Starbucks Servant-Leaders Pour Their Hearts Into It

By Mike Stafford, Ph.D., Vice President, Organization and Partner Development, Starbucks Coffee Company

“We have to lead with our hearts. In business, as in life, we each should have an internal compass that guides our decisions, an instinctive understanding of what matters most in this world. For me, it’s not profits, or sales, or number of stores, but the passion, commitment, and enthusiasm of a dedicated group of people.”

—Howard Schultz, chairman and chief global strategist Starbucks Coffee Company

At Starbucks, we truly believe that managers must lead from the heart to help us to continue to provide the legendary service and experience that both customers and partners (Starbucks employees) have grown to expect from us. Servant-leadership is a natural fit at Starbucks. It resonates with our culture and supports our Mission Statement and Guiding Principles.

As part of our servant-leadership initiative, we offered a special six-hour workshop to the nearly 6,500 Starbucks leaders who attended our annual Global Leadership Conference in March, 2004. We developed the workshop so that managers would link servant-leadership with Starbucks core leadership concepts. We wanted to deepen their understanding of servant-leadership and of what it means to “lead with the heart.”

Our ultimate goal was to assist them in applying servant-leadership in their own unique work setting by providing them with information and tools.

Prior to the workshop, participants read The Greenleaf Center’s Servant Leader newsletter and they came to the training prepared to tell a story illustrating the Power of the Five Ways of Being—be authentic, be vulnerable, be accepting, be present, and be useful.

During the workshop, participants were asked to take a holistic approach to leadership—focusing on the mind, heart, hands, and spirit to lead. Practicing servant-leadership ensures that everyone benefits and grows. And, by always striving to serve others with the work we perform, we also continue to provide Starbucks legendary service while emulating Starbucks perpetual priorities defined in our Mission Statement and Guiding Principles. We shared that leaders and followers form a relationship through servant-leadership—they support one another and hold one another accountable to growth for (Continued on page 2)

Larry C. Spears Receives 2004 Dare to Lead Award From the International Leadership Network

Greenleaf Center President & CEO Larry C. Spears was honored on April 30, 2004 as the recipient of the 2004 Dare to Lead Award given annually by the International Leadership Network, located in St. Louis, MO.

The award was presented by Lisle Ramsey, Chairman of the International Leadership Network, in recognition of Larry’s demonstrated commitment and many contributions to building effective, responsible leaders.

ILN’s mission is to develop and implement programs that inspire community action to empower young people to become productive, contributing members of society.

In conjunction with its youth programs, ILN annually honors outstanding adults who embody the positive attributes it encourages among today’s youth. Previous recipients of the Dare to Lead Award include W. Clement Stone, The Danforth Family, I.E. Millstone, among others.

Larry C. Spears has served as President & CEO of The Greenleaf Center since 1990. Under his leadership, The Greenleaf Center has experienced tremendous growth and influence, with ten branch offices now located around the world. Spears has published over 300 articles, essays and book reviews, and he is the editor, co-editor and contributing author of nine books on servant-leadership, including: Practicing Servant Leadership (2004), The Servant-Leader Within (2003), Servant Leadership (2002), Focus on (Continued on page 6)

Kay Hartzell, International Leadership Association and Larry C. Spears, The Greenleaf Center, recipient of the 2004 Dare to Lead Award.

Starbucks
(Continued from page 1)

all. We also asked them to role-play to ensure that they experienced first hand the effectiveness of servant-leadership.

It is our belief that leading from the heart is fundamental to the strength of the customer-service-profit chain. Partner (employee) satisfaction leads to customer satisfaction that leads to customer loyalty.

This is especially true at Starbucks. Through our employee survey in 2003, we asked the majority of our partners what they thought about working for the company. In rating overall satisfaction (attitude), 82% of our partners stated that they were satisfied or very satisfied with Starbucks. In addition, Starbucks continues to experience tremendous growth. Fiscal Year 2003 was one of the strongest years in the company’s history, earning Starbucks a spot among the Fortune 500 and inclusion on the Fortune list of the 10 Most Admired Companies in America—both first-time milestones for our company.

Our partner satisfaction along with company profit and growth provide us with additional validation that leading from the heart is the right thing to do. By helping those served to grow, it helps managers meet the “best test” of leadership.

Starbucks Chairman Howard Schultz gives the business case for leading from the heart: “When thirty million people a week seek out a Starbucks store and wait in line for an espresso drink, when customers return several times each week, they’re not just coming for the coffee. They’re coming for the feeling they get when they’re there.” At Starbucks, we’ve named this feeling the Starbucks Experience. Servant-leadership helps us to create the Starbucks Experience for our customers, our partners (employees), shareholders, suppliers and communities.

After the workshop, we asked our leaders to have follow-up discussions with their staff and to reinforce the servant-leadership message and behavior. Since then, we have received an overwhelming number of stories from partners who identified their managers as role models for how to lead from the heart. We also received many positive comments from attendees about the workshop that also expressed strong support for servant-leadership.

Servant-leadership clearly resonates with Starbucks focus and values as a company. According to Howard Schultz, “The underlying foundation of this company (Starbucks) is not about growth. It is about the passionate, soulful connection we have with our people, our customers and our shareholders.”

“I want Starbucks to be admired not only for what we have achieved but for how we achieved it.”

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.

International Branch Offices
The Greenleaf Centre for Servant-Leadership, Australia-New Zealand
Dann and Alison Feldman • www.greenleaf.org.au

The Greenleaf Centre Brazil
Robson Marinho/Sidney Dutra • marinho@unisa.br

Greenleaf Canada
Lauret Leduc • www.greenleafcanada.org

The Center for Servant-Leadership, Europe
Ed Voerman • ginveld@voerman.com

The Greenleaf Centre for Servant-Leadership, Japan
Ryo Ishida • ryo.ishida@taupe.plala.or.jp

The Greenleaf Centre for Servant-Leadership, Korea
Kwan Eung Lee • kwanelee@unitel.co.kr

www.elsechtrust.com

The Center for Servant-Leadership, Philippines
Eleanor M. Santiago, MD
servleadphil2004@yahoo.com

The Greenleaf Centre for Servant-Leadership, Asia
Low Guat Tsin/Sally Chew-Ong Gek Tee
www.greenleafofasia.org

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

The Greenleaf Centre for Servant-Leadership, United Kingdom • John Noble
jnoble@greenleaf.net/konet.co.uk

Trustees
Juana Bordas, President, Mestiza Leadership, Denver, Colorado
John Burkhardt, Director, The Kellogg Forum, University of Michigan, Ann Arbor, Michigan
Jan Levy, Executive Director, Leadership Tomorrow, Seattle, Washington
Jack Lowe, Jr. (RKGC Chair), Managing Director, TDIIndustries, Dallas, Texas
Jeffrey McCollum, Star*Thrower Associates, Gilbert, Arizona
Andrew J. Morikawa, Executive Director, Community Foundation of the New River Valley, Blacksburg, Virginia
Larry C. Spears (President and CEO), The Greenleaf Center, Indianapolis, Indiana

Personnel
Beth Lafferty, Executive Assistant
Michele Lawrence, Conference and Finance Director
Geneva Loudd, Partnership Director
Marcia Newman, Speakers Bureau Director
Larry C. Spears, President and CEO

2
Anyone Can Be a Servant-Leader

By Larry C. Spears, President and CEO

The Feb. 27, 2004 NBC Dateline broadcast on servant-leadership and The Greenleaf Center generated thousands upon thousands of powerfully positive responses. Many new members and customers have come to us because of it. And, our most recent annual conference included a number of first-timers who came as a result of having learned about us through that broadcast.

During the course of hearing from many people in the months since then, I received a couple of expressions of concern regarding the fact that the entire show in which this segment appeared, along with the segment itself, had a primary focus on faith. The expressed concern was that servant-leadership might be misperceived as a kind of Christian or faith-based-only idea, and even though the Dateline segment clearly stated that servant-leadership has its proponents in a variety of faith and secular traditions.

In and of itself, servant-leadership is a faith-neutral idea. By that, I mean that servant-leadership, as defined by Robert Greenleaf, is a belief that the best leadership comes out of a desire to serve others, and that the end goal is to help others to become healthier, wiser, freer, more autonomous, more likely themselves to serve others. With that core idea as a starting point, there is no overt religious context or faith requirement whatsoever attached to servant-leadership, which is why we find people of many-any-and-no religious beliefs involved with us today.

Absolutely anyone can be a servant-leader, no matter what their own particular beliefs on matters of religion, spirituality, or philosophy. It is my belief that servant-leadership is the most inclusive and unifying idea in the world today. It is a fundamental idea embraced by many, and one which has the potential to help in linking together people from all walks of life. Each of us has our own personal beliefs, and we all bring those beliefs with us into our experiential expressions of servant-leadership. As deeply personal expressions of servant-leadership, each of them is valid, and I believe that we are called to honor them all.

Most people understand and embrace this and can readily accept expressions of servant-leadership which may be quite different from their own. Over the years I have encountered a few people on both ends of the spectrum for whom that inclusive understanding of servant-leadership has been hard to accept. In the past fifteen years I’ve encountered a few people who have rejected involvement with the Greenleaf Center because of our avowed universalist and inclusive understanding of servant-leadership; and, on the other side, I’ve encountered a few people who have refused involvement because of the fact that we also embrace and take seriously those for whom servant-leadership is a deeply-held reflection of their personal religious beliefs. Less than 1% of the people I’ve encountered over the past fifteen years occupy one extreme or the other. The other 99% understand that servant-leadership allows for all people to sincerely profess and practice servant-leadership, no matter what their faith or philosophy. It encourages me to see such beautiful expressions of that idea as represented at our recent international conference.

While the concept of servant-leadership, and The Greenleaf Center as an organization, are both broad and inclusive, I hasten to add that I also don’t believe that means that we should never talk about servant-leadership in relation to any particular faith or philosophical perspective, be it Christianity, Islam, humanism or any other expression of servant-leadership. To never focus on servant-leadership in any of these particular contexts would be a shame, and I would say just as short-sighted as thinking that there can be only one true expression of servant-leadership. To use a food metaphor which I like: Given a choice, I much prefer a rich and tasty stew with many different ingredients to a bland-tasting soup!

The Greenleaf Center strives to include any-and-all voices of servant-leadership where we have the opportunity to do so. For instance, our last newsletter had an (Continued on page 4)

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.
Robert K. Greenleaf: A Life of Servant Leadership

Reviewed by Jeff McCollum

In his biography of Robert K. Greenleaf, Don Frick traces the development of an ideal—servant-leadership—as much as he reports on the life of the chief messenger of that ideal. This highly-readable book documents the evolution of the concept of servant-leadership as embodied in the life of Greenleaf. Hoosier roots, spiritual traditions, business innovation, and a passion for seeking out those at the forefront of America’s intellectual community in the middle part of the 20th Century blend into a gestalt of the life of the man and the life of the idea that enlightens and edifies.

Frick, who along with Larry C. Spears and Anne Fraker worked for several years in the 1990’s on Greenleaf’s archival material, draws on that learning to craft a reading experience that provides a masterful overview of servant-leadership for those in their first explorations, and a deeper experience of the idea for those more familiar with Greenleaf’s body of writing. Frick intersperses quotes from Greenleaf’s writing into the biographical material.

The book is organized into three broad sections. Part I details the formative experiences of Greenleaf’s early life and includes fascinating glimpses into his early family life where he was shaped by a father’s example and an uncle’s love. Living in Indiana, uniquely situated at a geographic and technological crossroad in the early 20th Century, presents itself as a powerful crucible for learning. Part II concerns itself with his 38-year affiliation with American Telephone and Telegraph (AT&T), where he sought out leading thinkers and attempted to apply their ideas to improving Ma Bell’s performance as an institution. Part III focuses on his “second career” of teaching, consulting, and writing which followed his retirement from AT&T in 1964. In parts II and III, Bob’s wife Esther shines as a talent in her own right, and as a molder of Greenleaf’s thought. His life experiences become the context in which the content of servant-leadership emerges.

For example, the description of Greenleaf’s work at AT&T offers glimpses into why Journey to the East and the story of Leo affected Greenleaf so powerfully. In many ways, he played Leo to the senior leaders of Ma Bell. His focus was the humanities. Theirs was engineering. His focus was quiet, behind the scenes influence. Theirs was the public platform. His was a life of quiet introspection. Theirs was a life of noisy extroversion. He treated powerful ideas the way Moses’ mother treated her “baby.” Greenleaf’s ideas were hidden in the bull rushes so the king(s) could raise them as their own.

Greenleaf was the ultimate participant-observer. His life’s work was as a student of organizations. And he was also a practitioner of organizational development—a multi-disciplinary field which emerged in the post-World War II era. He pioneered many management development practices that are used widely today, such as assessment centers, action learning projects, mentoring, and university-based leadership development programs. He was influential enough to persuade AT&T to conduct a 30-year study of management development which left a base of findings that influences what is done today to develop managers. I don’t think there’s a company today that would or could commit to that kind of rigorous research.

It is said that a prophet can be without honor in his own camp. Greenleaf, as a masterful student of organizations, achieved less success than he wished with those institutions he knew best. He sought to reform the educational approach of his alma mater, Carleton College, but could not. He lamented that the “operators” in AT&T dominated the “idea men”—and laid the ultimate responsibility for the destruction of the Bell System to the loss of the visionary thinking that had shaped it so early. Closer to home, his own children experienced him as distant and grew to appreciate his depth and contribution only in later life. In retirement, he confronted the angst of old age and declining physical ability and still worked to reform the management practices of the Quaker community in which he and Esther lived. Frick handles this darker side of Greenleaf’s life directly and sensitively.

The book contains other bonuses. Peter Senge’s Foreword and Larry Spears’ Afterword burnish Greenleaf’s impact even more brightly. Frick’s inclusion of a “Servant Leadership Primer” as one of several appendices is a rich synthesis of ideas from Greenleaf’s body of work.

Greenleaf’s self-created epitaph reads, “Potentially a good plumber; ruined by a sophisticated education.” It underscores a quality of Greenleaf—humility—that comes through in Frick’s biography. Plumbing’s loss has become our gain.

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

Anyone Can Be a Servant-Leader

(Continued from page 3)

interview with two Turkish Muslims who are also powerful advocates of servant-leadership. Our June conference featured a powerful program on servant-leadership and cultural identity. We’re always on the look out for new expressions of servant-leadership in our publications, programs and elsewhere.

Servant-leadership is for anyone, and the Greenleaf Center strives to include people of all faiths and philosophies underneath our big tent. With commitment, practice, and a sincere heart, anyone can be a servant-leader. I appreciate being able to share these thoughts with you, our beloved readers, supporters and practitioners of servant-leadership, and I invite you to be in touch with me by email (lspears@greenleaf.org) in response to them.
The Greenleaf Center offers a wide array of programs, speakers and consultative services. Please contact Speakers Bureau Director Marcia Newman if you are interested in servant-leadership speakers and consultants.


Larry C. Spears conducted a series of meetings and spoke to an interest group on servant-leadership in Seattle, WA in March, 2004. Greenleaf Center board trustee Jan Levy also did a presentation at this meeting. Larry C. Spears gave a series of addresses in Spokane, WA in March, 2004, including presentations at Gonzaga University, Avista, and Leadership Spokane.

The Greenleaf Center held its ninth annual Leadership Institute For Education (LIFE 2004) on March 25-26, 2004, in Indianapolis, IN. Over sixty participants from forty different institutions were in attendance. This year’s Institute featured presentations and facilitation by John W. Moore and Jan Arnett, both of Indiana State University; John Burkhardt, Director, The Kellogg Forum, University of Michigan; and Kim Stout from Highland Community College, Freeport, IL.

Larry C. Spears spoke to a gathering of faculty, students and others at Indiana State University, Terre Haute, IN in April, 2004. Marcia Newman, Director of the GC Speakers Bureau, spoke at Ball State University, Muncie, IN in April, 2004. Larry C. Spears and John W. Moore were interviewed for a half-hour local television program on servant-leadership that was broadcast in Terre Haute, IN in April, 2004.

Marcia Newman, GC Speakers Bureau, spoke on servant-leadership at a conference of the Society of Association Executives, in Tallahassee, FL.

Larry C. Spears was honored as the International Leadership Network (ILN) 2004 Dare to Lead Award recipient at a ceremony held in St. Louis, MO in April, 2004. Previous recipients of the Dare to Lead Award include W. Clement Stone, The Danforth Family, and I.E. Millstone. Charles Groce, GC Speakers Bureau, conducted a servant-leadership training for Detroit Leadership, Detroit, MI in May.

Jan Levy conducted a program on servant-leadership in Washington state for a visiting delegation from Vladivostok, Russia in May, 2004.

Larry Fidelus, GC Speakers Bureau, spoke to the Diocese of St. Augustine in Jacksonville, FL in May, 2004.


John W. Moore, GC Speakers Bureau, spoke on servant-leadership to General Dynamics in St. Petersburg, FL in May, 2004.

The Greenleaf Center held its 14th Annual International Conference on Servant-Leadership on June 10-12, 2004 in Indianapolis, IN. Among the featured presenters were: John Carver, Ginny Duncan, Bill George, Artis Hampshire-Cowan, John B. Izzo, Laurie Beth Jones, Consuelo Castillo Kickbusch, William Harjo LoneFight, Msgr. Timothy Senior, Kurt Takamine, and Ed Voer man.


Jamie Showkeir, GC Speakers Bureau, addressed the APSE conference in Indianapolis, IN in July, 2004.

Greenleaf Center Conference & Finance Director Michele Lawrence represented the Greenleaf Center as a panelist at a program to remember Robert K. Greenleaf on the occasion of his centennial birth—July 14, 2004 at Indiana State University in Terre Haute, IN.
In the News
(Continued from page 5)

The July 5-12, 2004 issue of America featured an article titled, “Servant Leadership,” by Carl Koch. Koch directs the masters of arts program in servant-leadership at Viterbo University, La Crosse, Wisconsin.

Upcoming

The following is a brief listing of upcoming events and publications of interest to servant-leaders.

Practicing Servant-Leadership: Succeeding Through Trust, Bravery, and Forgiveness; Larry C. Spears and Michele Lawrence, editors (Jossey-Bass, 2004, hardback, 336 pages). This powerful new book from The Greenleaf Center includes contemporary essays on the meaning and practice of servant-leadership by Margaret Wheatley, James Autry, John Bogle, John Carver, Larry C. Spears, and other contributing authors. Foreword by Warren Bennis. Not to be missed! This book is scheduled to be published September 17, 2004 and it may be ordered through the Greenleaf Center for $35 ($28 plus $7 shipping-and-handling).

Larry C. Spears is scheduled to speak at Baldwin-Wallace College in Berea, OH in late-September, 2004.

The Greenleaf Centre United Kingdom will hold its next servant-leadership conference in London on November 8-10, 2004. Contact John Noble by email: jnoble@greenleaf.netkonec.uk for details.

Gonzaga University and The Greenleaf Center have joined forces to produce The International Journal of Servant-Leadership. This new journal is the first of its kind to focus on servant-leadership. Its purpose is to publish the latest thinking in servant-leadership theory, research, and practice that will further the influence of servant-leadership globally. The journal reflects the ideals of educating the whole person, living a life of moral discernment, and striving to heal the heart of humanity. The editor is Dr. Shann Farch, Chair of the Gonzaga Doctoral Program in Leadership Studies at Gonzaga University. The senior advisory editor is Larry C. Spears, President & CEO of The Greenleaf Center. Michele Lawrence, Conference & Finance Director of The Greenleaf Center, also serves on the editorial board. Further information regarding the journal can be found at www.gonzaga.edu/servantleadership. The inaugural issue is scheduled for publication in February, 2005.

The Greenleaf Center’s 10th Annual Leadership Institute For Education (LIFE 2005) will be held in Indianapolis on March 31-April 1, 2005. Designed for educators and administrators in educational institutions, this two-day program is geared toward professionals who wish to deepen the understanding and practice of servant-leadership within their institutions. Over three hundred institutions have participated in this program since 1996. Many have subsequently launched their own servant-leadership initiatives as a result of their participation. Margaret Wheatley will serve as a featured educator at this event. LIFE 2005 brochures will be available in September, 2004. If you are committed to student learning and servant-leadership this one’s for you!

The Greenleaf Center’s 15th Annual International Conference on Servant-Leadership will be held in Indianapolis on June 2-4, 2005. Conference brochures will be available in January and registration information posted on our website.

Dare to Lead
(Continued from page 1)

Servant-Leader (1996), Seeker and Servant (1996), and Reflections on Leadership (1995). Larry is a noted speaker on servant-leadership and has addressed audiences throughout North America, Europe, Australia, and Asia.

“I am honored to accept this award on behalf of the Greenleaf Center’s staff, board, partners, and volunteers, both here in the United States and many other countries around the world,” said Spears during his acceptance remarks.

The following are a few of the selected expressions of appreciation for Larry Spears in recognition of his accomplishments and commitment to servant-leadership:

“Larry, you and your colleagues have done a splendid job with the Greenleaf Center. If Bob Greenleaf were alive he’d be so pleased, and as I write this, I know he’s pleased. The concept of servant-leadership has spread far and wide. Congratulations—you’ve made the idea of servant-leadership not just sprout but grow and blossom!”

—Sister Joel Read, President Emeritus, Alverno College

“Larry, many blessings for your important work, and with gratitude for our shared journey.”

—Margaret Wheatley, author, Leadership and the New Science

“To Larry, who leads, who inspires, who keeps the faith.”

—Frances Hesselbein, Chairman Emeritus, Leader-to-Leader Institute