
The Greenleaf Center will sponsor its 13th annual international servant-leadership conference June 5-7, 2003 in Indianapolis. Among this year’s exciting line-up of featured speakers are renowned speaker/author Ken Blanchard (The Heart of Leadership); poet/storyteller Diane Cory; pianist and recording artist Michael Jones; Ken Melrose (CEO and Chairman, The Toro Company); and George Zimmer (CEO and Chairman, The Men’s Wearhouse). Warren Bennis (author, On Becoming a Leader) will deliver a special videotaped presentation on servant-leadership.

A servant-leadership practitioners panel will also feature Artis Hampshire-Cowan (Senior Vice-President, Howard University, Washington, DC), Edwin Escobar (President, Maslow Corporation, Guatemala), and Ramona Wis (Professor, North Central College, Naperville, IL). Each panelist will offer their unique perspectives on servant-leadership in education, business, and the fine arts.

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Greenleaf Center Launches Servant-Leadership Speakers Bureau

The Greenleaf Center is pleased to announce the formation of its new Servant-Leadership Speakers Bureau. The Speakers Bureau has been established to enhance the mission and outreach efforts of The Greenleaf Center, to enlist the support of some of the very best speakers and authors on servant-leadership today, and to increase the opportunities for reaching many more people through a wide range of highly-qualified speakers.

The Greenleaf Center’s Speakers Bureau was launched February 1st and includes James Autry (speaker-author, The Servant Leader), Margaret Wheatley (speaker-author, Leadership and the New Science), Ken Blanchard (speaker-author, The Heart of Leadership), Ann McGee-Cooper (speaker-author, You Don’t Have to Go Home From Work Exhausted!), and other superb communicators among its initial line-up of 15-20 speakers.

Greenleaf Center Speakers are available for a variety of programming needs, including keynote addresses, half-day or full-day programs, retreats, consultation, etc. Just a few of the speaker themes offered 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,” among others.

We cordially invite readers to keep the Speakers Bureau in mind as a means of furthering the understanding and practice of servant-leadership within the workplace, at conferences, or in other ways. For more information on speaker topics, availability and fees, please contact Ann Ninness at the Greenleaf Center (317-259-1241, ext. 59) or email aninness@greenleaf.org.
This year’s conference will be preceded on Thursday, June 5, by two powerful pre-conference workshops. “Spirit, Faith and Servant-Leadership” will be offered by Ken Blanchard. Like Robert K. Greenleaf, who believed that matters of spirit-and-faith are inextricably linked to serving others, Ken Blanchard has spent many years exploring the meaning of spirituality and leadership, and he brings a wealth of knowledge and experience to us. The other workshop is “You Don’t Have to Go Home From Work Exhausted!,” offered by Ann McGee-Cooper and based on her best-selling book of the same title. This practical session will show you how to recharge your batteries and bring new joy, energy, and balance to your professional and home life. Both workshops will run concurrently from 9 a.m. - 5 p.m.

This conference will provide you with the opportunity to advance your own understanding and practice of servant-leadership through a variety of sessions where you will hear first-hand the best practices, latest research, and most-promising developmental processes from servant-leadership practitioners in the field.

A sampling of the concurrent session schedule includes the following topics: case studies of servant-leadership at Synovus, US Cellular, Southwest Airlines, Howard University, and St. Joseph’s Hospital (Chippewa Falls, WI); sessions on teaching servant-leadership to diverse types of learners; intentional forgiveness; a discussion of ethics and servant-leadership; sessions on living our servant-leadership values personally and in our institutions in these fast-paced times; developing leader-full communities; servant-leadership in South Africa; and a special “hour with an artist” with featured speaker Michael Jones.

In addition to the three banks of concurrent sessions, this conference also offers two wonderful evening receptions; numerous opportunities for networking and learning; and the world’s best conference bookstore, featuring over one hundred books, essays, A-V materials, and other resources on servant-leadership.

We are accepting registrations for the conference now. You can go online to www.greenleaf.org to download a conference brochure which includes the daily schedule, descriptions of all general sessions and breakout sessions, hotel information, and a registration form. You can also call The Greenleaf Center at 317-259-1241 for a brochure or for more information. We hope to see you in Indianapolis in June!
The 25th anniversary edition of Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness by Robert K. Greenleaf has recently been published by Paulist Press and The Greenleaf Center. This new edition includes an original Foreword by Stephen Covey and an Afterword by Peter Senge, in addition to Robert Greenleaf’s own classic text. It is available from the Greenleaf Center for $30 ($23 + $7 shipping & handling). Following are three brief excerpts from the book.

It is a profound honor to have been asked to write a Foreword to this Silver Anniversary Edition of Servant Leadership—a book that has had enormous influence over the last twenty-five years both directly and indirectly. Through my work with many organizations over the years, I am a first-hand witness of its tremendous impact—and I am convinced that its greatest influence is yet to come. Why? Because, as Victor Hugo once said, ‘There’s nothing as powerful as an idea whose time has come.’ Servant-leadership’s time has come.

The deepest part of human nature is that which urges people—each one of us—to rise above our present circumstances and to transcend our common nature. If you can appeal to it, you tap into a whole new source of human motivation. Perhaps that is why I have found Robert Greenleaf’s teaching on servant-leadership to be so enormously inspiring, so uplifting, so ennobling.

I congratulate the Greenleaf Center for Servant-Leadership for its invaluable service to society, for carrying the torch of servant-leadership over the years, and for initiating this new edition. To the reader, I humbly and most sincerely commend this book and its absolute treasure of insights to you.

—Stephen Covey
From the Foreword to Servant Leadership

People who go for leadership (whether they are servants or non-servants) may be viewed as one of two extreme types. There are those who are so constituted physically and emotionally that they like pressure—seek it out—and they perform best when they are totally intense. And there are those who do not like pressure, do not thrive under it, but who want to lead and are willing to endure the pressure in order to have the opportunity. The former welcome a happy exhaustion and the latter are constantly in defense against an unpleasant state. The former may be more the natural leader, the latter needs a tactic to survive. The art of withdrawal serves them both.

The ability to withdraw and reorient oneself, if only for a moment, presumes that one has learned the art of systematic neglect, to sort out the more important from the less important—and the important from the urgent—and attend to the more important, even though there may be penalties and censure for the neglect of something else. One may govern one’s life by the law of the optimum (optimum being that pace and set of choices that give one the best performance over a lifespan)—bearing in mind that there are always emergencies and the optimum includes carrying an unused reserve of energy in all periods of normal demand so that one has the resilience to cope with the emergency.

Pacing oneself by appropriate withdrawal is one of the best approaches to making optimal use of one’s resources. The servant-leader must constantly ask: How can I use myself to serve best?

—Robert K. Greenleaf
From Servant Leadership

I don’t think there are many great books, books that cause something to happen. There are many good books, many interesting books. There are books that you read and you say, ‘Well, that’s got some good ideas.’ ‘Maybe I’ll recommend it to a friend.’ But ten years later, you couldn’t say something...

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The Answer to How Is Yes


Reviewed by Jeff McCollum

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

Robert K. Greenleaf thought, and wrote, about a “theology of institutions.” In his most recent book, The Answer to How Is Yes, Peter Block adds his unique voice and penetrating insights to the conversation. He presents arguments that will resonate with those seeking to become servant-leaders and simultaneously challenge them.

Those seeking to master servant-leadership know, from deep personal experience, that it is a way of being and a philosophical stance that cannot be reduced to a series of easy steps or even a replicable process. It is about searching, growing, developing. It emanates from the core of who we are.

The Answer to How Is Yes works from the premise that transformation comes more from pursuing profound questions than from seeking practical answers. The question, “How do I do this?” reflects a society increasingly consumed by what is doable, practical and popular. Far better, Block argues, to pursue the matters of what and why. The how questions (How do I do it? How much will it cost? How long will it take?) are defenses against exploring what is truly meaningful. “If we could agree that for six months we would not ask How?, something in our lives, our institutions, and our culture might shift for the better. It would force us to engage in conversations about why we do what we do, as individuals and institutions. It would create the space for longer discussions about purpose, about what is worth doing.”

This willingness to shun how for what and why, opens us to the possibility of living a passionate life—one that is anything but controlled and predictable. “What is at stake is not only the quality of our own experience, but also the quality of our institutions and our communities.” In describing servant-leadership, Greenleaf saw it as a means to producing better individuals and organizations. Block’s end point is the same.

Block’s book, then, helps us understand what’s required of us. It is about how to take action on what’s important. The aspiring servant-leader can draw insights into how to become a better servant-leader without asking the question, “How do I become a better servant-leader?”

The book is organized into four sections. The first deals with making sure that we are asking ourselves the right question. “Why is servant-leadership important to me?” is the powerful question. “How do I do it?” can be a defense against taking action until it is deferred to the question of why. “What How? ignores,” Block writes, “is that most of the important questions we face are paradoxical in nature.... Taken in isolation, and asked in the right context, all How? questions are valid. But when they become the primary questions, the controlling questions, or the defining questions, they create a world where operational attention drives out the human spirit.... The alternative to asking How? is saying Yes—not literally, but as a symbol of our stance towards the possibility of more meaningful change. The right questions are about values, purpose, aesthetics, human connection and deeper philosophical inquiry.” Yes, as a stance, tests our commitment and willingness to pay the price for what we truly want.

The second section of the book deals with three qualities that help individuals and, in turn, organizations hold to basic human values when confronted by the marketplace. We must choose idealism, intimacy, and depth—difficult choices in the face of contemporary culture. All are challenged. Idealism is challenged by the prevailing preference for what’s doable. Intimacy is challenged by electronic communications and “busy-ness.” Depth is challenged by preference for the sound bite and spin over substantive discourse.

Part three of the book offers ways in which we can detach ourselves from the power of our culture in order to pursue what’s personally important. Block advises that we define ourselves as “citizens” of our institutions. Citizenship gives voting rights in the political sense, and the right to create systems that support our freedom in the institutional sense. He offers a curriculum for a “humanities home school” to help prepare us for citizenship. He counsels us to let go of expecting our boss to look after our development. He advises giving up ambition while maintaining our desire to do good work.

In Part 4, Block posits the role of “social architect” as a guide to “create social structures that we want to inhabit.” This, it seems to me, is powerful advice for the developing servant-leader. The test of our actions is in the quality of the structures we create. He argues for the role of social architect as antidote to the dominance of the engineering and economist archetypes in our institutions today. Social architecture is an integration of the engineering, economist, and artist (for whom there is little room in contemporary organizations) archetypes.

Our organizations have become instrumental and emphasize what works over what’s important. “Resolution,” Block puts forth, “lies in becoming more balanced between engaging in what has meaning for us and doing things that are useful and practical.... Being fully alive is to be in balance wherever we are.... Until we accept the ways that the culture draws us into a life of instrumentality, we will never muster the fortitude to actually act on our heart’s desires.”

The Servant as Leader appeared, in Greenleaf’s time, as an antidote to the command and control style that was so prevalent. The Answer to How Is Yes is an antidote to the meaningless busy-ness that characterizes much of life in today’s institutions. Both use paradox to stop the reader in her tracks and force a thoughtful consideration of what matters. Peter Block has made an important contribution to helping aspiring servant-leaders see their institutions whole.
Servant-Leadership Around the World

Servant-Leadership Around the World is an occasional feature of information concerning the development of servant-leadership and The Greenleaf Center network worldwide. Contact information for the Center’s international offices may be found in our masthead on page 2.

Australia/New Zealand
GC-Australia/New Zealand Director Di Feldman reports that interest in servant-leadership continues to grow in the land down-under. Plans are underway for a possible conference to be held in Australia at the end of 2003.

Canada
Peter Jackson and GC-Canada Director Laurent Leduc authored an article on servant-leadership, “A Paradox Illuminated,” which appeared in Camagazine, a publication of the Canadian Institute of Chartered Accountants.

Greenleaf Canada trustee Philip Smith-Eivemark published an article, “Soldier as Servant,” in a journal of the Centre for the Study of Military and Strategic Studies, University of Calgary.

Laurent Leduc and GC-Canada trustee Jannice Moore co-facilitated a retreat for Family Service Ontario.

The GC-Canada website hosts a web-based Corporate Servant-Leadership programme designed by Laurent Leduc (www.greenleafcanada.org).

Korea
The GC-Korea has established a training program called “servant@workplace” which has been utilized with several Korean companies.


GC-Korea director Kwan Eung Lee has published a Korean-language book titled Trust and Servant-Leadership.

Robert K. Greenleaf’s Servant Leadership has been published in a Korean-language edition.

GC-Korea has coordinated several benchmarking trips to the U.S.A. In tours planned and led by the GC-U.S.A., groups of executives have toured a number of servant-led companies in Georgia, North Carolina, and Texas.

The Netherlands
The Greenleaf Center-Europe conducted a workshop on servant-leadership in Hilversum, The Netherlands on Nov. 8, 2002.

The GC-Europe has produced a videotape on servant-leadership in Dutch.

A networking group around servant-leadership now holds periodic meetings at Marezate, the home of the GC-Europe, in Hilversum.

The Philippines
The Greenleaf Center-Philippines was formally launched with a press conference on Jan. 8, 2003.

The GC-Philippines will hold its first servant-leadership conference Nov. 3-5, 2003. James Autry will be among the featured speakers at this conference.

Singapore
The Greenleaf Centre-Asia sponsored its second annual conference on servant-leadership Sept. 17-18, 2002 in Singapore. Among their featured speakers were James Autry and Peter Block.

The GC-Asia has produced a Chinese/English-language edition of The Servant as Leader. The Servant as Leader is also now available in Arabic, Czech, Dutch, English, French, and Spanish editions. All seven translations (see illustration above) are available through the Greenleaf Center’s online catalogue at www.greenleaf.org.

Southern Africa


United Kingdom


Following requests from participants at the 2002 conference, GC-U.K. is planning to hold spring and summer evening workshops in London in the run up to the 2003 conference. The 2003 U.K. conference will be held in London on Nov. 19-20 and will feature, among others, Lance Bloch from South Africa.

United States
The Greenleaf Center has recently published a new translation of The Servant as Leader in Spanish. Single copies are available for $5 plus shipping & handling. Quantity discounts are available.
25th Anniversary Edition of Servant Leadership

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has really changed as a result of that book, changed on a scale that matters in the world. But that is exactly what I think Servant Leadership has done. Moreover, I expect the impact of Servant Leadership to be greater in the next twenty-five years than the past twenty-five years.

Why do I think it’s a book that has had and will have such an impact? I first read the book around 1982. If I remember correctly, Joe Jaworski gave it to me, and I think John Gardner told Joe to read it. That says something right there. Clearly, the ideas in the book struck some important chords for some important thinkers about leadership.

I expect Servant Leadership to become more important in the future because it is one of the very few books that illuminate the depth of commitment required to build truly innovative organizations. We are just starting to get an inkling of the depth of commitment required to build truly healthy enterprises for the future. It is a profound journey, and Bob Greenleaf understood that right from the start—and he described it more cogently and evocatively than almost anybody else.

—Peter Senge
From the Afterword to Servant Leadership

Eighth Leadership Institute for Educational Institutions April 3-4; James Kouzes Featured

The Greenleaf Center presents its eighth annual Leadership Institute for Educational Institutions April 3-4, 2003 in Indianapolis. This year’s Institute will be facilitated by Greenleaf Center speaker and former college president Jim Boyd. James Kouzes, chairman emeritus of the Tom Peters Company and co-author of The Leadership Challenge and other books, serves as special Distinguished Educator.

Developed initially under the auspices of a grant from the W.K. Kellogg Foundation, the Greenleaf Center’s Leadership Institute informs and supports servant-leadership initiatives in educational institutions. Since the inaugural program in 1996, representatives from over one hundred colleges, universities and other schools have participated in this groundbreaking program.

The Leadership Institute is an interactive and reflective two-day program designed to aid individuals and institutions in the understanding and practice of servant-leadership. The 2003 Institute will be facilitated by Dr. Jim Boyd, former college president, public school teacher and administrator. Dr. Boyd is the author of several publications on instructional leadership and has served as a consultant to over one hundred public schools and colleges. He is also a member of The Greenleaf Center’s new Servant-Leadership Speakers Bureau.

In addition, James Kouzes will personally share his insights on leadership with participants. Jim Kouzes is co-author with Barry Posner of the award winning book The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations, with over one million copies in print. Jim and Barry also developed the widely-used and highly-acclaimed Leadership Practices Inventory (LPI), a 360 degree questionnaire assessing leadership behavior.

“Leadership credibility is about connecting voice and touch, about practicing what you preach, about doing what you say you will do,” says James Kouzes. “But as Max DePree makes quite clear, there’s a prior task to connecting voice and touch. It’s ‘finding one’s voice in the first place’.”

We cordially invite you to join us April 3-4 in Indianapolis for this very special Institute. Contact the Greenleaf Center for more information, or go to our website at www.greenleaf.org to download the registration form.