Dr. Kent M. Keith has been appointed Chief Executive Officer of the Greenleaf Center for Servant-Leadership and began his work on April 15, 2007. He succeeds Larry C. Spears, who now occupies the newly-created position of Greenleaf Senior Fellow & President Emeritus following seventeen years as CEO.

"We are delighted that Dr. Keith has accepted the position," said Jack Lowe, Greenleaf Center Board Chair. "He brings to the job thirty years of broad-based experience as a leader and manager in business, government, non-profit organizations, and the academic sector. He is an accomplished speaker and author, and he has a passion for servant leadership."

Dr. Keith earned a B.A. in Government from Harvard University, a B.A. and an M.A. in Philosophy and Politics from Oxford University, a Certificate in Japanese from Waseda University in Japan, a J.D. from the University of Hawaii, and an Ed.D. from the University of Southern California. He is a Rhodes Scholar.

Kent has been based in Honolulu throughout his career. He was an attorney with Cades Schutte; State of Hawaii Director of Planning and Economic Development; Project Manager for the Mililani Technology Park; President of Chaminade University; and a Senior Vice President for the YMCA of Honolulu.

Dr. Keith is the author of "The

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The International Journal of Servant-Leadership

A Collaborative Publication of Gonzaga University and the Greenleaf Center

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The Greenleaf Center

The Greenleaf Center is committed to creating a just and caring society by promoting the awareness, commitment and practice of servant-leadership.

Goals and Means

1. Education: The Greenleaf Center, through its annual conference, publications, and its other servant-leadership programs, provides learning opportunities for active practitioners of servant-leadership as well as those new to the concept who seek to learn more about it. The Center, by collecting and disseminating ideas and information about contemporary practices of servant-leadership, functions as a forum for the ongoing development of the practice of servant-leadership and provides educational tools to engage people in societal transformation.

2. Institutional Change: The Center seeks forums (i.e., publications and programs) for the promotion and inclusion of servant-leadership in society and in institutions in which everyone can experience a sense of personal meaning, contribute fully to the organization and society, openly express himself or herself, and develop deep personal connections.

3. Modeling: We aspire, as individuals and as an organization, to model behaviors which reflect inclusiveness, openness to the diverse talents and ideas of the human spectrum, and promote the presence of the human spirit in organizations and society.

4. Partner Services: The Center serves its Partners (Members) through an array of services, including publications and sales of literature and audio-visual materials which develop the idea of servant-leadership, through direct response to Partner inquiries, and through the creation of a worldwide network of active practitioners of servant-leadership.

5. Research: The Center conducts research and study (retrospective and prospective) which deeply explores aspects of servant-leadership and the implications of servant-leadership for the 21st century.

6. Collaboration: The Center seeks collaborations with other organizations and institutions that are in agreement with the Center's mission and are committed to creating a just and caring society, with special emphasis on organizations that serve diverse communities.
CommonStrength: Building Leaders, Transforming Recovery

By Tom Hill

The following is a brief excerpt from the essay, "CommonStrength: Building Leaders, Transforming Recovery," by Tom Hill. It is essay #12 in the Greenleaf Center's Voices of Servant-Leadership Essay Series. Single copies may be ordered for $13 ($9 + $4 shipping and handling).

This essay explores the intersection of the values and principles of servant leadership with those of a newly emerging recovery advocacy movement, particularly as the latter has been informed by the culture of 12-Step communities. It is intended to provide an arena in which to explore and grapple with assembling aspects of vision, spirit, and information into a newly imagined perspective that has meaning for this movement and can inspire guidance to move forward and stay on track.

The last several years have witnessed a renewed interest and activity in building a recovery advocacy movement. Despite a great deal of enthusiasm and a few small advances, leaders and followers alike have been slow to realize what we have been creating and the movement has suffered from a lack of clarity and, at times, identity. Some of our leaders have assumed the task of making issue-related decisions in a top-down fashion with the belief that decisions are best made by the experts and carried out by foot soldiers, the rank and file, the grassroots. This is not only poor community organizing, but also a futile way to approach the recovery community. It shortchanges the potential inherent in this community: a collective abundance of personal histories of transformation, healing, and liberation. In order to tap into this wealth of valuable human experience, a wiser approach might be simply to ask members of this community what is important to them and what issues and concerns have meaning to them.

Bringing together grassroots leaders in the recovery community to take ownership in creating their own movement is a first step that ought not be minimized, dismissed, or rushed. This is an effective way to build a strong constituent base, and can create a training ground for building leadership, acknowledging "expertise" in places where wisdom has been born from personal experience. Involving the grassroots in this kind of activity increases the possibility that an authentic movement can emerge. It is time to consider a movement born from the struggles of people—one that utilizes the unique gifts and responsibilities of recovery to promote deliverance, not only to people in or seeking recovery, but also to the entire world.

A Vision of Recovery Liberation.

What exactly would a liberation movement look like for people in recovery? It might entail a vision of a world in which people in recovery are no longer looked at as a scourge, but rather as people who have powerful gifts to offer the world, not the least of which is the gift of transformative healing, through the practice of specific processes and skills. In order to possess a vision of the enormity of our potential gifts, we need to fully accept ourselves, both individually and in community. We need to consider what it is that we want to be liberated from. This process might begin with a look at the ways in which we have been and are oppressed and stigmatized as people who have experienced both addiction and recovery. Also warranted is a closer look at the ways in which we continue to oppress and stigmatize ourselves. Because of the myriad issues involved, a suggested route to getting there starts with an understanding of the various teachings of servant leadership.

Servant leadership is much more than a "style" of leadership. As a way of engaging with the world, it suggests a radical alternative to the predominant forms of leadership commonly practiced today. It involves values and behaviors that include listening, empathy, healing, and humility. In the practice of servant leadership, strong emphasis is placed on acts of service (giving oneself freely) which promote growth in others, nurtures human potential, and builds community. Servant leadership is based on the premise that true transformative healing happens when a leader identifies first as a servant. In order to accomplish transformative healing, a leader must be willing to demonstrate a form of leadership that is based on acts of service.

Servant leadership ultimately exposes a leader's profound weaknesses, from which genuine strengths and gifts can emerge. It requires moral courage for many leaders to embrace and publicly exhibit personal weaknesses, as doing so ultimately challenges the dominant belief system and view of leadership. Transformative healing evolves through a synergistic equation of mutual help: A helps B and A and B both get better. Servant leadership, paralleling the recovery process, is life-affirming and life-restoring.

Giving Back to Others a Common Value.

central to all 12-Step programs is the notion of "giving back." This means that individuals steward their recovery through acts of service, most notably to others afflicted by addiction. In fact, this very concept of mutuality, in regard both to service and to healing, can be considered a cornerstone of 12-Step recovery. Because of the 12-Step emphasis on achieving and maintaining recovery through a process of mutual healing, spiritual awakening, and service, many 12-Step principles and practices are closely akin to those of servant leadership.

It should be emphasized that within the growing recovery movement are people who have chosen paths to their recovery which exist outside of and differ from 12-Step programs. Alternative programs (for example, Women for Sobriety, SMART Recovery) have been created that are geared to people who choose not to embrace a 12-Step path. (Some individuals have made a conscious decision that 12-Step programs are not right for them, based on issues that they have with program content, language, or ideology.) Other people have taken the route of professional therapy or turned to their faith communities. Still others have chosen a solitary path and recovered "by themselves." Whatever their chosen path or method, all of these people are being welcomed as part of a recovery movement alongside their sisters and brothers from 12-Step programs.

Such ready acceptance has not come so easily to those who are practicing "medically assisted" recovery. The most common and widely used medication is methadone, but also used are naltrexone, methadone, and most recently, buprenorphine. Because of misinformation and misunderstanding, methadone users have been stigmatized by both the general public and the recovery community. Stigma within the recovery community has come primarily from members of the 12-Step community, many of whom oppose the use of medication or believe that the use of a substance to achieve recovery is counter to the goal of abstinence. However, recovery communities across the nation have made tremendous progress in embracing individuals who practice medically assisted recovery and are beginning to welcome them as a vital part of the recovery movement. (There is a note of significant irony here that points to the predominance of 12-Step beliefs and attitudes in the recovery movement and begs the question, "Who

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Servant-Leader Books in Review

The Speed of Trust

Reviewed by Jeff McCollum

Servant-leaders create and extend trust based on their personal credibility. Trust is the medium in which people and institutions grow, develop, and thrive.

In his book, *The Speed of Trust*, Stephen M. R. Covey builds on his father's influential work (The 7 Habits of Highly Effective People and Principle-Centered Leadership) by adding new depth and insights into the impact of trust on personal and organizational performance. If the results (R) of a successful organization flow from a combination of excellent strategy (S) and excellent execution (E), highly successful organizations combine strategy and execution in an environment of trust thereby reaping a "trust dividend". He expresses this in the formula, \( R = (S \times E)T \). Less successful organizations pay a "trust tax", i.e. their effectiveness is sapped by low trust.

Look around your organization. If you see redundancy, bureaucracy, negative politics, disengagement, turnover, customer/client churn or outright fraud, you are paying a trust tax. If you and your organization see increasing value, growth, collaboration, innovation, loyalty (customers and employees) and execution, you are reaping a trust dividend.

When he writes of intent, Covey talks about thinking in terms of "mutual benefit" and win-win. This intent matches Robert Greenleaf's "test" of a servant leader, i.e. what is the impact of her stewardship on those who are led? Are they more likely to be free, wise and themselves servants?

Intent is one of the four "cores" of credibility. Covey's discussion of these "cores" should resonate with practicing and aspiring servant leaders. Integrity, personal congruity, is the starting point. Although integrity is necessary for credibility, it's not sufficient. To be credible, we also have to be skilled and have a track record. With only integrity, we will be seen as a "nice" person but will lack the other elements which create credibility. Whereas integrity tends to be universal, capabilities are situational, i.e. do I have the relevant skills for the situation at hand?

Covey identifies thirteen behaviors that create credibility:

- Straight talk tempered by good judgment (Greenleaf, a Quaker, talked about speaking truth to power)
- Demonstrate respect
- Be open and authentic
- Right wrongs
- Show loyalty (give credit where credit is due)
- Deliver results
- Continuously get better (the servant leader is a developer of self and others)
- Confront reality (this resonates with Max DePree's oft-quoted observation that the first job of a leader is to describe reality, the last in to say "thank you" and, in between you serve)
- Clarify expectations (it's important to be clear about our intentions since people tend to judge themselves by their own intentions and others by their actions)
- Practice accountability (the servant-leader is accountable for the growth of people around her)
- Listen first (Greenleaf developed and implemented an active listening course for AT&T executives)
- Keep commitments
- Extend trust (empowerment and reciprocity)

A valuable aspect of this book is its pragmatism. It includes questionnaires (in the book and on-line) that can be used to self diagnose around the principles which Covey discusses. In addition, each section includes suggestions to guide the development of the key behaviors/skills of creating and extending trust. For example, if you want to improve in the area of integrity: make and keep commitments, stand for something and be open.

Trust is a product of who we—as servant leaders—are, how we see the world and what we do. It's not a static binary (trust or no trust) condition. We shape our own worlds. And when we create and extend trust, we serve our institutions.

Jeff McCollum is an organizational consultant living in Arizona and a longtime book reviewer for this publication.

CommonStrength

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is welcoming whom to what?"

We can follow the lead of our recovery communities that have grappled with inclusion and seek to include people with all types of recovery as we consider a vision of a recovery movement. Yet, for the purpose of this essay, conscious reference will be made to the principles and practices of 12-Step recovery programs because this is where elements of servant leadership are most readily found. Many people who have achieved recovery outside 12-Step programs have incorporated service as a means of maintaining and enriching their own recovery. Like members of 12-Step fellowships, they have learned that the healing benefits of such service are shared mutually by the one who serves and the one being served. Universal understanding seems to exist among people who took different routes to recovery that one's own recovery depends on helping others to recover.

Deciding What We Care About. Coming together in dialogue will enable us to decide what is important to us as a community and to discern the issues that hold relevance for us. It is important that we comprehend our power to decide our own issues and agenda. Taking action that is significant and meaningful to our community can be realized through a process that includes dialogue, discernment, and reflection. I suggest that this process may be facilitated best by grassroots leaders who have consciously adopted the practices of servant leadership.

We have an opportunity to create a movement that eliminates stigma and discrimination and, more importantly, serves to liberate each one of us from forces that continue to oppress us. This new recovery liberation movement can transform the world for many, including the folks who still suffer in isolation with their brokenness. We have learned to address our addictions with love, compassion, and forgiveness and have moved toward a manner of "right living" that we call the gift of recovery. It is time to consider giving the gift back, in the spirit of awesome generosity that we have learned, to the rest of the world.

Since 2001, Tom has worked as Senior Policy Associate at Health Systems Research, Inc., in Washington, DC. Tom is the founder of CommonStrength, a movement-building organization that promotes dialogue, education, and leadership development within grassroots recovery communities: www.commonstrength.org. He is a Robert Wood Johnson fellow in the Developing Leadership in Reducing Substance Abuse initiative.
On the Road

The Greenleaf Center offers a wide array of workshops, institutes, retreats, speakers, and consultative services. Please contact us for more information. Listed below are selected, recent presentations.

Spring 2006

Greenleaf Center Speaker Isabel Lopez did a presentation at Ossining School District, Ossining, NY.

Greenleaf Center President & CEO Larry C. Spears spoke with Fetzer Institute executives and staff, Kalamazoo, MI.

Larry C. Spears addressed students at the Clinton School for Public Service, Little Rock, AR.

Greenleaf Center Speaker Elizabeth Jeffries did a presentation to Faith Regional Services.

Larry C. Spears spoke at a community gathering in San Antonio, TX.

Larry C. Spears addressed a leadership class at the University of St. Mary’s, San Antonio, TX.

Greenleaf Board Chair Jack Lowe and Larry C. Spears addressed the CEO Network, Dallas, TX.

Larry C. Spears was an invited guest speaker at a meeting of the Fetzer Institute board of trustees, Kalamazoo, MI.

Greenleaf Center Speaker James Austry made a presentation to Life Services Network, Chicago, IL.

The Greenleaf Center held its eleventh annual Leadership Institute For Education (LIFE 2006) on March 30-31 at University Place Conference Center in Indianapolis, IN. The presentation team included: Dr. Michael Carey, associate professor of Organizational Leadership, Gonzaga University, Spokane, WA and author of Hercules in Fire: Journeying on the Path of Leadership; Artis Hampshire-Cowan, Esq., senior vice-president and Secretary, Howard University, Washington, D.C. Howard University has the distinction of producing more on-campus African-American Ph.D.’s than any other university in the world; and, Dr. Kurt Takamine, associate division chair of Organizational Leadership, Chapman University, CA and author of Servant Leadership in the Real World. The 2006 Institute included 32 participants who came from 14 different institutions, in 14 different states and Canada.

Greenleaf Center Speaker John Izzo made a presentation to Howard University, Washington, D.C.

Larry C. Spears gave a keynote address to the Indiana Campus Compact conference, Purdue University, West Lafayette, IN.

Greenleaf Center Speaker Gus Gustafson facilitated various sessions at Grocery Supply Company, Sulphur Springs, TX.

Jack Lowe and Larry C. Spears both gave keynote presentations at the Scanlon Leadership conference, Kalamazoo, MI.

Larry C. Spears met with a servant-leadership reading-and-dialogue group, Kalamazoo, MI.


Summer 2006

Gus Gustafson worked with Grocery Supply Company in Pensacola, FL.

Greenleaf Center Speaker Marcia Newman gave a presentation to the International Order of the Arrow at the Boy Scouts Jamboree in St. Louis, MO.

Larry C. Spears was a keynote speaker at the College Success Bootcamp, Disney World, Orlando, FL.

Greenleaf Speaker Shann Ferch spoke at Emory University, Atlanta, GA.

Larry C. Spears spoke at Indiana State University, Terre Haute, IN.

Fall, 2006

Greenleaf Center Speaker Susan Lenhard did a presentation at Edison College, Ohio.

The Greenleaf Center provided program content for a conference of the National Multiple Sclerosis Society.

Larry C. Spears spoke at Gonzaga University, Spokane, WA.

Elizabeth Jeffries did a presentation to the South Carolina Alumni Association.

Susan Lenhard did a presentation at Concordia College.

Gus Gustafson led multiple sessions for Grocery Supply Company in Texas.

Winter, 2007

Larry C. Spears spoke at Alma College in Alma, MI.

Greenleaf Center Speaker Mike Carey gave a presentation at Crowder College in Neosho, MO.

Jack Lowe gave a presentation at Northern Illinois University, in DeKalb, IL.

Greenleaf Center Speaker Jamie Showler did a keynote presentation at the meeting of the Arizona Organizational Development Network in Phoenix, AZ.

Greenleaf Center Speaker Larry Fidelus did a presentation for the Missouri Public Schools.

In the News

The following is a selected listing of recent articles, books, interviews, and other resources pertaining to servant-leadership and The Greenleaf Center:

2006

The German edition of The Servant as Leader has been published by the Greenleaf Center-Germany, under the title, Fuehren Ist Dienen, Dienen Ist Fuehren.

The January-March 2006 issue of the Malaysian Institute for Management’s Journal featured servant leadership and included an interview with Larry Spears titled, “Dare to Be a Servant-Leader.”

In gang, a theological journal published by Johannlund School of Theology in Uppsala, Sweden published a Swedish translation of “The Servant as Religious Leader” by Robert K. Greenleaf, under the title, “Tjanare som religiösa leder.”

The Greenleaf Center-Brazil published a Portuguese translation of The Servant as Leader.

The second annual International Journal of Servant-Leadership was published in June 2006. The 2006 Journal, a joint partnership between Gonzaga University and The Greenleaf Center was 611 pages. Among the contributing authors: Peter Block, Stephen Covey, Shann Ferch, Robert K. Greenleaf, Larry C. Spears, Margaret Wheatley, Danah Zohar and over a dozen other contributors. The 2006 Journal also included a very special interview of former Philippines President Corazon Aquino by Shann Ferch. The annual subscription rate is $50 for individuals, $100 for organizations, and $200 for libraries. To order, please send name, mailing address, and check to: The International Journal of Servant-Leadership, Gonzaga University, AD Box 25, Spokane, WA 99258.

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Kent Keith/Larry Spears  
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Paradoxical Commandments,” which he wrote in 1968 at the age of 19. The commandments have been used by people all over the world, including Mother Teresa, Stephen Covey, Wayne Dyer, John C. Maxwell, and Dr. Robert H. Schuller. Dr. Keith’s book Anyway: The Paradoxical Commandments, published by Penguin Putnam in 2002, became a national bestseller in the United States and was translated into 16 languages.

“I am honored to have this opportunity to serve as CEO of the Greenleaf Center,” said Keith. “In 1989 I read Greenleaf’s essay on ‘The Servant as Leader’ in his book, Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness. It changed my life. I have been sharing the concept of servant leadership in speeches and workshops ever since. Servant-leaders are effective and successful because they focus on identifying and meeting the needs of others—colleagues as well as customers, clients, or members. I have found servant leadership to be a very practical and very meaningful way to lead. I look forward to working with the Board, Staff and partners of the Greenleaf Center to promote servant leadership in the United States and around the world.”

Larry C. Spears

“Over the years I have given away as gifts Kent Keith’s marvelous book, Anyway: The Paradoxical Commandments, which I have found to be full of great wisdom and encouragement,” said Larry C. Spears. “I’m looking forward to our working together in furtherance of servant leadership and The Greenleaf Center.”

Dr. Keith succeeds Larry C. Spears, who has served as CEO since 1990, and who will continue his relationship with the Center as Greenleaf Senior Fellow and President Emeritus.

In his new role as Senior Fellow and President Emeritus, Larry will now focus most of his energy and creative spirit on the many different publication aspects of the Center, while being available to support the other activities of the Center and encouraging the growing global awareness of servant-leadership.

“I have a great many servant-leadership projects in the works on behalf of the Greenleaf Center,” said Spears, “including new books, essays, journals, and others. This is a very exciting time.”

In the News (Continued from page 5)

The Greenleaf Center published a double-essay, number 12 in The Voices of Servant Leadership Essay Series. CommonStrength by Tom Hill; and, Choosing Life With a Purpose by Robert K. Greenleaf. This essay is available for $13 ($9 + $4 shipping).

The Journal of Leadership & Organizational Studies published a lengthy interview with Larry C. Spears conducted by Jini Dittmar.

The Greenleaf Center posted on its website the first Annotated Servant-Leadership Bibliography, created by Indiana State University Librarian Betsy Hine with support from Larry Spears.

2007


Servant Leadership: Prinzipien der nachhaltigen Unternehmensführung is the first collection of servant leadership essays to be published in German. It is edited by Leonard Schonrenberg, director of the Greenleaf Center in Germany, and his colleagues. The book is published by Erich Schmidt Verlag.