The theme of this year’s conference echoes the name of the newest book from the Greenleaf Center for Servant-Leadership. Both are collections of hope-filled learnings and teachings about the practice of servant-leadership—for the individual, in the workplace, in the community, and for the world. Whether you are a newcomer to our conference, or an “old faithful,” this conference will help you to become a better servant-leader for these interesting times.

The main features of the 2002 conference are: four keynote addresses; 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 booksigning reception; two optional day-long pre-conference workshops; and the best on-site conference bookstore you will ever find.

Before the conference officially starts, you can choose to attend an all-day workshop to intensify your learning about servant-leadership. The Servant Leader workshop is led by James Autry, author of The Servant Leader, Love and Profit, and other books. This special session, based on Autry’s recent book of the same name, provides an unparalleled opportunity to spend the whole day with a truly gifted senior business leader. Appreciative Inquiry and Servant-Leadership, led by Greenleaf Center adjunct facilitator Larry Fidelus, will teach you the process of AI and how to use this methodology in conjunction with servant-leadership to create deep change and on-going adaptability in your organization.

This year’s keynoters are Warren Bennis, William Guillory, Ann McGee-Cooper, and Parker Palmer. Bennis is Distinguished Professor of Business Administration at the University of Southern California and the founding chairman of USC’s

(Continued on page 2)
Leadership Institute. He has written 18 books, including *On Becoming a Leader* (translated into 19 languages) and *Why Leaders Can't Lead*. Bill Guillory, a Greenleaf Center trustee, is an authority on diversity, empowerment, and leadership. He is the founder and CEO of Innovations International, and the author of several books, including *Empowerment for High-Performing Organizations*, and *The Living Organization—Spirituality in the Workplace*. Ann McGee-Cooper is an author, lecturer, business consultant, and leader in the field of brain engineering. Two of her longest-served clients, TDIndustries and Southwest Airlines, have been named by *Fortune* magazine as two of the top ten of the “100 Best Companies to Work for in America” three years in a row. She has authored three books, including *You Don’t Have To Go Home From Work Exhausted*.

Parker Palmer is a writer, teacher, and activist who works independently on issues in education, community, leadership, spirituality, and social change. He serves as Senior Associate of the American Association of Higher Education, Senior Advisor to the Fetzer Institute, and founder of the national Teacher Formation Program for K-12 teachers. A prolific author, his most recent books are *Let Your Life Speak: Listening for the Voice of Vocation* and *The Courage to Teach: Exploring the Inner Landscape of a Teacher’s Life*.

We will also feature an executive panel presentation by Cheryl Broetje (co-owner of Broetje Orchard in Washington), George Sanfacon (Director of the Housing Facilities Department at the University of Michigan), James Tatum (President of Tatum Motors in Anderson, MO), and Lloyd Wright (President of Indianapolis PBS stations WFYI TV 20 and FM 90). We first offered an executive panel at our 2001 conference to great acclaim, in a continuing effort to share with our conferees some of the practical ways that leaders of organizations instill servant-leadership into their organizations.

Conference attendees will also have the chance to pursue their understanding of servant-leadership and personal leadership in a variety of concurrent sessions, which range from sessions which examine servant-leadership in business, not-for-profit, healthcare, and education environments, to sessions which provide deeper explorations of the values and tools which help us achieve personal growth as a leader. Another source of growth at our conference is provided by the wonderful opportunities to network with like-minded colleagues from around the world, and to mingle with workshop leaders and authors. We try to build “friendly” time into our conference through receptions and special interest group gatherings.

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 and asking for ext. 28, or you can register online at [www.greenleaf.org](http://www.greenleaf.org).

We meet in downtown Indianapolis, at the Westin Hotel. To get a hotel room at the special conference rate of $147, call 1-800-WESTIN-1 and mention The Greenleaf Center Conference.
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/Outreach
Chief Executive Officer Larry C. Spears and Chief Learning Officer Julie Beggs spoke at a dinner program organized by the White Dog Café in Philadelphia, PA.

Adjunct Facilitator Jeff Miller conducted a day-long program on servant-leadership for students at Bowling Green State University in Bowling Green, OH.

Larry C. Spears and Julie Beggs did a presentation on servant-leadership for the staff of the William Penn Foundation in Philadelphia, PA.

Julie Beggs presented the Symposium on Servant-Leadership and Education for members of the LaCrosse, Wisconsin community. The program was sponsored by Viterbo University located in LaCrosse, WI.

Larry C. Spears spoke on the theme of “the growing impact of Robert K. Greenleaf’s legacy,” at Crosslands Retirement Center in Kennett Square, PA.

Jeff Miller presented the workshop “The Ten Characteristics of Servant-Leadership” for several staff members of The Seven Hills Foundation in Worcester, MA.

Julie Beggs provided an hour-long introductory learning session for students, faculty and staff at Indiana University/Purdue University in Indianapolis (IUPUI) at the downtown Indianapolis campus.

Jeff Miller presented the workshop “The Ten Characteristics of Servant-Leadership” for staff members of the Arizona Department of Transportation in Phoenix, AZ.

Julie Beggs spoke to students at Eastern College in St. Davids, PA.

Adjunct Facilitator Jim Boyd gave a keynote address at the annual conference of the American Cancer Society in Kerhonkson, NY at the Hudson Valley Resort.

Julie Beggs provided a half-day program on servant-leadership for high-school students involved in the Highland Community College Servant-Leader Program in Freeport, IL.

Larry C. Spears was a featured speaker at Chapman University’s 4th Annual Leadership Institute in Orange, CA.

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.

An article titled “The Keys to the Castle: The Magic of Conscious Leadership,” by Lance Secretan, addresses servant-leadership, and appeared in the December 2001 issue of The Management Forum, a publication of the YMCA’s International Management Council. The noted leadership author and speaker is the 2002 recipient of the W.M. McFeely Award, an annual award given by the International Management Council.

Robert K. Greenleaf was the posthumous recipient of this award in 1998.

The Greenleaf Center’s publications and program resources are featured in the 2001-02 edition of Taking Charge: The More Than Money Resource Guide. More Than Money’s mission is to build “a joyful, just and sustainable world by helping people in the wealthiest 5% act on their love for the world in effective partnership with others.”

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 Center’s 7th Annual Leadership Institute for Higher Education will be held April 4-5, 2002 in Indianapolis. See page 1 for more information.

Servant-Leadership Conference in South Africa: The Greenleaf Centre-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.


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.
Focus on Leadership: Servant-Leadership for the 21st Century


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.

As a frequent participant in the Greenleaf Center’s annual International Conference on Servant-leadership, I have come to appreciate deeply the rich variety of institutional backgrounds represented by my fellow conference Eleemosynary and for-profit organizations. Healthcare providers and corporate executives. Education administrators and free-lance consultants. Students and those on flatter parts of their learning curve. Multiple languages and homelands—Hoosiers included. I am always enriched and energized by time spent in the presence of others who are driven by a personal vision of service, evolving as leaders and seeking insight to help them develop further.

In Focus on Leadership, Larry Spears and Michele Lawrence have fashioned a collection of essays that evokes the spirit of the annual international conference. At the same time, this sparkling volume broadens our knowledge of contemporary experimenters seeking to take Greenleaf’s theories into practice, and deepens our understanding of servant-leadership through exposure to the “voices” of 28 contributing authors. From Ken Blanchard’s foreword to which those who are making their first, tenner, House, the fictional program described by Greenleaf in Teacher as Servant.

Ruby Howard Bray’s essay, “Servant-Leadership: Leading in Today’s Military,” is fascinating because it is so counter-intuitive. Servant-leadership is frequently compared and contrasted to the “command and control” style of leadership—frequently associated with the military. Yet in this environment we find leaders looking to servant-leadership to enhance the quality of the military experience as the nature of military operations changes from large-scale coordinated efforts to Green Beret type operations that are more like an improvisational musical group than anything else.

James Showkeir’s essay “The Business Case for Servant-Leadership” argues strongly for redistribution of power throughout our institutions as a means to make servant-leadership “real.” Leaders must involve “core workers” in matters that affect them and help those same workers hold themselves accountable for producing, serving, and developing business literacy.

To me, one of the most provocative essays is “Servant-Leadership: Three Things Necessary” by Max DePree. He speaks for others when he observes, “Leadership really is a quest, a search that never ends for most of us.” When we accept a call to become a leader, he notes, we take on a role that leaves us “seriously meddling in others’ lives.” This is the nature of leadership. Servant-leadership is a choice we can make that empowers, enables, and ennobles those around us. “Leadership is not a position,” he writes. “To my knowledge, a promotion has never made anyone a leader. Leadership is a fiduciary calling. Inherent in this calling is the knowledge that hope plays a critical part in the lives of followers. Fiduciary leadership design, build, and then serve inclusive communities by liberating human spirit and potential.”

Spears and Lawrence include an excerpt from “The Servant as Leader” to open the book. The unexpected inclusion of a piece by Greenleaf himself has the effect of experiencing him shoulder-to-shoulder with those advancing his ideas in contemporary thought, word and action. It’s fun contemplating a conversation between Greenleaf and DePree.

Focus on Leadership is a volume from which those who are making their first, tentative exploration of servant-leadership and those who have knowledge gained from practice can both find helpful insights. It can be savored, essay by essay and voice by voice.
Bring the Greenleaf Center to Your Part of the World!  
Current Program Offerings from Our Adjunct Facilitators

The Greenleaf Center offers a rich array of on-site educational programs and speakers on servant-leadership for businesses, schools, healthcare, not-for-profits, government agencies and others. We also provide a variety of services to organizations, including speakers, consultation, retreats, training, etc. Our adjunct facilitators bring a wealth of knowledge and experience. For more information concerning our programs and facilitators or to schedule a presenter, contact Julie Beggs at 317-259-1241, ext. 23, or email jbeggs@greenleaf.org.

**Julie Beggs**
Julie serves as the Chief Learning Officer for the Greenleaf Center for Servant-Leadership. She is also the co-founder of Hampton House, one of three university housing models in the U.S. that are based on Greenleaf’s book *Teacher as Servant.*

**The Symposium on Servant-Leadership and Education**
This program is designed to serve as a medium for sharing and practicing current developments of servant-leadership within educational institutions.

**Jim Boyd, PhD**
Jim is a former college president who began his career as a classroom teacher in the Texas public school system. He is the author of several publications on Instructional Leadership and has served as a consultant to over 100 public schools and institutions of higher education.

**Building Highly Effective Educational Institutions Through Servant-Leadership**
This workshop is designed for leadership teams, boards of education, and CEOs of educational institutions. It is intended to help participants learn to use the elements of servant-leadership to improve educational institutions.

**Rubye Brayne, PhD**
As a lieutenant colonel, USA retired, Rubye served 21 years and held numerous leadership positions. Prior to her military career, she worked as a news reporter and radio program commentator. With global travels in official and unofficial capacities to more than 30 countries, she values other cultures and nationalities.

**Servant-Leadership as a Key Tool for Successful Women Leaders**
Designed for women who want to take their life, business, and work to a higher level through servant-leadership. Intended to help intuitive servant-leaders become strong, deliberate servant-leaders.

**Larry Fidelus, MA, PhD candidate**
Larry has facilitated Greenleaf Center sponsored servant-leadership retreats at Carmelile Retreat Centers for several years. Larry has over 20 years of organizational, administrative and consulting experience with Fortune 500 companies, religious groups, and not-for-profits.

**The Power of Appreciative Inquiry & Servant-Leadership**
This program is for those who would like to apply appreciative inquiry and servant-leadership within their organizations.

**Newcomb Greenleaf, PhD**
Newcomb has a wide range of interests, having earned his PhD in mathematics, and studied Buddhism with the Tibetan meditation master, Chögyam Trungpa. He is the son of Robert Greenleaf.

**Meditations for Servant-Leaders**
This program is centered on three meditation experiences that are designed to develop the qualities of a servant-leader. The meditations are adapted from Buddhist traditions but are non-sectarian. The discussions and exercises will be supplemented with stories from the life and career of Robert K. Greenleaf.

**Isabel Lopez**
A former corporate executive with 20 years experience, Isabel has supervised hundreds of people and managed multi-million dollar budgets. Her formal education is in the area of business administration and her experience includes marketing, strategic planning, operations, employee assessment, quality measurements, supervision, management development, and story-telling.

**Reflections on Servant-Leadership**
This reflective and interactive session is for those interested in participating in a more personal retreat-like workshop, loosely based upon Robert Greenleaf’s seminal essay, *The Servant as Leader.*

**Jeffrey P. Miller, PhD**
Jeff has had an array of experiences in organizations, change, and human capacity building efforts. Before serving as a consultant, he was the Assistant Director of the North Dakota State University Extension Service with responsibilities for the 4-H Youth Development Program. He was a charter member and board member of the Association of Leadership Educators.

**Ten Characteristics of Servant-Leadership**
This workshop focuses on how the ten characteristics of servant-leadership are applied in the participant’s professional and personal lives.

**James Showkeir, MA**
Jamie brings over 25 years experience in both education and organization development. He gained experience at the Buick/UAW Employee Development Center, EDS, TRW, and Ford Motor Company in various management and organization development positions.

**Building the Business Case for Servant-Leadership Through Distributing Organizational Power**
Participants of this workshop will identify the specific marketplace demands that face their organization, and discover how to use the elements of organizational power to build individual capacity for contribution.

**Karen Valencic**
Karen, who originally trained as an engineer, has a diverse background in corporate, technical, and humanistic experiences, with a unique understanding of the dynamics that exist in various work environments. She is the current Past-President of the Central Indiana Chapter of the American Society of Training and Development. Karen also studies aikido, which she utilizes in her presentations.

**Using Conflict Creatively for Servant-Leaders**
Participants will learn skills that increase their influence and ability to lead rather than push or pull. The curriculum is practical and experiential. Concepts from aikido, the Japanese art of reconciliation, are combined with science and traditional western methods to create a high impact course.
We Invite You to Expand Your Servant-Leadership Library

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