Larry Spears To Assume New Role as Senior Fellow & President Emeritus; Greenleaf Center Invites Applications for CEO Position

A Message from Jack Lowe, Greenleaf Center Board Chair

In 1980 I succeeded my Dad on the Greenleaf Center Board of Trustees. From that time until 1990, the Center was principally a vehicle to support Bob Greenleaf’s diminished writing and to occasionally decide to reprint some of his previous work. We met less than once a year to accomplish these responsibilities. By the end of that decade we had a part time staff and were beginning to think about new possible initiatives. Throughout the 1970’s and 80’s we had been funded primarily by Lilly Endowment; then, in 1989 we were informed that they were extending to us a final three year diminishing grant to allow us to get on our own two feet or to cease to exist.

In facing that reality all those years ago we decided to hire a full time executive director with the hope of creating a future for the Greenleaf Center. Great good fortune brought the Center together with Larry Spears as that Executive Director. In the ensuing years the Center has not only survived (a very speculative outcome in 1990), but has thrived. The timeline inside describes many of the accomplishments under Larry’s leadership. Highlights include:

- 16 annual International Servant Leadership conferences featuring some of the leading servant-leadership thinkers, writers, and practitioners in the world.
- The creation of an extraordinary number of publications, including: Nine full length books; 12 pamphlets in our groundbreaking Voices of Servant-Leadership Essay Series; the translation of our books and essays into more than a dozen languages; writing over 200 published articles; editing over 50 newsletters; two annual journals; and so much more.
- The establishment of 11 International Centers around the globe.
- Ten Leadership Institutes For Education (LIFE) reaching some 200 educational institutions.
- An appearance on NBC’s Dateline in 2004 which was seen by over ten million viewers.
- Securing foundation support totaling over two million dollars through writing some 20 different grant proposals.
- The building of a permanent headquarters owned by the Center, and much more.

All of us on the Board acknowledge (Continued on page 5)

A Message from Larry C. Spears, Greenleaf Center President & CEO

Over the past 17 years I have had the great privilege of personally getting to know (and especially to learn from) many wonderful servant-leader practitioners and thinkers.

The following insights from three of them come to mind as I write this:

- The great opportunity is to discover in one’s mature years an unrealized growth potential. Growth, not in terms of external achievement, but in the things that are important in the quiet hours when one is alone with oneself; growth in the capacity for serenity in a world of confusion and conflict, a new kind of inner stamina, a new kind of exportable resource as youthful prowess drops away.

  Robert K. Greenleaf, On Becoming a Servant-Leader

- There are four needs in all people: To live, to love, to learn, to leave a legacy. When these needs overlap, you find that internal motivation, the fire within. Starting with your own fire, you can create something that will burn bright for many people and last a lifetime—you can empower others to live, to love, to learn, to leave a legacy. You can be a servant-leader.

  Stephen R. Covey, Focus on Leadership

- Once we have broken out of the ego-shell of self we are open to our fellow humans—first in awareness, then in growing sensitivity, compassion, and empathy, and finally in love and dialogue.

  Bill Bottum, Within Your Reach

I have spent the better part of two decades doing my best to provide effective and caring organizational leadership and management for the Greenleaf Center. Along the way—and most often done on the nights and weekends from home, or from hotel rooms while traveling—I’ve been able to focus some of my energies on the writing and editing of servant-leadership books, journals, articles and the like. Over the years it has increasingly been this work—squeezed in here and there where I can—that has helped to introduce servant-leadership to millions of readers, radio listeners, and television viewers.

While both types of endeavors have provided immense satisfaction coupled with great results for a very long time—in recent years I have felt my own personal “fire” burning with a far greater intensity around the creation of new publications and other kinds of learning resources. The drumbeat of my own personal calling—to encourage

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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 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 herself or himself, 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 alignment with the Center’s mission and are committed to creating a just and caring society, with special emphasis on organizations that serve diverse communities.
Throughout the 1960s, Robert Greenleaf serves as consultant to several institutions:
- The Richardson Foundation
- Ohio University
- The Ford Foundation
- MIT
- Fresno State College School of Business
- Dartmouth College

The Center’s first financial report for 1964-1965 showed total income in the form of $5,000 from the General Service Foundation against expenses of $1,500.

While working with the Ford Foundation, Bob and his wife Esther make five trips to India.

1964: Robert Greenleaf retires from AT&T after 38 years and founds the Center for Applied Ethics, later to be named The Robert K. Greenleaf Center. The first years’ budget is $5,000.

1964-1965: Greenleaf Center Timeline

Throughout the 1970s Robert Greenleaf serves as consultant to several institutions:
- Lilly Endowment
- University of Virginia
- Mead Corporation
- Northwest Area Foundation
- Sisters of Mercy Health Corporation

1971: Robert Greenleaf publishes The Institution as Servant.

1972: Paulist Press publishes Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness. Despite modest initial sales, annual sales have increased each year since 1990.

1973: Robert Greenleaf revises and republishes The Servant as Leader which is the current version today.

1974: Robert Greenleaf publishes Trustees as Servants.

1975: Robert Greenleaf publishes Advices to Servants.

1976: Robert Greenleaf publishes Teacher as Servant.


1979: Robert Greenleaf publishes Servant: Retrospect and Prospect.


1980: Robert Greenleaf lays down role as board president and chief staff officer and takes on a more informal role as advisor. Continues to publish several more essays.


1983: Robert Greenleaf publishes Seminary as Servant.

1985: Position of Executive Director is established and Dick Broholm fills the part time position.

1985: The Center for Applied Studies changes its name to The Robert K. Greenleaf Center.
1986: Robert Greenleaf publishes Life's Choices and Markers


1988: The Greenleaf Center sponsors a symposium on servant leadership in Atlanta, Georgia drawing together 100 people.

1989: Lilly Endowment provides a three year operating grant with a message that it’s the final one. The Greenleaf Center must become self-funding or close.

1989: Budget is $104,000; nearly 70% of it comes from Lilly grant money. Non-grant revenue is $33,125 . . . mostly from literature sales.

1990: Larry Spears is hired as Director.

1990: Membership program is launched.

1990: Publication sales and memberships begin to increase.


1990: The first issue of The Servant Leader newsletter is published.

1990: Robert Greenleaf dies September 29th at 86. Epitaph reads “Potentially a good plumber, ruined by a sophisticated education.”

1991: W. K. Kellogg Foundation awards a three year, $260,000 grant to create programs on servant-leadership.


1991: Larry Spears and John Gummere create The Greenleaf Center logo.

1992: Second Annual Conference features Peter Senge and Dave Durenberger.

1992: Lilly Endowment awards the first of two two-year grants totaling $270,000 for the Archives Project.


1992: Fourth Annual Conference features Peter Block and Ann McGee-Cooper.

1993: Michele Lawrence hired as program assistant.

1993: Marcia Newman hired as director of membership.

1993: Third Annual Conference features Max DePree and M. Scott Peck.


1994: Fourth Annual Conference features Peter Block and Ann McGee-Cooper.


1995: The W. K. Kellogg Foundation awards a four-year, $460,000 grant that led to the annual Leadership Institute for Education (LIFE).


1996: Sixth Annual Conference features Stephen Covey, Diane Fassel, Peter Hutchinson, Janet Hagberg, and Lorraine Matusak.


1997: First international branches founded in UK and Netherlands.


1998: Greenleaf Centre Australia/New Zealand opens.

1998: Lilly Endowment awards $300,000 grant for joint Conference with NACL.


2000: Ninth Annual Conference features James MacGregor Burns, Dee Hock, Michael Jones, Daniel Kim and Judy Wicks.

2001: Eleventh Annual Conference features James Autry, Michele Hunt, Peter Senge, and Danah Zohar.


2004: Fourteenth Annual Conference features John Carver, Bill George, John Izzo and Laurie Beth Jones.

2004: NBC Dateline features a segment on Servant Leadership that’s viewed by ten million people.

2004: Greenleaf Center and Gonzaga University announce plans to launch The International Journal of Servant-Leadership.

2005: The Leadership Institute for Education (LIFE) turns ten years old.

2005: Among the FORTUNE 500 companies publicly advocating servant-leadership are: Starbucks Southwest Airlines Synovus The Men’s Wearhouse and others

2005: Greenleaf Center builds permanent headquarters in Indianapolis area.

2006: Twelfth Annual Conference features Larry Spears and Parker Palmer.

2007: Thirteenth Annual Conference features James Autry, Bill George, and John Izzo.

2008: Fourteenth Annual Conference features John Carver, Bill George, John Izzo and Laurie Beth Jones.

2009: Fifteenth Annual Conference features James Autry, Bill George, and John Izzo.

2010: Sixteenth Annual Conference features James Autry, Bill George, and John Izzo.

2011: Seventeenth Annual Conference features James Autry, Bill George, and John Izzo.

2012: Eighteenth Annual Conference features James Autry, Bill George, and John Izzo.

2013: Nineteenth Annual Conference features James Autry, Bill George, and John Izzo.

2014: Twentieth Annual Conference features James Autry, Bill George, and John Izzo.

2015: Twenty-first Annual Conference features James Autry, Bill George, and John Izzo.

2016: Twenty-second Annual Conference features James Autry, Bill George, and John Izzo.

2017: Twenty-third Annual Conference features James Autry, Bill George, and John Izzo.

2018: Twenty-fourth Annual Conference features James Autry, Bill George, and John Izzo.

2019: Twenty-fifth Annual Conference features James Autry, Bill George, and John Izzo.
Jack Lowe  
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Larry’s selfless and excellent service to the Greenleaf Center and to the idea of Servant Leadership over the last 17 years, and all of us who think Servant Leadership is a key ingredient to building a more just and caring society are in Larry’s debt.

While Larry’s stewardship of the Center has been extraordinary, his real passion has always been in the publications that reach a much wider audience than any other activity of the Center. To follow that passion, Larry will now take on the new role of Robert K. Greenleaf Senior Fellow and President Emeritus. This will allow him to 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.

The Robert K. Greenleaf Senior Fellow & President Emeritus position is the highest honor that can be bestowed upon a Greenleaf Center associate who has made an extraordinary contribution to the furtherance of the Center’s mission. The Senior Fellow & President Emeritus has a wide range of important responsibilities and roles for the Greenleaf Center and the servant-leadership movement worldwide and provides both vision and voice for the servant-leader movement worldwide through his leadership and service. Embedded within this position are a variety of roles including that of author, educator, chronicler, documentarian, archivist, storyteller, historian, journalist, teacher, interviewer and researcher.

Specific responsibilities include the research, writing, editing, and publishing of a wide range of meaningful works—via print, electronic, and audio-visual media—that will provide opportunities to engage people in societal transformation and contribute to the ongoing development of the practice of servant-leadership. The position reports to the Board of Trustees of the Greenleaf Center as a whole.

This also means that the Center is launching a search for a new CEO to lead the Center forward from the platform built by Bob Greenleaf and Larry Spears over the past 43 years. The position description and inquiry instructions are included on page 6 of this special newsletter.

Larry Spears  
(Continued from page 1)

greater awareness and practice of servant-leadership through my written and edited works—finally reached the point where I have felt the need to make a choice between the necessary full-time focus on management and leadership of The Greenleaf Center on the one hand, and the ongoing development of the servant-leadership movement worldwide via the creation and promotion of new learning resources on the other.

Through conversations with a number of friends and advisors, and with the support of the Greenleaf Center board, I have finally been able to make that difficult choice and I will soon be moving from the role of President & CEO to that of Robert K. Greenleaf Senior Fellow & President Emeritus. My conversations with a number of people have been invaluable in this process. The following people have functioned as a kind of informal “Clearance Committee” for me, and I wish to publicly thank them: James Autry, Paul Davis, Shann Ferch, Beth Lafield, Jack Lowe, Jeff McCollum, John Noble, and George SanFacon.

Among the specific responsibilities in this new position is the research, writing, editing, and publishing of a wide range of meaningful works.

Much of this work will now be done from my home office, though I plan to maintain a schedule that will have me working from my Greenleaf Center office at least one day a week. I will also be able to better set my own work priorities, and to maintain a more reasonable work and travel schedule than has been possible in the past. I hope to be of even greater service to both the Greenleaf Center, and to the servant-leader movement worldwide, through my work in this new position.

I have a number of projects already underway which I expect to see published in the next year. Among these are:

- **Scanlon EPIC Leadership:** My friend and president of the Scanlon Leadership Network, Paul Davis and I have produced an anthology of writings titled Scanlon EPIC Leadership: Where the Best Ideas Come Together. It includes contributions from Warren Bennis, Max DePree and others, and we hope to see it published by the end of 2007.

- **Servant-Leadership Anthology:** Over the past three years I have been collecting and soliciting potential contributions to our next servant-leadership anthology. I’m reading through over 120 articles and essays and will select about 25 of them for inclusion within it. I anticipate completing the manuscript by this coming Spring, and hope to see it published in 2008.

- **Servant-Leadership and Myers-Briggs:** I’ve recently picked back up this manuscript essay which Greenleaf Centre-United Kingdom Board Chair Ralph Lewis and I are working on.

- **Full-Spectrum Servant Leadership:** This is the working title for a monograph which George SanFacon and I are writing, and which includes ideas and inspiration from our mutual friend, Bill Bottum.

- **Annotated Bibliography of Servant-Leadership:** Over the past two years I have encouraged and assisted Betsy Hine in her work to create the first Annotated Bibliography of Servant-Leadership. The first edition of this bibliography has recently been posted on the Greenleaf Center’s website, and we plan to update it on an annual basis. Betsy and I are now working on an article about the first Annotated Bibliography of Servant-Leadership for inclusion in the 2007 International Journal of Servant-Leadership.

Over the past 17 years I have also come to understand that certain broad themes run through my writings, and in my selections of materials for the volumes which I’ve edited, among them: the search for meaning; a commitment to peace and social justice; the possibility for service to others as a pathway to spiritual development; and, the concept and practice of servant-leadership. For me, servant-leadership is a key to opening these and other doors of perception. I am looking forward to this forthcoming opportunity to expand and deepen both the knowledge base and wisdom literature about servant-leadership, and being able to do so in support of The Greenleaf Center.
The Greenleaf Center Announces Search for Chief Executive Officer

The Greenleaf Center, a non-profit organization that is dedicated to promoting the awareness, understanding, commitment and practice of servant leadership, is seeking candidates for the position of Chief Executive Officer. This position, which reports to the Board of Trustees as a whole, is responsible for providing vision, direction, leadership and overall management for the Center while achieving the “Ends” (or long-term results) established by the Board.

Executive Responsibilities

1. Manage the overall operations of the Center including, fiscal and financial resources, including: the approval of all expenses, facilities, program, product and service delivery, business development, strategic planning, community and public relations, talent management and fundraising. Prepare annual plan and budget for approval by the Board of Trustees.

2. Achieve the “Ends” (or long-term results) established by the Board of Trustees
   - Raise institutional and individual awareness of servant-leadership and deepens the understanding and practice of it.
   - Recognize servant-leaders and create a larger base of caring people from which servant-leadership can arise.
   - Affirm and encourage servant-leaders.
   - Enhance the understanding and practice of moral persuasion toward societal and organizational transformation, following the methodologies of exemplary servant-leaders.
   - Collaborate with and learn from individuals and institutions, including institutions which serve diverse communities and whose values are consistent with servant-leadership.
   - Demonstrate by visible and tangible results our commitment to the comprehensive integration of diversity and inclusion, including institutions that serve diverse communities into the Greenleaf Center’s activities.

3. Focus on the current established “Means” is essential for the Center’s near-term financial well-being. These “Means” require the CEO or designee to:
   - Direct and produce the Annual Greenleaf Center Conference on Servant-Leadership
   - Manage the Speaker’s Bureau
   - Manage the Leadership Institute for Education
   - Develop a Leadership Institute for Healthcare
   - Collaborate with institutions serving diverse communities.

4. Develop and implement the “Means” for achieving the “Ends” on an on-going basis within the following limitations:
   - Policies, decision, actions and activities are to be faithful to the Board’s policies
   - Actions and organizational practices are to be lawful, meet commonly accepted business standards and professional ethics, be financially prudent and consistent with the philosophy of servant-leadership articulated by Robert Greenleaf
   - Provide information and materials as requested by the Board of Trustees.

5. Collaborate with the President Emeritus on our newsletter, The Servant Leader.

6. Represent the Center to major donors, other funding sources and the general public; accept speaking engagements, as appropriate.

7. Participate fully in all board discussions and deliberations (with the exception of executive sessions and the CEO evaluation) and propose agenda items for the Board reflecting issues, opportunities and priorities.

8. Participate collaboratively with the Board in the annual personal and organizational performance and developmental review of the CEO and Center operations.

Required Skills and Abilities

1. Well grounded in Servant-Leadership principles and capable of applying them to the leadership and management of an organization; possess a collaborative and humble spirit.

2. History of success in working with and developing a Board of Trustees; experience with a national-based Board and other stakeholders in a non-profit organization helpful.

3. Knowledgeable of the fundamentals of financial management for non-profits and the laws and legal issues governing the operation of non-profit organizations.

4. Strong creative ability, initiative and energy to conceive, design and implement results oriented programs and services along with measurement systems that produce valid, credible and useful information.

5. Proven and demonstrated capacity to enroll others in the Servant-Leadership movement through public presentations and other exchanges.

6. Sensitive to the needs of a culturally diverse international membership with the ability to proactively reach out to an ever-increasing diverse community.

7. Strong skills in strategic planning, strategy implementation and management of strategic change.

8. Ability to develop and maintain an effective staff organization capable of delivering Board “Ends”; knowledgeable of current human resources practices and issues.

Application Process

Qualified candidates are invited to submit their resume along with introductory letter, salary requirements, contact information and availability date to:

Jack Lowe, Jr.
Board Chair
P. O. Box 819060
Dallas, Texas 75381-9060

Resumes will be accepted through January 31, 2007 or until the position is filled.