Getting to the Heart of Leadership With Ken Blanchard—
Greenleaf Center Program Set for San Diego, October 23, 2002

The Greenleaf Center is pleased to announce that Dr. Ken Blanchard will present on the theme of “Getting to the Heart of Leadership” at our second annual Innovations in Leadership program, to be held in San Diego on Wednesday, October 23, 2002.

Few people have impacted the day-to-day management of people and companies as Ken Blanchard. A gregarious and much sought-after author, speaker, and business consultant, Ken is considered to be one of the most insightful and compassionate thought-leaders in business today.

From the phenomenal best-selling book, The One Minute Manager; to his current contributing essay in The Greenleaf Center’s latest book, Focus on Leadership: Servant-Leadership for the 21st Century (2002), Ken continues to be at the forefront in helping people be the best that they can be.

Dr. Blanchard is chief spiritual officer of The Ken Blanchard Companies, an internationally recognized management and leadership training and consulting firm that he and his wife, Dr. Marjorie Blanchard, founded in 1979. He is a visiting lecturer at Cornell University and co-founder of The Center for FaithWalk Leadership.

“I am a fan of Robert K. Greenleaf and think that servant-leadership is the foundation for effective leadership,” writes Ken Blanchard. “My hat is off to Robert Greenleaf, and to the efforts of Larry Spears, Michele Lawrence, and all the good folks at The Greenleaf Center, for keeping Greenleaf’s work alive and for leading the servant-leadership charge.”

Participants attending Getting to the Heart of Leadership will:

- discover new ways to think about leadership and management
- learn how to motivate and support your colleagues
- gain a greater understanding of servant-leadership
- learn how other organizations have created strong customers
- return to the workplace renewed and with new tools to meet the challenges of organizational life

(Continued on page 4)

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 us if you are interested in our providing servant-leadership programs or speakers for your group or conference.

Recent Programs and Outreach

CEO Larry C. Spears was recently honored by receiving an Outstanding Leadership Award from Chapman University in Orange, CA. “in recognition of his pioneering efforts and enduring commitment to promoting servant leadership around the world.”

Volunteer Associate Jack Collins spoke to the Noblesville (Indiana) Kiwanis Club on March 26 regarding servant-leadership.

The Greenleaf Center hosted its 7th Annual Leadership Institute for Higher Education on April 4-5, 2002 in Indianapolis. This two-day program for educators and educational administrators was facilitated by Dr. Jim Boyd and included a special presentation by Dr. Margaret Wheatley (Leadership and the New Science). Participants from twenty different schools participated in this year’s Institute.

The Greenleaf Center-Southern Africa was launched with an initial conference held in Johannesburg, South Africa on May 8-9, 2002. Among the featured presenters at this conference was John Noble, director of the Greenleaf Centre-United Kingdom.

The Greenleaf Center held its 12th Annual International Conference on Servant-Leadership in Indianapolis on June 6-8, 2002. Featured presenters included James Autry (The Servant Leader and Love & Profit), Bill Guillory (The Living Organization), Ann McGee-Cooper (You Don’t Have To Go Home From Work Exhausted!), and Parker Palmer (The Courage to Teach). Pre-conference workshops were presented this year by James Autry on “The Servant Leader” and by Larry Fidelus on “Servant-Leadership and Appreciative Inquiry.”

Adjunct Facilitator Larry Fidelus facilitated a program on servant-leadership for the Diocese of Scranton, in Scranton, PA.

Adjunct facilitator Newcomb Greenleaf provided a day-long workshop for members of the Finlandia University community on Meditations for Servant-Leadership, in Hancock, MI.

(Continued on page 6)
Voices: Foresight as the Central Ethic of Leadership

by Daniel Kim

(Editor’s Note: The following is a brief excerpt from Daniel Kim’s introduction to the Greenleaf Center essay by the same title. The Greenleaf Center has just published two new essays in its Voices of Servant-Leadership Series—“Foresight as the Central Ethic of Leadership” (essay #8) by Daniel Kim and, “The Servant-Leader: From Hero to Host” (essay #7), an interview with Margaret Wheatley. Single copies of either essay are available for $9 ($5 + $4 shipping and handling).

Re-reading Robert Greenleaf’s essay The Servant as Leader is always an exercise in humility for me. His writings are a constant reminder of the high standards a leader must set for himself/herself if one is to be worthy of people’s full commitment. Of all the things that Greenleaf wrote about in his essay, I have found the following passage to be the most striking and most humbling to live up to:

“The failure (or refusal) of a leader to foresee may be viewed as an ethical failure; because a serious ethical compromise today (when the usual judgement on ethical inadequacy is made) is sometimes the result of a failure to make the effort at an earlier date to foresee today’s events and to take the right actions when there was freedom for initiative to act. The action which society labels “unethical” in the present moment is often really one of no choice.” —Robert K. Greenleaf, The Servant as Leader

I have never heard anybody say it in that way. Others may admonish us for not having exercised better foresight or for incorrectly anticipating the future and call it a failure of planning or an error in judgement. But to call it an ethical failure is such a strong stance that it compelled me to take a deeper look at the issue so that I could come to a better understanding of why he stated it in such a provocative manner.

Another reason I have been drawn to his point about foresight is that my own professional path has led me to the field of system dynamics, which in many ways is about developing foresight through a deeper understanding of the underlying systemic structures that produce our reality. The fact that he refers to it as “the central ethic of leadership” makes it all the more intriguing to explore.

Answering the call of servant-leadership is a humbling experience. My hope is that each of us remembers who we are and that we will be ever vigilant in continually developing our foresight so that we stand ready and able to answer the call to be true stewards of our children’s future. Answering the call will require us to rediscover who we are as individuals and connecting with the highest aspirations in ourselves and in our organizations. Answering the call requires us to ask the deeper question “Who am I?” and answering it repeatedly until we have stripped the layers and layers of varnish we have applied over ourselves and revealed the beauty of the natural wood that is our true self. Only then, from a place of authenticity, may we answer the call to serve.

(De. Daniel H. Kim is an organizational consultant, teacher, and speaker. He is founder and publisher of The Systems Thinker, a newsletter that helps managers apply the power of systems thinking in their organizations.)

THE SERVANT LEADER

The Newsletter of the Robert K. Greenleaf Center for Servant-Leadership

Issue No. 50
Sumner, 2002

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

The Servant Leader is published quarterly by the Robert K. Greenleaf Center.

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) 259-1241
FAX: (317) 259-0560
Visit us at http://www.greenleaf.org

THE SERVANT LEADER

The Newsletter of the Robert K. Greenleaf Center for Servant-Leadership

© 2002 Robert K. Greenleaf Center

International Branch Offices

The Greenleaf Centre for Servant-Leadership, Australia-New Zealand
Diann and Alison Feldman
e-mail: DFeldman@t130.aone.net.au
Website: www.greenleaf.org.au

Greenleaf Canada
Laurent Leslie/Peter Jackson
e-mail: laurent.leduc@utoronto.ca
Website: www.greenleafcanada.org

The Center for Servant-Leadership, Europe
Tjeb Maris • e-mail: servant-leadership@marezate.nl
Website: www.marezate.nl

The Greenleaf Center for Servant-Leadership, Korea
Kwan Eung Lee • e-mail: kwanlee@unitel.co.kr
Website: www.electhrust.com

The Center for Servant-Leadership, Philippines
Eleanor M. Santiago, MD
e-mail: servleadphil@hotmail.com

The Greenleaf Center for Servant-Leadership, Asia
Low Guat Tiong/Sally Chew-Ong Gek Tey
Website: www.greenleafasia.org

The Greenleaf Centre for Servant-Leadership, Southern Africa • Andrew Payne
e-mail: greeneleaf@worldonline.co.za

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

THE SERVANT LEADER • SUMMER 2002

Voices: Foresight as the Central Ethic of Leadership

by Daniel Kim

(Editor’s Note: The following is a brief excerpt from Daniel Kim’s introduction to the Greenleaf Center essay by the same title. The Greenleaf Center has just published two new essays in its Voices of Servant-Leadership Series—“Foresight as the Central Ethic of Leadership” (essay #8) by Daniel Kim and, “The Servant-Leader: From Hero to Host” (essay #7), an interview with Margaret Wheatley. Single copies of either essay are available for $9 ($5 + $4 shipping and handling).

Re-reading Robert Greenleaf’s essay The Servant as Leader is always an exercise in humility for me. His writings are a constant reminder of the high standards a leader must set for himself/herself if one is to be worthy of people’s full commitment. Of all the things that Greenleaf wrote about in his essay, I have found the following passage to be the most striking and most humbling to live up to:

“The failure (or refusal) of a leader to foresee may be viewed as an ethical failure; because a serious ethical compromise today (when the usual judgement on ethical inadequacy is made) is sometimes the result of a failure to make the effort at an earlier date to foresee today’s events and to take the right actions when there was freedom for initiative to act. The action which society labels “unethical” in the present moment is often really one of no choice.” —Robert K. Greenleaf, The Servant as Leader

I have never heard anybody say it in that way. Others may admonish us for not having exercised better foresight or for incorrectly anticipating the future and call it a failure of planning or an error in judgement. But to call it an ethical failure is such a strong stance that it compelled me to take a deeper look at the issue so that I could come to a better understanding of why he stated it in such a provocative manner.

Another reason I have been drawn to his point about foresight is that my own professional path has led me to the field of system dynamics, which in many ways is about developing foresight through a deeper understanding of the underlying systemic structures that produce our reality. The fact that he refers to it as “the central ethic of leadership” makes it all the more intriguing to explore.

Answering the call of servant-leadership is a humbling experience. My hope is that each of us remembers who we are and that we will be ever vigilant in continually developing our foresight so that we stand ready and able to answer the call to be true stewards of our children’s future. Answering the call will require us to rediscover who we are as individuals and connecting with the highest aspirations in ourselves and in our organizations. Answering the call requires us to ask the deeper question “Who am I?” and answering it repeatedly until we have stripped the layers and layers of varnish we have applied over ourselves and revealed the beauty of the natural wood that is our true self. Only then, from a place of authenticity, may we answer the call to serve.

(De. Daniel H. Kim is an organizational consultant, teacher, and speaker. He is founder and publisher of The Systems Thinker, a newsletter that helps managers apply the power of systems thinking in their organizations.)

THE SERVANT LEADER

The Newsletter of the Robert K. Greenleaf Center for Servant-Leadership

© 2002 Robert K. Greenleaf Center

International Branch Offices

The Greenleaf Centre for Servant-Leadership, Australia-New Zealand
Diann and Alison Feldman
e-mail: DFeldman@t130.aone.net.au
Website: www.greenleaf.org.au

Greenleaf Canada
Laurent Leslie/Peter Jackson
e-mail: laurent.leduc@utoronto.ca
Website: www.greenleafcanada.org

The Center for Servant-Leadership, Europe
Tjeb Maris • e-mail: servant-leadership@marezate.nl
Website: www.marezate.nl

The Greenleaf Center for Servant-Leadership, Korea
Kwan Eung Lee • e-mail: kwanlee@unitel.co.kr
Website: www.electhrust.com

The Center for Servant-Leadership, Philippines
Eleanor M. Santiago, MD
e-mail: servleadphil@hotmail.com

The Greenleaf Center for Servant-Leadership, Asia
Low Guat Tiong/Sally Chew-Ong Gek Tey
Website: www.greenleafasia.org

The Greenleaf Centre for Servant-Leadership, Southern Africa • Andrew Payne
e-mail: greeneleaf@worldonline.co.za

The Greenleaf Centre for Servant-Leadership, United Kingdom • John Noble
e-mail: jnoble@greenleaf.netconnect.co.uk
Servant-Leadership and Communities: Dallas Consortium Grows Servant-Leaders

by Gary Looper, Partner, AMCA, and SLLC Project Leader

The Dallas-based Servant Leadership Learning Community (SLLC) began with a long-term Partnership between TD Industries and Ann McGee-Cooper & Associates. Desiring to help other organizations grow “leaderful” cultures, they invited others to form a community of Partners in 1999.

This past January, the consortium hosted a one and a half-day conference entitled “Servant-Leadership: Principles in Practice for the New Workplace.” Forty-one top leaders attended, several of whose organizations have since joined the SLLC, which now includes:

- The Addison Marketing Group, whose “Whole Brain Marketing” approach has yielded breakthroughs for many companies
- Celebration, an historic and highly successful Dallas restaurant
- Carrollton Police Department, one of the top police units in Texas
- Parkland Hospital, a world-class teaching hospital
- Publishing Concepts, a servant-led information management company
- Tempo, a top residential air-conditioning spin-off company from TXU
- TXU Communications, an innovative business unit within TXU
- Bill Priest Institute for Economic Development, a branch of the Dallas County Community College District

The Servant-Leadership Learning Community enables key leaders in these organizations to attend TD’s servant-leadership classes. Representatives also gather together four times a year to share resources, deepen collective servant-leadership, gather stories, identify the developmental stages of servant-leadership and learn new skills and dialogue.

At our last SLLC session, we explored current paradigms for business and their integration with servant-leadership. In a dialogue around the question, “What seems impossible, but if we could do it, would transform the way we think about and accomplish our business?” we received the following example, contributed by an Assistant Chief of Police in the City of Carrollton.

“It seems impossible, but if we could, I would eliminate rules that interfere with our vision to serve our Customers in the community. I want to free our officers to do their work and take ownership at every level. For example, our Mission Statement says that we will respond to all police calls within five minutes or less. That may sound like a good idea at first, but in reality, it doesn’t always accomplish our vision. I could be in conversation, developing a long-term relationship with a community leader and have to leave immediately to check out a minor incident across town. Another example is the writing of a “required” number of tickets each week, which takes precedence over going into neighborhoods to build trusting relationships. Our agency used to require this. It never made any sense to me and when I was in the position to change it, I did. We hire the best-educated officers, who often leave in frustration due to systems at cross-purposes with their effectiveness. We need to get back to our mission. Are our measures interfering with serving our Customers?”

Our SLLC research is also offered at the annual member’s meeting of the global Society for Organizational Learning (SoL) out of M.I.T., and the Systems Thinking In Action Conference, sponsored each year by Pegasus Communications.

Truly, the time is now for following servant-leaders in the workplace, for servant-leaders to step forward and guide organizations.

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

Good to Great: Why Some Companies Make the Leap . . . and Others Don’t

Jim Collins. Harper Business. 2001. 286 pp. $27.50

Reviewed by Jeff McCollum

Jeff McCollum is a Greenleaf Center trustee and a frequent book reviewer for this publication.

Good to Great. Jim Collins’s follow-on study to the work he did with Jerry Porras that was published in the business best-seller Built to Last, offers significant insights for any leader wanting to transform an organization from average, run-of-the-mill performance to outstanding performance. It offers significant reinforcement for practitioners of servant-leadership.

The book came about when Collins was challenged by a McKinsey consultant who described Built to Last as “meaningless” because the organizations documented in that book started as strong organizations and have remained as such. He then set out to research whether there were organizations that had made the transition from “good” to “great” and, if so, what it took. Specifically, he looked for companies which had a track record of 15 years of “average” financial performance, then hit a transition point and then produced a track record of 15 years of exceptional financial performance. He found 11: Abbott, Circuit City, Fannie Mae, Gillette, Kimberly-Clark, Kroger, Nucor, Phillip Morris, Pitney Bowses, Walgreens and Wells Fargo.

These 11 and a matching set of comparator companies were then researched in depth through interviews, literature searches and other methods. What emerged was a set of characteristics, starting with leaders who combine a strong will for organizational success with personal humility. It’s something Collins didn’t expect to find, didn’t want to find, and didn’t know how to name. One name that was considered was “servant leadership,” which he ruled out because it seemed to him “too soft.” He chose to describe it as “Level 5 Leadership” and contrasts it with “Level 4 Leadership”, which is philosophically very different.

The traits of a Level 5 Leader include:
- Compelling modesty
- Unwavering resolve to produce outstanding results

In 10 of the 11 organizations, these leaders who blended humility and will developed inside the organization. As leaders, they focused first on relationships and getting the right people into the organization and into the right spot in the organization—a spot where they could find meaning and make a contribution. They helped people confront the harsh reality faced by their organizations and focused the organization by simplifying the complex reality into a few well-understood principles—a behavior which Collins codified as the “hedgehog concept”—an idea drawn from the work of Isaiah Berlin. They installed a “culture of discipline” and accelerated the use of technology where it supported the core processes of the organization, and never using technology to drive change, only to support it.

Specifically, the leaders of these organizations which were able to break through to new levels of performance tended to lead by:
- Asking questions, not giving answers
- Engaging in dialogue and debate and eschewing coercion
- Creating rigorous standards without being ruthless
- Conducting “autopsies” without blame in order to capture learning
- Creating “red flag” mechanisms to give early signals of problems
- Looking through the “window” to apportion credit
- Looking in the “mirror” to apportion responsibility

Although Collins did not set out to create a model of servant-leadership, he has, in my view, articulated a set of traits and behaviors that come very close to what practitioners of servant-leadership do.

In a post-Enron, post-Worldcom, post-Arthur Andersen environment, some might question whether the use of financial performance is appropriate for the for-profit sector and relevant for the not-for-profit world. It seems to be appropriate for this purpose since it is an external measure that could be used to evaluate across the 30 or so years needed to understand what is needed to make the transition from good to great.

In the chapter that deals with focus and developing the hedgehog concept, Collins introduces three questions that could be used by any organization to develop alignment, accountability and commitment:
1. What can we be best in the world at doing?
2. What are we, as individual members of the organization, passionate about?
3. What drives our performance engine?

Collins, using a metaphor from Sherlock Holmes, describes the “dogs that didn’t bark” when they pulled their results together. They didn’t find many of the things that are routinely attributed to breakthrough performance by people using less rigorous methods and anecdotal data. There weren’t “celebrity leaders,” tag lines, or big launches of initiatives. There was little attention to change management and no “magic” compensation practice. Mergers and acquisitions were not the path of transition from good to great. Nor was technology or strategy. Rather, “breakthrough results come from a series of good decisions diligently executed and accumulated over time.”

Robert Greenleaf frequently talked of the need for evolutionary change. His principles of servant-leadership have been borne out in Collins’ research.

Innovations in Leadership Program (Continued from page 1)

Sponsored by The Greenleaf Center, this program is being co-hosted by The San Diego Leadership Initiative, The Leadership Studies Department and The Leadership Institute at the University of San Diego. This half-day program will be offered as both a morning or afternoon session and will be held at the Joan B. Kroc Institute for Peace and Justice at The University of San Diego, 5998 Alcala Park, San Diego, California.

The registration fee is $99 when registering by Sept. 23, and $119 after Sept. 23. You may register with credit card by phone at 317-259-1241, by fax at 317-259-0560, online at www.greenleafcenter.org or mail your registration and payment to us at: The Greenleaf Center, 921 E. 86th St., Suite 200, Indianapolis, IN 46240.

We hope to see you in San Diego with Ken Blanchard on October 23!
One-to-One: With Larry C. Spears

(This issue marks the premier of a new and occasional feature to appear in The Servant-Leader. “One-to-One” offers brief interviews with servant-leaders. Our first interview is with The Greenleaf Center’s very own servant-leader, Larry C. Spears.)

—Michele Lawrence

Michele Lawrence: Where did you first hear the term “servant-leadership?”

Larry Spears: In the early 1980’s I was a staff member with Friends Journal, a Quaker magazine published out of Philadelphia, and it was there that I first encountered the writings of Robert K. Greenleaf on servant-leadership. Friends Journal published a half-dozen articles by Greenleaf, who was also a Quaker, in the 1970’s and 80’s. Early on, I found in Greenleaf’s writings a large measure of wisdom which spoke to my own sense of leadership, service, and spirit.

ML: How did you come to The Greenleaf Center?

LS: In the late-’80’s I was based at Bryn Mawr College, where I served as the executive director of the Greater Philadelphia Philosophy Consortium (GPPC)—a consortium of a dozen colleges and universities in the Philadelphia area. In late-’89 my wife and I learned that we were expecting our second child, which got us to thinking about the possible benefits of moving back to Indiana, where we had both grown up and where our families still lived. In some great stroke of synchronicity I learned that The Greenleaf Center was planning to relocate from Boston to Indianapolis and was looking for a new director. My skills, interests, and personal commitments proved to be a great match with those of The Greenleaf Center. I was hired as a staff of one in February, 1990 by a board committee that included Jim Tatton, Sr. Joel Read, and Jack Lowe Jr. Interestingly, our second son, Matthew, was born a few months later on July 14, which also happens to be Robert Greenleaf’s birthday. And, no, I didn’t plan it that way!

ML: How do you account for the remarkable spread of worldwide interest in servant-leadership and The Greenleaf Center?

LS: It has been a combination of factors. First, I perceive a strong yearning in people around the world for the kind of leaders who really want to serve others. Servant-leadership is blazing the trail toward that future. A second factor has to do with the dissemination of servant-leadership writings and ideas. Robert Greenleaf’s own essays and books have sold hundreds of thousands of copies since 1970. And in the past decade or so he has been joined by many others who are also now publishing and teaching on servant-leadership. I think we are fast approaching a critical mass of millions of people around the world who have been either directly or indirectly influenced by Greenleaf’s writings, and who are sincerely committed to becoming better servant-leaders. Also, the Greenleaf Center itself has been both the beneficiary and encourager of this expanding interest in servant-leadership. Our evolving offerings of publications, programs and services has attracted many more people and organizations into a variety of levels of involvement with us.

ML: What do you enjoy most about your work with the Greenleaf Center?

LS: There are so many things that I find deeply satisfying. Those that immediately come to mind include the opportunity to provide leadership to both an organization and a movement that means so much to me and to so many others. I enjoy helping servant-leadership and The Greenleaf Center to grow in meaningful new directions while also preserving the central tenets of servant-leadership as Bob Greenleaf wrote about them. And, I enjoy being able to provide a unique combination of operational skills and conceptual thinking in service to this organization. I’ve always considered myself a generalist, rather than a specialist, and so I really like the whole process of organizational leadership and management—plus, writing, editing, and development—all leading to the creation of new publications, programs and services designed to spread the word of servant-leadership. Over the years I’ve also come to appreciate my own growing awareness of certain similarities and traits that I share with Bob Greenleaf, including: both of us having grown up in Indiana; our introverted natures; Quakerism; a love of writing; a curiosity as to how things get done within organizations; understanding what it means to be a seeker; and a serious commitment to the difficult work of becoming a more caring human being.

ML: What are your hopes for the future?

LS: My great dream is that people and organizations around the world will increasingly seek to understand and practice servant-leadership, toward the creation of a more caring society. I believe The Greenleaf Center has an increasingly important role in helping to make that dream a reality. At a personal level, I’m looking forward to the opportunity to both serve and lead this organization for many years to come. My enthusiasm, energy, ideas and commitment deepen with each passing year. Not long ago I expressed to the Greenleaf Center’s Board my personal commitment to continuing in my role of service for a minimum of ten more years. I’m grateful to say that this prospect was received with the same measure of joy that I felt in making it. Robert Greenleaf’s own leadership of this Center which he founded in 1964 lasted for 25 years. And, much like Bob Greenleaf’s milestone, I’m looking forward to serving a term of 25-years-to-life!
On the Road and in the News with the Greenleaf Center

(Continued from page 1)

Larry Fidelus provided a session for CEOs on servant-leadership at the annual conference of Volunteers of America, held in Salt Lake City, UT.

Adjunct facilitator Jeff Miller provided a keynote address for the local conference of the Indiana Association of Insurance and Financial Advisors in Indianapolis, IN.

Adjunct facilitator Jim Boyd presented a half-day session on servant-leadership during a gathering of the Association of Washington School Principals at the Sleeping Lady Conference Center in Leavenworth, WA.

Newcomb Greenleaf facilitated a day-long session on Meditations on Servant-Leadership for undergraduate and graduate students at the University of Dallas in Irving, TX.

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.


Upcoming Events

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


The Greenleaf Centre-United Kingdom will host a two-day conference in London on November 20-21, 2002. Contact jnoble@greenleaf.netkonect.co.uk for more information.

The Greenleaf Center’s 8th Annual Leadership Institute for Educational Institutions will be held April 3-4, 2003 in Indianapolis. This two-day program for educators and educational administrators will be led by Dr. Jim Boyd and will feature a special presentation by James Kouzes (co-author of Credibility and The Leadership Challenge).

The Greenleaf Center’s 13th Annual International Conference on Servant-Leadership takes place in Indianapolis on June 5-7, 2003. Confirmed presenters include: Warren Bennis (On Becoming a Leader), Ken Blanchard (Managing by Values, The One Minute Manager), Diane Cory (poet and storyteller), pianist Michael Jones (Creating an Imaginative Life), Ken Melrose (Chairman & CEO, The Toro Company), and George Zimmer (President & CEO, The Men’s Wearhouse), plus two dozen concurrent sessions and more.

Servant-Leadership Conference in the Philippines: The Center for Servant-Leadership, Philippines will hold its first conference on November 4-5, 2003. James Autry will serve as the keynote speaker. Contact Eleanor Santiago at servleadphil@hotmail.com for more information.