MD

Margaret Wheatley

Kwan Eung Lee • e-mail: kwanlee@unitel.co.kr

The Center for Servant-Leadership, Korea

Kwan Eung Lee • e-mail: kwanlee@unitel.co.kr

Website: www.eltechtrust.com

The Center for Servant-Leadership, Philippines

Eleanor M. Santiago, MD

e-mail: servleadphil@hotmail.com

The Greenleaf Center for Servant-Leadership, Southern Africa • Andrew Payne

e-mail: greenleaf@worldonline.co.za

The Greenleaf Centre for Servant-Leadership, United Kingdom • John Noble
e-mail: jnoble@greenleaf.netkoneect.co.uk

Trustees

Juan B. Borda, President, Mestiza Leadership,
Denver, Colorado

John Burkhardt, Director, The Kellogg Forum,
University of Michigan, Ann Arbor, Michigan

Linda Chezem (RKGC Vice-Chair),
Indianapolis, Indiana

Newcomb Greenleaf, Barnet, Vermont

William A. Guilloiry, President, Innovations
International, Inc., Salt Lake City, Utah

Michele Hunt, Principal,
Visions & Values, New York, New York

Jan Levy, Executive Director,
Leadership Tomorrow, Seattle, Washington

John S. Lore, President and CEO, Connect Michigan
Alliance, Lansing, Michigan

Jack Lowe, Jr. (RKGC Chair),
Chief Executive Officer, TDIndustries, Dallas, Texas

Jeffrey McCollium, Global Director,
Organizational Effectiveness, Pfizer,
Morris Plains, New Jersey

Andrew J. Morikawa
Executive Director, Community Foundation
of the New River Valley, Blacksburg, Virginia

Southern 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, at greenleaf@worldonline.co.za.

Spain
- Raices eticas del liderazgo, edited by Domenec Mele Carne, is the title of a Spanish book of published articles from the 9th Colloquium on Business and Economic Ethics held in Barcelona, Spain. This book includes a chapter titled, “El Liderazgo Servidor En La Empresa” (“Servant-Leadership in Business”) that was written by Larry C. Spears.

The Netherlands
- The Center for Servant-Leadership in Europe has published a new book on servant-leadership (available in Dutch-only)—Stapsgewijs naar een Nieuwe Cultuur-en Leiderschapsstijl (Step by
Recent Commentary by Larry C. Spears

“We are witnessing a shift away from traditional autocratic and hierarchical models of leadership and toward a model which is based on teamwork and community; one which seeks to involve others in decision-making; one which is strongly based on ethical and caring behavior; and, one which is attempting to enhance the personal growth of workers, while improving the caring and quality of our many institutions. This emerging approach to leadership and service is called ‘servant-leadership.’”

—from an address given at the Paris Roundtable, Paris, France, November 2001

“The words ‘servant’ and ‘leader’ are usually thought of as being opposites. When two opposites are brought together in a creative and meaningful way, a paradox emerges. And so the words servant and leader have been brought together to create the paradoxical idea of servant-leadership.”

—from a presentation hosted by the Greenleaf Center-Europe, Hilversum, The Netherlands, November 2001

[About the Greenleaf Center’s logo, at right]: “The mobius strip symbolizes, in visual terms, the servant-leader concept—a merging of servanthood into leadership and back into servanthood again, in a fluid and continuous pattern. It also reflects the Greenleaf Center’s own role as an institution seeking to both serve and lead others who are interested in leadership and service issues.”


“The leadership that is at the heart of philanthropic work is leadership directed to the creation of community.... The key maybe is found in Greenleaf’s admonition to live and operate in an integrated way. Foundations must make a determined effort to be both state-of-the-art and state-of-the-heart in relationships to those they wish to lead.”


“Robert K. Greenleaf’s legacy continues to grow with each passing year. The many seeds that he sowed in the 1970s and 1980s have begun to flower in the past decade or so as untold numbers of people and organizations have found inspiration and wisdom through his writings. This has been further magnified by the growing chorus of writers, teachers and leaders who are expanding servant-leadership into new and uncharted territory. Stephen Covey, Peter Senge, Max DePree, Ken Blanchard, Margaret Wheatley, James Autry, Danah Zohar and many, many other leadership authors are writing today on the power of servant-leadership.”

—from an address given at Crosslands Retirement Center, Kennett Square, Pennsylvania, December 2001

“An important characteristic of servant-leadership is empathy. The servant-leader strives to understand and empathize with others. People need to be accepted for their special gifts and unique spirits. Things go better when one assumes the good intention of co-workers and does not reject them as people, even when one may be forced to refuse to accept their behavior or performance. The most successful servant-leaders are those who have become skilled, empathetic listeners.”

—from an address given at The White Dog Café, Philadelphia, Pennsylvania, December 2001

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

Called to Serve: Creating and Nurturing the Effective Volunteer Board


John Carver on Board Leadership


Reviewed by Jeff McCollum

Jeff McCollum is Global Director for Organizational Effectiveness at Pfizer Corporation. Jeff is also a Greenleaf Center trustee, and an occasional book reviewer for this publication.

Servant-leadership’s impact on contemporary commentators on organization life has been profound and widespread. His most direct legacy, however, may be found in the area of board governance and is clearly apparent in Called to Serve and John Carver on Board Leadership.

John Carver, who spoke at the Greenleaf Center’s annual conference in 1998, has influenced governance in all forms of organization—public, private, eleemosynary and for-profit. His Policy Governance Model®, a robust theory based on principles drawn from political philosophy as well as servant-leadership, fixes board accountability on serving the “owners” of the organization, and draws clear distinctions between the board’s role and that of the organization’s management. Max DePree reflects on his own service as a board chair to offer counsel, collected in a series of letters to his friend Dr. Verley Sangster, to those who chair voluntary boards.

Both writers credit Robert Greenleaf for influencing their thinking on board leadership. Carver draws frequently from Trustees as Servants. DePree draws on personal communication with Greenleaf. Both apply the principles of servant-leadership to their practice. But there are also some differences between the two books. Called to Serve is shorter, more personal, and intended to invite the reader to dialogue (within the limits of a book). “Enjoy it. Try out the ideas and suggestions. Take it seriously. Don’t take it too seriously. You surely can improve on it. Write in it. Put your stamp on it.” DePree cajoles the reader. John Carver on Board Leadership is an anthology of Carver’s writing with most of the essays drawn from Board Leadership: Policy Governance in Action, his bi-monthly newsletter. “Policy governance,” Carver writes, “then, was not born from notions of what a board should do but an examination of what a board is for.”

Carver’s work applies broadly to any board. DePree focuses on the non-profit, voluntary board. Both are concerned with board effectiveness.

In one of his letters to Verley Sangster, DePree develops the following standards for an effective board:

- It has a mission statement.
- It nurtures strong personal relationships.
- It stays in touch with its world.
- It does very good planning.
- It provides wisdom, wealth, witness, and work to the organization.
- It works seriously at the growth needs of its members.
- It offers guidance, wealth, witness, and work to the organization.
- It decides what it will measure and does it.
- It plans time for reflection.
- It says “thanks.”

DePree’s standards are obvious antidotes to some of the common malfunctions found in boards and enumerated in Carver’s preface: “I have seen CEOs destroyed by the gut-wrenching dynamics that occur when boards judge on criteria they’ve never stated. Where CEOs have fought back after capricious dismissals, I have seen donors’ hard-earned contributions wasted by boards defending resultant suits. I have seen boards that take no responsibility for the illegitimately intrusive behavior of renegade members . . . . I have also seen boards manipulated and managed by their CEOs . . . . I have seen organizations whose stewardship of the wealth of contributors . . . . is next to nonexistent.”

Both Carver and DePree are calling for a higher standard of board performance. And that standard rests on servant-leadership. Carver’s Policy Governance Model® codifies distinctions between the board’s role and management’s role. DePree, similarly, calls for clear distinctions in the roles and adds the quality of relationships, which he calls devotional bonding, into the mix.

“Structure is important, but what is much more important—in fact, critical—is the ability and willingness of the people involved to establish and maintain amiable relationships.”

DePree observes that “a board can only be as good as management will help it become.” Carver observes that by limiting its direction to management to only what it cannot do, a board “leaves far more room for managerial innovation.” Both argue that management and board need a certain amount of freedom to learn and to grow.

Rooted in the principles of servant-leadership, the two books share a common philosophy. Both are valuable additions to the libraries of a board chair, board member, or senior manager. DePree is informal and inspirational. Carver is more formal and can be applied more broadly and serves as a convenient desktop reference.

The Board of Trustees of the Robert K. Greenleaf Center adopted Carver’s Policy Governance Model® in 1995 and has operated on the basis of it ever since. The clear distinction between the role of the board and the role of management has helped us, as board members, avoid, even if out of a desire to be helpful, reaching into the management of the Center. As an individual board member, with a background in management, the model helped me understand my role. As a board, we chose to limit management’s means in only a few ways. Since then, the Center has enjoyed remarkable global growth, becoming ever more vibrant in the process. Our experience seems to bear out Carver’s theory. We also work to build relationships with each other.

Although we’ve never called it devotional bonding, the intimate nature of our board conversations is an environment in which I feel nourished but, more importantly, seems to clear the meeting time for productive work. And we get our work done—the work of thinking about what the organization is to become.
Meet the Board Members of the Greenleaf Center for Servant-Leadership

Juanita Bordas (Denver, CO) is President of Mestiza Leadership International and former faculty for the Center for Creative Leadership. She has seventeen years experience managing non-profit organizations as the first President/CEO of the National Hispana Leadership Institute and executive director of Mi Casa Women’s Center. Juanita has served as an advisor to the Kellogg Leadership Fellows and Harvard’s Journal of Hispanic Policy. Juanita was initiated into the Colorado Women’s Hall of Fame and honored as a Wise Woman by the National Center for Women’s Policy Studies.

John C. Burkhardt (Ann Arbor, MI) is Professor of Education and Director of the Kellogg Forum on Higher Education for the Public Good, a partnership of institutions, scholars and policy makers committed to making higher education more responsive to the needs of a changing society. John joined the University of Michigan faculty in September of 2000, after serving for eight years as a program director at the W. K. Kellogg Foundation. He is a Senior Fellow at the James McGregor Burns Academy of Leadership at the University of Maryland and is on the editorial board for the Journal of Leadership Studies.

Linda Chezem (Mooresville, IN) spent twenty-two years as a trial court judge and on the Indiana Court of Appeals of Indiana. She is a professor at Purdue School of Veterinary Medicine, Department of Toxicology. In addition to her current service on the Greenleaf Center board as Vice-Chair, she also serves on the board of Fairbanks Hospital in Indianapolis; as a General Service Board (nonalcoholic) Trustee for AA; and on the Indiana Rural Health Association board.

Newcomb Greenleaf (West Barnet, VT) has been teaching Buddhist meditation and philosophy for over twenty-five years. He is currently Co-director of the Shambhala Meditation Center in St. Johnsbury, VT. He has made presentations on spiritual and artistic dimensions of servant-leadership. Trained as a mathematician with a doctorate from Princeton, he has taught at many leading universities. At Naropa Institute (now University) he co-directed the pioneering Summer Institute in Cognitive Science, and he has been a participant in the Mind and Life series of dialogues between the Dalai Lama and western scientists.

William Guillory (Salt Lake City, UT) is the Founder and CEO of Innovations International, a human resource development firm. Prior to founding the firm, he was a physical chemist of international renown. He has since become an authority on diversity, empowerment, and leadership. He is the author of four books on personal transformation, and co-author of the management text Empowerment for High-Performing Organizations. His most recent work involves spirituality in the workplace which translates into an employee-supportive environment that ensures work-life quality and balance.

Michele Hunt (New York, NY) is the author of Dream Makers: Putting Vision and Values to Work, and the founder of the consulting firm Vision & Values. In 1993 she was appointed by President Clinton to serve as the executive director of the Federal Quality Institute, with the mission to help seed the reinvention of the US government. Prior to this appointment, she spent thirteen years with Herman Miller, Inc., a global office furniture company. She was instrumental in Herman Miller, Inc., winning the prestigious Bertlesman Award as one of the best managed companies in the world.

Jan Levy (Seattle, WA) is the Executive Director of Leadership Tomorrow, a civic leadership training program founded by the Greater Seattle Chamber of Commerce and the United Way of King County. She is a graduate of the program and has served as its director for twelve years. Her diverse background includes professional dance, higher education administration, and eight years at Washington Mutual Bank in a variety of administrative positions. She served on the board of the Community Leadership Association for nine years, and completed her term as the Immediate Past Chair of the CLA Board in 1999.

John S. Lore (Bay City, MI) is the Founding President and CEO of Connect Michigan Alliance in Lansing, which seeks to provide a cohesive network of support systems to build and strengthen community throughout Michigan. Prior to that, he was part of the Sisters of St. Joseph Health System, first as Senior Vice President of St. John Health System, then as President/CEO of the parent corporation. John was one of the creators of Ascension Health, one of the nation’s largest health systems, which was created when the SSJ Health System merged with the Daughters of Charity National Health System in 1999. He has also served as President of Nazareth College, President of the Michigan Colleges Foundation, and Chair of the National Society of Fund Raising Executives (AFP).

Jack Lowe, Jr. (Dallas, TX) is CEO of TDIndustries, the premier construction and service company providing mechanical, refrigeration, electrical, plumbing, building controls and energy services to customers in Texas and throughout the Southwest for over 50 years. Under Jack’s leadership, TDIndustries has been awarded the Texas Quality Award, which recognizes an organization’s exemplary achievements in Quality and Excellence; and has been listed in the top 10 of Fortune magazine’s “100 Best Companies to Work for” five years in a row. He serves as the Greenleaf Center board chair.

Jeff McCollum (Hillsborough, NJ) is currently Director, Global Organization Development, for Pfizer Consumer Healthcare, a $3 billion consumer products company. In that capacity, he is responsible for supporting senior management in the implementation of large scale organizational changes including the integration of two consumer businesses following Pfizer’s acquisition of Warner Lambert in 2000. Prior to working for Warner Lambert, he operated his own consulting practice, StarThrower Associates. Before that, he spent more than 20 years with AT&T where he served in both line and staff capacities.

Andrew J. Morikawa (Blacksburgh, VA) currently serves as the executive director of The Community Foundation of the New River Valley, a rural grassroots philanthropy, in Virginia’s Appalachian region. Prior to that he completed six years as the president of World SHARE, an international development organization, and before that, was executive director of SHARE-USA. Andy’s work life has been one of service through a variety of not-for-profit organizations, starting with his volunteer work in the Peace Corps; program development work in Micronesia; and for the last twenty-five years, work in positions that serve communities through grassroots community organizing to develop innovative self-help initiatives.
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
Adjunct facilitator Jamie Showkeir provided a keynote address for the January meeting of the Young President’s Organization in Louisville, KY.

Adjunct facilitator Isabel Lopez facilitated a day-long session on servant-leadership for the staff and volunteers of the Vincentian Center for Spirituality and Work located in Denver, CO.

Chief Learning Officer Julie Beggs provided a breakout session on servant-leadership during the annual Mortar Board Leadership Conference held on the Purdue University campus in Lafayette, IN.

Adjunct facilitator Larry Fidelus provided a two-day learning session on servant-leadership and visioning for the administrative staff of the Catholic Human Services division of the Archdiocese of Philadelphia in Philadelphia, PA.

Larry Fidelus and guest facilitator Frank Hamilton provided two learning sessions on servant-leadership during the Senior Leadership Conference for Chaplains sponsored by the Chief of Chaplains Office, U.S. Navy in Orlando, FL.

Marian College, Fond du Lac, WI, awarded Greenleaf Center Board Chairman Jack Lowe, Jr., Managing Director of TDIndustries—a Dallas employee-owned national mechanical construction and service company—the honorary doctoral degree at its annual Business and Industry Awards Dinner on November 8, 2001. Citing Lowe’s commitment to servant-leadership and to building a culture of trust and dignity in the workplace, Marian’s President Richard Ridenour conferred the degree in front of 200 business leaders in the Fond du Lac community. Marian College recently announced the establishment of the Center for Spirituality and Leadership, the purpose of which is to develop leaders who will nurture the spirit and gifts of each person in the workplace.

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

“Creating Caring Leadership for the 21st Century,” an article by Larry C. Spears, was reprinted as a “Best Of” article in the December 2001 issue of The Not-For-Profit CEO Monthly Letter. It had first appeared in that publication in July 1998.


The February 4, 2002 issue of Fortune magazine contained this year’s listing of “The 100 Best Companies to Work For.” This year’s top five were: (1) Edward Jones; (2) Container Store; (3) SAS Institute; (4) TDIndustries; and (5) Synovus Financial. Over twenty of this year’s “100 Best Companies” are members and customers of The Greenleaf Center. The Fortune magazine article included a full-page picture of the TDIndustries workplace. We congratulate all of the recipients as exemplars of servant-leadership in business.

Turning to One Another: Simple Conversations to Restore Hope to the Future (Berrett-Koehler, 2002, 158 pages, paperback) is the title of the latest book by Margaret J. Wheatley. Wheatley, who is best known for her book Leadership and the New Science, has been a featured presenter at several recent Greenleaf Center programs, including this year’s 7th annual Leadership Institute for Higher Education. Turning to One Another may be ordered through The Greenleaf Center for $21 ($16 + $5 shipping-and-handling).