Robert Greenleaf’s classic essay, *The Servant as Leader*, has just been published in a Russian language translation. This essential servant-leadership publication is now available in eight different languages around the world.

“In the last few years we have been actively seeking out committed servant-leaders in various countries to identify those people who might wish to partner with us around the translation and publication of *The Servant as Leader* essay into new languages,” said President & CEO Larry C. Spears. “Nearly a half-million copies of it have been sold worldwide since 1970, and it continues to be the single best publication available on servant-leadership.”

“We are eager to represent the servant-leader concept in Russia and CIS countries,” said Dmitri Lavrentyev, CEO of Runes Consulting, and our publishing partner in Moscow. “Servant-leadership is one of our core methods we use as we work with companies to help them re-engineer their values and systems.”

The Russian edition of *The Servant as Leader* is now being sold in various locations in Moscow, Kazakhstan, Ukraine, Estonia, Lithuania, Moldova and Belorussia.

“We know that [servant-leadership] will find its way to the open and sincere people who are leaders already and leaders to be,” writes Alexandra Shirin, Runes Consulting. “We are looking forward to seeing a swift shift in the consciousness of people. The acceleration in this country is great, as we all have [Continued on page 2]
Russian Translation of
The Servant as Leader
(Continued from page 1)

seen in the last 20 years since perestroika began. We hope that the people of our nation will take servant-leadership to their hearts, as they had a terrible experience of quite the opposite approach under a totalitarian state.”

In recent years the Greenleaf Center and its partners have translated and produced The Servant as Leader into eight languages: Arabic, Chinese, Czech, Dutch, English, French, Spanish, and now Russian. Several other language translations are currently underway. Single copies of any of these editions are available for purchase from The Greenleaf Center at a cost of $6 plus shipping-and-handling, and may be ordered online at www.greenleaf.org. Quantity discounts are always available when purchasing 25 or more copies of The Servant as Leader in Arabic, English, French or Spanish.

“One of my great dreams is to see The Servant as Leader essay available in twenty different languages by 2010,” said Larry Spears. “I am looking for strong partners in many countries who have both the desire and the means to bring servant-leadership to their homelands, and I cordially invite such partners to contact me.”

Conference Presenters, 1991-Present
1991 No keynotes/All panel programs
1992 U.S. Senator David Durenberger, Peter Senge
1993 Max DePree, M. Scott Peck
1994 Peter Block, Ann McGee-Cooper
1995 James Autry, Tom Chappell, Robert Kelley, Margaret Wheatley, David Whyte
1996 Stephen Covey, Diane Fassel, Janet Hagberg, Peter Hutchinson, Lorraine Matusak
1997 Isabel Lopez, John Lore, Jim Shannon, Peter Vaill
1998 John Bogle, John Carver, Frances Hesselbein, Jim Kouzes, Lea Williams
1999 Stephen Covey, Ron Heifetz, Joe Jaworski, Margaret Wheatley
Panelists: Juanita Bordas, Andy Morikawa, Lea Williams
2000 James MacGregor Burns, Dee Hock, Michael Jones, Daniel Kim, Judy Wicks
2001 James Autry, Michele Hunt, Peter Senge, Danah Zohar
Panelists: Joyce DeShano, Jack Lowe, William Pollard
2002 James Autry, Bill Guillery, Ann McGee-Cooper, Parker Palmer
Panelists: Cheryl Broetje, George SanFacon, Jim Tatum, Lloyd Wright
2003 Warren Bennis, Ken Blanchard, Diane Cory, Michael Jones, Ken Melrose, George Zimmer
Panelists: Artis Hampshire-Cowan, Edwin Escobar, Ramona Wis

Ways to Support
The Greenleaf Center

Gifts to the Greenleaf Center provide important support for our work in servant-leadership. As a not-for-profit 501(c)3 organization The Greenleaf Center benefits from your gift and you receive the fullest charitable deduction allowed by law. In addition to a gift by check, we invite you to consider the following gift options:

• A Gift of Stock: You may wish to take advantage of the many tax incentives associated with a gift of securities or appreciated property.

• Wills and Bequests: A charitable bequest can often reduce estate taxes while enabling you to make a gift to The Greenleaf Center that might not otherwise be possible during your lifetime.

• Deferred Gifts: Many gift instruments such as Charitable Remainder Trusts and Charitable Annuity Trusts are available through which you can support the work of the Greenleaf Center while also providing you with lifetime income.

For more information please contact Larry Spears, President and CEO, at 317-259-1241.
On the Road and in the News

(Continued from page 1)

April 3-4, 2003. This two-day program for educators and educational administrators was led by GC Speaker Dr. Jim Boyd and featured a special presentation by Jim Kouzes (co-author of Credibility and The Leadership Challenge). Forty people participated from thirty different schools across the U.S. Over the past eight years over 150 institutions have participated in this special program. A number of the participating schools have gone on to further develop their own servant-leadership initiatives for their schools and communities.

In the News

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

Greenleaf Center member Ed Voerman, president of Voerman International in The Hague, The Netherlands, writes: “We have our facilities alongside the busiest cross point of motorways in the Netherlands. At this very moment we do not have a government and the political parties involved are delaying the process. For that reason we are showing this slogan [in huge letters easily seen from nearby roadways] which means in English, ‘We want a Cabinet with Servant-Leadership.’ I can assure you we have received many reactions.” Voerman enclosed a copy of a feature story from a Dutch newspaper concerning the sign and reactions to it.

The 25th anniversary edition of Servant Leadership, by Robert K. Greenleaf, was published in November, 2002. In January, 2003 it was named the top-selling book for the month by the Catholic Book Publishers Association. The 25th anniversary edition of Servant Leadership includes a new Foreword by Stephen Covey and a new Afterword by Peter Senge. It is available from the Greenleaf Center for $28 ($23 + $5 s/h).

The Management Forum, a publication of the YMCA’s International Management Council, featured servant-leadership within the article “The Keys to the Castle: The Magic of Conscious Leadership,” by Dr. Lance Secretan in its Dec. 2001 edition. Dr. Secretan, president of The Secretan Center Inc., also received the 2002 W.M. McFeely Award at the INMC’s National Conference in Orlando in June, 2002. Robert K. Greenleaf was posthumously honored with the 1998 McFeely Award.

Money (www.morethanmoney.org) recently featured several Greenleaf Center publications. The Dallas Symphony High Notes, a newsletter for Symphony employees, recently featured an article on servant-leadership. The Servant as Leader essay has just been issued as an audio 2-CD set. It is available through the Greenleaf Center for $20 ($15 + $5 s/h).

Upcoming Events

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

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

The Greenleaf Center’s 3rd Annual Innovations in Leadership program will be held in Dallas, TX on November 6th, 2003. Noted servant-leadership author and speaker Stephen Covey will be this year’s featured presenter. Registration information will be available in July.

The Greenleaf Centre, United Kingdom will hold its next servant-leadership conference in London on November 19-20, 2003. E-mail jnoble@greenleaf.netfonect.uk for more information.

The Greenleaf Center’s 9th Annual Leadership Institute for Educational Institutions will take place in April, 2004 in Indianapolis, IN. More specific information will become available in July.

The Greenleaf Center’s 14th Annual International Conference on Servant-Leadership will be held in Indianapolis on June 10-12, 2004. Confirmed speakers include the noted authors/speakers Laurie Beth Jones (The Path) and John Carver (Boards That Make a Difference), among others.

The Greenleaf Center and Paulist Press are pleased to announce plans for the November 2003 publication of The Servant-Leader Within, by Robert K. Greenleaf. Edited by Larry C. Spears, Hamilton Beazley and Julie Beggs, this book will contain a new edition of Greenleaf’s classic 1979 work, Teacher as Servant: A Parable, plus the original 1970 edition of The Servant as Leader, which has not been available since 1973 and is focused much more on students, teachers, and learning institutions. Larry C. Spears and Hamilton Beazley also contribute new chapters which address the growing influence of both Teacher as Servant and servant-leadership in general.

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-Leadership, Forgiveness, and Social Justice

By Shann R. Ferch

The following is a brief excerpt from the essay, “Servant-Leadership, Forgiveness, and Social Justice,” by Shann Ferch. It is essay #10 in the Greenleaf Center’s Voices of Servant-Leadership Essay Series. Single copies may be ordered for $11 ($6 + $5 shipping and handling).

One of the defining characteristics of human nature is the ability to discern one’s own faults, to be broken as the result of such faults, and in response, to seek a meaningful change. Socially, both forgiveness and the disciplined process of reconciliation draw us into a crucible from which we can emerge more refined, more willing to see the heart of another, and more able to create just and lasting relationships. Such relationships—robust—durable—enjoyable—courageous—form what is best in people, in families, and in the workplace. The will to seek forgiveness, the will to forgive, and the will to pursue reconciliation may be a significant part of developing the kind of wisdom, health, autonomy, and freedom espoused by Robert Greenleaf in his idea of the servant-leader, an idea whose time has arrived, an idea that is destined to remain on the vanguard of leadership theory, research, and practice.

In reflecting on the uncommon and profound depth of Greenleaf’s theory, I am reminded of the hollow existence experienced by so many, a thought captured by Thoreau’s societal indictment: “Most [people] lead lives of quiet desperation.” It is a difficult truth, one that runs subtly beneath the surface of our lives, our organizations, and our communities. More specifically, I am reminded of my grandfather. Upon his death from alcoholism some years ago I remembered feeling disappointed in the lack of time I’d had with him, a lack of good time spent in conversation, of good experiences shared. He died having lost the basic respect of others, a man without an honored leadership position in his own family, a person no one went to for wisdom or sanctuary. In his later years, filled with despondency and self-pity, he was largely alone. Though he had once been strong and vital, few family members were close to him when he died. At one time he had been a true Montanan, of unique joy and individual strength, a man who loved to walk the hills after the spring runoff in search of arrowheads with his family. But in his condition before death his joy for life was eclipsed. He had become morose and often very depressed—a depression that hailed from the sanctions the family had placed on him disallowing him to obtain alcohol for the last years of his life. In the end, it seemed he had given up.

“What happened to him?” I asked my father.

“He stopped dreaming his dreams,” my dad replied.

In making this statement my father echoed a truth forwarded by Greenleaf: “... for something great to happen, there must be a great dream. Behind every great achievement is a dreamer of great dreams.”

Gadamer (1993) in philosophy, and Freire (1990) in education, speak of the importance of dialogue in understanding the world and initiating change across broad human science, society, and interpersonal levels. Greenleaf (1977) speaks of the absolute necessity of trust, a form of love in which people are free of rejection. Greenleaf stated: “The servant always accepts and empathizes, never rejects. The servant as leader always accepts and empathizes, always accepts the person, but sometimes refuses to accept some of the person’s effort or performance as good enough.” In meaningful dialogue the servant as leader submits to a higher perspective, one that can be pivotal to the development of the self in relation to others. Greenleaf addressed this when he stated that the real motive for healing is for one’s own healing, not in order to change others, implying the true motive to serve is for one’s own service, one’s own betterment. In this light a person seeks to heal or seeks to serve not necessarily for others but for the greater good of oneself, and by extension, the greater good of the community. Such healing may take place best in a community that initiates and sustains meaningful dialogue.

Meaningful dialogue gives rise to the forces that unshackle the way we harm each other, opening us toward a more accepting and empathetic understanding of one another. Greenleaf, in forwarding an ideal of love in community, places servant-leadership firmly in the contemporary landscape of the family, the workplace, and the global pursuit of social justice. In this landscape, the retributive justice represented by the legal system in mediating familial and professional conflicts is replaced by the idea of a community of forgivers, people with the foresight and vision to build a just and lasting reconciliation, people interested in the deeper restoration that is the result of a disciplined and unflinching look at the wrongs we do to one another.

Forgiveness studies in the social sciences have gathered an immense following in the last two decades through research that is beginning to connect the will to forgive with lowered depression, lowered anger, less heart problems, and lower immuno-deficiency levels... New bridges are being formed from the social sciences to the study of leadership pointing organizations toward the acceptance and empathy Greenleaf envisioned. This involves the development of leaders who are able to understand the way people diminish one another, leaders who are able to invigorate in the organization a culture of acceptance, empathy, and relational justice. From this perspective the servant-leader creates an environment in which forgiveness can be asked and granted, and the servant-leader creates this by example. Two people who come together to reconcile, who choose to forgive and be forgiven, can experience a cleansing in which embittered rigidity becomes transformative openness. The leader exemplifies this process, and in settings of strong relational trust, the process becomes embedded in the life of the organization.

Shann Ferch is chair of the Doctoral Program in Leadership Studies at Gonzaga University (see www.gonzaga.edu/doctoral), a program that employs servant-leadership as one of its central leadership theories.
VOICES OF SERVANT-LEADERSHIP

Booklet 9
Servant-Leadership, Forgiveness, and Social Justice
by Shann R. Ferch, (essay) $6, 17 pages, 2003

One of the defining characteristics of human nature is the ability to discern one’s own faults, to be broken as the result of such faults, and in response, to seek a meaningful change. Forgiveness and reconciliation draw us into a crucible from which we can emerge more refined, more willing to see the heart of another, and more able to create just and lasting relationships. The will to seek forgiveness, the will to forgive, and the will to pursue reconciliation is a significant part of developing the kind of wisdom, health, autonomy, and freedom espoused by Robert Greenleaf in his idea of the servant-leader. This groundbreaking essay charts new territory in showing how servant-leadership and forgiveness combine to create social justice.

Booklet 10
Toward a Theology of Institutions
by David Specht with Richard Broholm
(essay) $6, 36 pages, 2003

This essay carefully explores Robert K. Greenleaf’s call for a “theology of institutions,” and his conviction about the important role that religious congregations and seminaries might play in helping to hold organizations in trust around the exercise of their power and prerogative. The authors bring the perspective of many years of involvement in efforts devoted to developing a practical theology of organizational life. They identify the two key dimensions of Greenleaf’s thinking about how the religious community might mobilize its resources around this task, reflect on key learnings emerging from a ten year effort to develop a working theology of institutions (Seeing Things Whole), and suggest some next steps for continuing this exploration.
THE GREENLEAF CENTER’S SPEAKERS BUREAU, launched earlier this year, has been created to enhance our mission and outreach efforts. Through our Speakers Bureau we provide a wide range of organizations with some of the very best speakers on servant-leadership today.

All programs and presentations are customized to fit the needs of our organizational partners. Greenleaf Center speakers are available to present keynote addresses, half-day and full-day programs, workshops, retreats, consultation, and other types of programs.

Greenleaf Center speakers are available to do presentations on many different topics. Program themes include: “Exploring the Heart of Servant-Leadership,” “Servant-Leadership in Today’s Competitive Workplace,” “Making Life’s Choices with Servant-Leadership,” and “From Hero to Servant-Leader,” to name but a few.

The Greenleaf Center’s Speakers Bureau now includes:

- James Autry (poet; author, Love & Profit)
- Ken Blanchard (author, Managing by Values)
- Jim Boyd (facilitator, the Greenleaf Center’s Leadership Institute For Educators)

For more information about our Speakers Bureau please contact Ann Ninness, Program Director, at 317-259-1241, ext. 59, or go to www.greenleaf.org. We look forward to hearing from you.