Servant-leadership and The Greenleaf Center were the focus of a February 27, 2004 segment on NBC’s DATELINE. President & CEO Larry C. Spears was interviewed by DATELINE’s host, Stone Phillips, as part of an eight minute feature. The show was seen by ten million television viewers.

“This was a rare opportunity to introduce millions of people to servant-leadership in a single moment,” said Larry Spears. “I am most grateful to Stone Phillips for his interest in getting a segment on-air, and for featuring The Greenleaf Center within it.”

The segment featured Larry’s comments on the origin and meaning of the servant-as-leader idea; information about Robert Greenleaf and the Greenleaf Center; an emphasis on the universality of servant-leadership; and mention of several businesses in their practice of servant-leadership, including The Men’s Wearhouse, Southwest Airlines, and Starbucks. Also included was a brief interview with John Bogle, founder of The Vanguard Group.

In the week following the DATELINE airing the Greenleaf Center received over a thousand emails, phone calls, and letters requesting information, literature, and membership. We also received numerous comments of appreciation. Here are a few among the hundreds of comments received:

I was thrilled to watch DATELINE this past Friday to see Larry Spears, president and CEO of the Greenleaf Center for Servant Leadership, introducing servant-leadership to a new, larger audience. Just seeing him on national TV was wonderful, but it got even better: Larry obviously stressed the interfaith nature of the philosophy and the organization, strongly enough, in fact, that Stone Phillips felt obliged to mention it in his closing remarks. Congratulations, for not only making it to Prime-Time, but for remaining true to Greenleaf’s intent to welcome people of all faiths into the management revolution. It’s an honor to know you and to support your work.

—Lane Baldwin’s On-Line Journal, LaneBaldwin.com, West Virginia

Larry, congratulations on the excellent job you did Friday evening on DATELINE. We watched with great interest and have been getting very favorable reviews this morning. What a great venue to get out the message on servant-leadership. We are so proud of you and:

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Celebrating Servant-Leadership, June 10–12, 2004: The 14th Annual International Conference of the Greenleaf Center

Celebrating Servant-Leadership will take place at the Westin Hotel in downtown Indianapolis, Thursday through Saturday, June 10–12. This year’s conference features an outstanding line-up of nationally-known, leading-edge thinkers and servant-leadership practitioners as our featured presenters, with some of the most articulate voices and newest faces of servant-leadership. Celebrating Servant-Leadership also offers two optional preconference workshops on Thursday, June 10; seven concurrent sessions on Friday and seven on Saturday; a welcoming reception Thursday evening celebrating Bob Greenleaf’s 100th birthday; a special surprise Friday evening with a reception celebrating the Greenleaf Center’s 40th anniversary; and the best on-site conference bookstore you’ll ever find, plus book signings by some of our speakers.

Among our featured speakers are John Carver (Policy Governance expert and author, Boards That Make a Difference), Bill George (former CEO of Medtronic, Inc., and author, Authentic Leadership), John Izzo (author, Second Innocence and Values Shift), and Laurie Beth Jones (author, Jesus CEO and The Path). In addition, Artis Hampshire-Cowan (Senior Vice-President and Secretary of Howard University), Consuelo Castillo Kickbusch (named one of the “100 Most Influential Hispanics in America” by The Hispanic Business Magazine),

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Celebrating Servant-Leadership

(Continued from page 1)

William Harjo Lonefights (President of Sisseton Wahpeton College, and Kurt Takamine (author of Servant-Leadership in the Real World) comprise the panel for a plenary session on servant-leadership and cultural identity. Virginia Duncan (President and founder of the Sophia Foundation, co-founder of the Center for Spirituality and Leadership at Marian College, Fond du Lac), Msgr. Timothy Senior (Secretary for Catholic Human Services of the Archdiocese of Philadelphia), and Ed Voerman (founder of Voerman International and chairman of the Servant Leadership Foundation in The Hague, Netherlands) are the participants for our plenary panel on the practical applications of servant-leadership.

Our dynamic, interactive concurrent sessions will explore servant-leadership in a variety of organizational and personal contexts, including business, education, healthcare, government, the arts, and personal development, and Myers-Briggs typology. In commemoration of Greenleaf’s 100th birthday, we have included several sessions that focus on the life and work of Robert Greenleaf this year.

There are two optional pre-conference workshops which will help you to deepen your understanding of servant-leadership and develop effective personal and professional servant-leadership practices. They are scheduled for Thursday, and will run concurrently from 9:00 a.m. to 5:00 p.m. John Izzo will present “Creating the High Engagement Workplace: Awakening the Soul at Work,” and Laurie Beth Jones will present “The Servant-Leader Path: Creating Your Mission Statement for Work and for Life.”

For more details about Celebrating Servant-Leadership, you can download a copy of the registration brochure at www.greenleaf.org, or you can call 317-259-1241 to request a print brochure. To reach the Westin Hotel reservation page which offers the special Greenleaf Center conference room rate, follow the “Annual Conference” link on our homepage to the hotel link.

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.

Celebrating 40 Years of Service
The Greenleaf Center • 1964–2004

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Servant-Leadership on NBC’s DATELINE

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grateful for all you and your team at the Greenleaf Center do to keep the spirit of servant-leadership growing and viable.

—Ann McGee Cooper & Team, Dallas, Texas

Larry, I am so very proud of you and the Center! Keep up your amazing work.

—Lorraine Matusak, Michigan

As our son Andrew would say, “Great job!” The segment on DATELINE was very well done. This could be a very effective medium to get the word out on servant-leadership. Your presentation was very effective. Our very best wishes to you as you continue to get the word out on servant-leadership!

—David Young, Pennsylvania

Smashing! The good guys are running in deep water.

—Richard Pieper, Pieperpower, Milwaukee, Wisconsin

I just wanted to send congratulations for sharing the wonderfulness of Greenleaf and servant leadership on DATELINE. My best to Larry and a job very well done!

—Cathy Hart, Center on Education and Lifelong Learning, Indiana University, Bloomington, Indiana

Servant-Leader Speakers Bureau Springs Forward

By Marcia Newman, Speakers Bureau Director

Spring has arrived, and with it the beauty of color and renewal. Landscapes that painted pictures in browns and gray have suddenly given way to freshly budding floral trees of pink, yellow and white with the green of their leaves following close behind.

This is good imagery to illustrate what happens to organizations when they invite one of our speakers to come and share servant-leadership—they invite a breath of spring into their communal lives and new things begin to happen!

The Greenleaf Center Speakers Bureau is a new program that began last year, and in December of 2003 I returned to the Center to direct it. Perhaps some of you will recall my name, as I was Membership Director at the Center from 1993-1995. I now have the distinct pleasure of representing sixteen speakers who are able to offer anything from keynote addresses to on-site workshops, retreats and half and full-day training at your facility, or even an off-site location of your choosing. We can also offer long-term training over a specific period of time as we are presently doing with a company in Texas.

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 Initiative Now Underway in Turkey

Editor’s Note: Interest in servant-leadership continues to grow in many parts of the world, and in many different countries. Part of that expression of interest can be found in the growth of Greenleaf Center locations around the world. In addition to the Greenleaf Center headquarters in Indianapolis, there are also offices in Australia/New Zealand, Canada, Japan, Korea, the Netherlands, the Philippines, Singapore, South Africa, and the United Kingdom. The Greenleaf Center has also been developing partnerships in various countries around the translation and publication of Robert K. Greenleaf’s central essay, The Servant as Leader, which is now available in the following languages: Arabic, Czech, Dutch, English, French, Japanese, Mandarin Chinese, Russian, Spanish, and the most recent, Lider Olarak Hizmetkar/The Servant as Leader in a new Turkish edition, and thanks in large measure to the support of the Greenleaf Center in The Netherlands. The following question-and-answers with Gurkan Celik and Yusuf Alan, the co-authors of Hizmetkar Liderlik (Servant Leadership), offers insights into the cultural relevance of servant-leadership for Turkey.

Larry C. Spears: You and your colleagues in Turkey have recently published a Turkish translation of Robert Greenleaf’s essay, The Servant as Leader. Can you share with our readers your thoughts about that essay and its relevance to your own country of Turkey?

Gurkan Celik/Yusuf Alan: The Servant as Leader is one of the important keys to unlocking a dilemma of humanity: Is it possible to be virtuous and powerful, to serve and to lead?

Opposites are blended in the universe, while the dilemma of opposites opens the door to striving, which is the means of human progress. Robert Greenleaf shows a way toward a kind of perfection in balancing opposites. His writings in this essay go to the root of our being, our conscience, our hearts. In it, he shares his priceless insights and wisdom with us.

Mr. Greenleaf’s ideas are vital for solving some of the current problems in our own country. We are presently experiencing the turmoil of opposites: secularization and spiritual awakening, power and sincerity, East and West, science and religion, mind and soul. Servant-leadership offers a dynamic balance for creating a global world founded in dialogue, trust and sincerity. We need servant-leaders to solve the common problems of humanity: ignorance, poverty and discord.

Larry C. Spears: You have also written and published a book in Turkish titled, Hizmetkar Liderlik (Servant Leadership). Please tell us about your book and any early reactions to it.

Gurkan Celik/Yusuf Alan: Hizmetkar Liderlik (Servant Leadership) is an introductory book for Turkish readers. In it we have tried to summarize the important aspects of servant leadership and their relevance to Turkish culture. The book was published in May, 2003. Early reactions have been very positive, and we have made several presentations for Turkish-speaking people in Europe. Interest is particularly strong among managers and leaders involved in multicultural projects.

Larry C. Spears: Turkey’s predominant religion is largely Islamic. Will you share with our readers your thoughts on servant-leadership and its relevance for Turkish Muslims?

Gurkan Celik/Yusuf Alan: Turkey is at the crossroad of philosophies, cultures and religions. There is a unique “Anatolian experience.” People of different faiths and cultures in Anatolia have achieved an ability to live together in harmony. Mawlawna Jalaladdin Rumi and Yunus Emre are well-known figures representing tolerance and love in the past. Said Nursi (1876–1960) and Fethullah Gulen (1938–present) are more contemporary examples of Turkish servant-leaders. The idea of a leader as servant has long been a part of Turkish culture.

Nursi’s philosophy was based upon the belief that the conscience is illuminated by religion, and the mind is illuminated by science, and wisdom occurs through the combination of both. He went on to say that if Muslims find in a Jew or a Christian qualities that are in agreement with Islamic teachings they should consider those qualities worthy of praise. It is those qualities, like servant-leadership, that form the basis for friendship between Muslims, Christians and Jews.

Fethullah Gulen is also a “voice of love” who has devoted his life to healing society’s ills. Gulen writes: The Prophet Muhammad (peace be upon Him) defines a leader as the servant of the people. He was once serving his friends, when a Bedouin came in and shouted: “Who is the master of these people?” The answer was such that, besides introducing himself, it also expressed a substantial principle of leadership: “The master of the people is the one who serves them.”

Servant leadership is a common language for sincere, devoted, and philanthropic people of different faith and cultural traditions.
Greenleaf Center and Gonzaga University Announce Joint Formation of The International Journal for Servant-Leadership

Gonzaga University and The Greenleaf Center announced on March 17th the establishment of The International Journal for Servant-Leadership.

Larry C. Spears, commenting on the connections between Gonzaga and the Greenleaf Center, stated, “The Greenleaf Center and I are delighted and honored to be partners with Gonzaga University around The International Journal for Servant-Leadership. Over the years the Greenleaf Center and Gonzaga University have been involved in several different projects together, including my participation with Dr. Mike Carey and others around Gonzaga’s online certificate in servant-leadership, and online Masters in Organizational Leadership. Also in 2003 The Greenleaf Center published a significant new essay by Dr. Shann Ferch titled, ‘Servant-Leadership, Forgiveness and Social Justice.’ Shann’s essay will also be included as part of the forthcoming Greenleaf Center book, Practicing Servant-leadership: Succeeding Through Trust, Bravery and Forgiveness, to be published in September 2004 by Jossey-Bass. I look forward to the establishment of The International Journal for Servant-Leadership, and I know it is going to be an important next step in the ongoing development of servant-leadership as an area for serious academic study and research. My congratulations to Gonzaga University for its foresight and commitment to the understanding and practice of servant-leadership.” Spears will serve as Senior Advisory Editor for the Journal.

Mary McFarland, professor and dean of the School of Professional Studies at Gonzaga University, expressed the importance of this event. “Gonzaga’s leadership programs have grown in their influence of the discipline of leadership studies. Faculty scholarship, including invited keynote addresses and seminal publications, as well as the chairing of influential doctoral dissertations, has begun to position Gonzaga University as important in the development of new knowledge in the area of leadership. Recognizing our responsibility to enhance the scholarly conversation occurring in this growing field, it is an exceptional opportunity for us to announce the inauguration of The International Journal for Servant-Leadership. The journal is made possible because of the generosity of Mr. Peter Allison who is the founding benefactor. Dr. Shann Ferch, whose seminal essay on leadership and forgiveness has forged a growing partnership between Gonzaga’s leadership programs and the Greenleaf Center for Servant-Leadership, will be the editor of the journal. Dr. Ferch is increasingly recognized in the international arena for his work linking forgiveness and leadership. Dr. Mike Carey, through his work, has developed an on-line mentors’ gallery that introduces nationally renowned leaders like Larry Spears, CEO of the Greenleaf Center, to students doing graduate work in organizational leadership. The new journal will provide an opportunity for scholars and practitioners around the world to enter into a deep and meaningful conversation about the theory and application of servant-leadership.”

Ferch, associate professor and chair of GU’s Doctoral Program in Leadership Studies, has been instrumental in establishing links between Gonzaga and the national and international leadership community. Commenting on the profound opportunity represented by the journal, Ferch said, “the late Robert Greenleaf, former vice president of AT&T, was a scholar, essayist, and leader with uncommon wisdom. The idea he proposed, entitled servant-leadership, is one of the most important and influential leadership theories of our time. Greenleaf’s definition of the servant-leader remains a significant challenge for all who pursue leadership, and is held by many leadership theorists as the most compelling and profound answer to the fast-paced, change-orientated climate of the present age. Greenleaf proposed that the true test of a leader is that those around the leader become more healthy, more wise, more free, more autonomous, and better able themselves to become servants; and the least privileged of society are benefited or at least not further deprived.”

“This simple, powerful idea has the depth and reach to transform individuals, organizations, and society,” said Ferch. “Significantly, after implementation of servant-leadership, companies such as Southwest Airlines, Toro, and TDIIndustries, are consistently on Fortune Magazine’s list of the top 100 companies for which to work. Also, servant-leadership is evidenced internationally in the bold political moves made by Nobel Prize winners Nelson Mandela and Archbishop Desmond Tutu of South Africa in framing a constitution presently considered the gem of Africa, and in calling the nation to forgiveness in the wake of apartheid.”

Ferch added that “Gonzaga’s School of Professional Studies houses one of the few leadership programs in the nation with undergraduate, master’s, and doctoral components. Important groundwork has been laid in recent years, positioning Gonzaga’s graduate programs in leadership on the international and national scene. Recent links have been made directly with the Greenleaf Center for Servant-Leadership in Indianapolis. Greenleaf Center President & CEO Larry Spears has honored Gonzaga University by granting us the opportunity to house the first scientific journal designed specifically to further the practice of servant-leadership.”

The purpose of the journal is to publish cutting-edge theory, research, and essays that will further the influence of servant-leadership in the scientific community, in the world of business, political inquiry, and social justice, as well as across the academic disciplines. For more information contact Shann Ferch by email at: ferch@gonzaga.edu.
Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value
Reviewed by Jeff McCollum

For those, teetering on the brink of committing to servant leadership and who insist on “proof” of a successful servant-led organization, Bill George’s experience as CEO of Medtronic, recounted in Authentic Leadership, could be instructive. For those who fear that servant leadership might be “too soft”, George’s example could allay those concerns. Active practitioners of servant leadership and servants who aspire to lead can each glean new insights from the leadership experiences shared in these pages.

To George, “authentic leadership” is about personal values brought to life in an organizational setting, about focus on personal and organizational development and about creating an institution, based on values, that will last and will serve its members. Because the company for which he worked, Medtronic, is a for-profit organization, part of the demonstration of its lasting success is financial performance like earnings per share and market capitalization. Eleemosynary organizations, with different yardsticks, can also look to the principles in Authentic Leadership for instructive counsel.

Bill George makes the case, built upon the wretched leadership failures of Enron, Tyco, and others that capitalism has been a victim of its own success. What is required is new leadership—authentic leadership. He writes, “...if we select people principally for their charisma and their ability to drive up stock prices in the short term instead of their character, and we shower them with inordinate rewards, why should we be surprised when they turn out to lack integrity? ... We need authentic leaders, people of the highest integrity, committed to building enduring organizations. We need leaders who have a deep sense of purpose and are true to their core values.”

After laying out the case for authentic leadership, George discusses what it looks like, how those leaders can be developed, how they build authentic organizations and how they “look beyond the bottom line.”

Authentic leadership encompasses five dimensions: purpose, values, relationships, self discipline and heart. His exposition of purpose points directly to Robert Greenleaf and servant leadership and writes, “If people feel you are genuinely interested in serving others, then they will be prepared not just to follow you but to dedicate themselves to the common cause.” This, in turn, enables organizational members to engage their work with their hearts which, to George, is a necessary condition for excelling in the 21st Century. All of this is facilitated by a personal relationship with the leader characterized by openness and depth.

These five dimensions frame the leader’s character. Purpose is experienced as passion. Values are enacted in behavior. Relationships create connectedness. Self discipline produces consistency. Heart manifests as compassion and is the wellspring of innovation. These combine to create a balanced leader who creates a healthier organization. “If we sell our souls to the company,” George observes, “we may find we have little to show for our efforts. If we seek organizations that nourish our souls, enable us to grow into fully functioning human beings, and connect us with fellow wayfarers, we can live a full life.”

In addition to Greenleaf, George credits several other influences on his thinking—many of whom have spoken to servant leadership practitioners through their writing and their appearances at the annual conference for servant leadership sponsored by the Greenleaf Center. He acknowledges, Warren Bennis, David Whyte, Max DePree, John Bogle and David Durenberger.

He also intersperses selections from the poetry of Derek Walcott, Robert Frost, Pablo Neruda and others to add depth to his ideas.

His concluding chapter, based on his teaching aspiring leaders at Harvard and IMD, advises those seeking to become the “new” leaders that are so desperately needed, counsels them (and us) to:

• Be motivated by your mission, not money
• Tap into your values, not your ego
• Connect with others through your heart, not your persona
• To live your life with such discipline that you would be proud to read about your behavior on the front page of the NY Times

These decisions will lead you to your unique calling.

In the end, the decision to create a servant-led organization is deeply personal requiring courage in the face of uncertain outcomes and, undoubtedly, opposition from all those cynics and skeptics that surround powerful ideas like servant leadership. For those on the journey, Bill George and his ideas can serve as a “guide.”