

**Selected Monographic Resources on Servant-Leadership
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Cutting edge : Leadership 2000. (2000.) (B. Kellerman & L. R. Matusak, Eds.).
College Park, MD: Center for the Advanced Study of Leadership, James
MacGregor Burns Academy of Leadership. ISBN:1891464213 ; ii, 162 p.
A collection of 26 current works in progress by leading leadership scholars such
as James MacGregor Burns, Ronald Heifetz, James O'Toole, Katherine Tyler
Scott, Peter Senge, Larry Spears and the editors themselves among others.
Includes bibliographical references.

Abrashoff, D. M. (2002.). *It's your ship : Management techniques from the best
damn ship in the navy.* New York: Warner Books. ISBN: 0446529117 ;
0446690570 (pbk.) ; viii, 212 p.
The author's premise is that focus should be on empowering your people rather
than on chain of command. Shifting organizing principles from obedience to
performance increases productivity and the more people enjoy the process the
better the results will be. Good leaders listen to the people under their command
and use their ideas to improve operating procedures.

Advanced American Communications, I. (1999.). *Servant leadership* [1 VHS
videocassette (25 min.) + 1 leader's guide (21 p.)]. Buffalo Grove, IL:
CorVision Media.
In two parts, the first part presents an historical and conceptual overview of
servant-leadership, how Greenleaf was inspired to develop it and how it is
currently defined; the second part presents an outline of ten characteristics of the
servant-leader: listening, empathy, healing, awareness, persuasion,
conceptualization, foresight, stewardship, commitment to the growth of people,
and building community. Each characteristic is illustrated by anecdotal
references to important historical figures. Provides an entry point to the servant-
leadership discipline. Leader's guide provides exercises and topics for discussion
to use after viewing.

Alden, V. R. (1997). *Speaking for myself: The personal reflections of Vernon R.
Alden, university president, corporate director, international entrepreneur.*
Athens, OH: Ohio University Press. ISBN: 0965074323 ; 0965074331
(pbk) ; xii, 233 p.
The memoirs of long-time president of Ohio University including the development
there of the Ohio Fellows Program, created by Les Rollins and Robert Greenleaf.

That early vision became the nucleus of the Center for Creative Leadership, a training ground for leaders in all fields. Includes index.

Allen, D. B. (1991). *Church leadership: The next generation. A model for promoting servant leadership for the 90's and beyond.* [D.Min. dissertation].

This is a study of church leadership prompted by a "New Wave" of business leadership principles advocated by Tom Peters, Warren Bennis, and others whose conclusions and suggestions could be applicable to the local church.

Allen, P. L. (1998.). *Power in religious organizations: A study of principals' perspectives as seen in three religious high schools in Michigan.* [Ph.D. dissertation]

This study focuses on how authority and power are displayed in religious organizations, particularly in activities that occur in the context of three religious schools in Michigan. The challenge was that the servant leadership which the school administrators would like to model was frequently blocked by the need to fulfill organizational requirements.

Amos, J. H. (1998.). *Focus or failure : America at the crossroads : Where are you?* (1st ed.). Mechanicsburg, PA: Executive Books. ISBN: 0937539317 ; 145 p.

The author, experienced CEO and founder of Mailboxes, etc., has as his premise that society needs to focus on the basics and the fundamental issues of fair play, unselfishness, courage, good will, faith, honesty, trust, integrity and truthfulness. Chapters include focusing on: attitude, dreams, goals, values, choices, leadership, relationships, forgiveness, love, death and time, family, and heroes and hope. Includes bibliographical references.

Anderson, J. D., & Porter, E. A. (1989). *The project on moral character and development at work : A report.* Work and Faith). Washington, DC: Cathedral College of the Laity. 17 p.

The second monograph in the series Work and Faith. This is a report on a field research project in 1988 which was a year-long seminar of business leaders to study and reflect on their experiences in how the workplace affects the moral character of people, their development as individuals and their relationships in society.

Anderson, K. E. (2002). *Redemptive leadership: Leading others into the Father's embrace.* [D.Min. dissertation]

Studying leading with power and leading without power; transformational leadership and servant leadership; leading by example and leading by consensus, a common theme emerges in this paper: those who lead and those who follow will experience meaning and purpose.

Arbinger Institute. (2000.). *Leadership and self-deception: Getting out of the box* (1st ed. ; 1st paperback ed., 2002). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576750949 (hbk); 1576751740 (pbk) ; ix, 181 p.

Ash, M. K. (1984). *Mary Kay on people management*. New York: Warner Books. ISBN: 0446329746 ; 184 p.

The author's principles of people management, care, consideration and kindness built a highly motivated workforce and commitment to quality products took care of the bottom line in her development of a multimillion dollar cosmetics business.

Autry, J. A. (1983). *Nights under a tin roof : Recollections of a Southern boyhood*. Oxford, MS: Yoknapatawpha Press. ISBN: 0916242269 ; vii, 88 p.

A memoir of the life of author, consultant on leadership and former CEO James Autry.

Autry, J. A. (1989). *Life after Mississippi*. Oxford, MS: Yoknapatawpha Press. ISBN: 0916242595 ; 88 p.

Poetry and reflections of the author.

Autry, J. A. (1991). *Love and profit: The art of caring leadership* (1st ed.). New York: Morrow. ISBN: 0380717492 ; 213 p.

Published in paperback by Avon Books, 1992

The author's premise is that it is no longer necessary to sacrifice integrity and peace of mind in favor of profits. Includes chapters around the following topics: Seven principles of good management; managing diversity and coping with conflict; the truth about power; changing the job vs. changing the work; the case for liberated management.

Autry, J. A. (1995, October 20). Soul of Leadership : Love and profit : Finding the balance in life and work. In *Greenleaf Center Conference (5th : 1995 : Indianapolis, IN)* [1 videocassette (80 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Conference opening session. The 1995 International Conference on Servant-Leadership opening session, introduced by Andy Morikawa and Larry Spears. James Autry, the former CEO of a Fortune 500 company and consultant, poet and writer on servant-leadership, speaks about business management and leadership and the leap from the external to the internal. He asks the question, "when did work become separate from life?" It's time to bring our work into congruence with our life. Every emotion in life is at work because work is life and life is work. The question should be "how do I find a balance within life and work," not between life and work. The manager and leader who has made the leap to the internal creates a workplace where people can do good work. Work needs to be a place of support not fear.

Autry, J. A. (1995.). *Life & work: A manager's search for meaning*. New York: Avon Books. ISBN: 0380725649 (pbk.) ; 303 p.
Originally published: New York : William Morrow, c1994.

Autry, J. A. (1995., 19-21 October). Love and profit : Finding the balance in life and work. In *Greenleaf Center Conference (5th : 1995 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.
Conference opening and keynote address. Conference title: The Soul of Leadership.

Autry, J. A. (1996). *Confessions of an accidental businessman: It takes a lifetime to learn wisdom* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576750035 ; xvi, 252 p.
Former Fortune 500 executive, author, consultant and speaker on leadership thinking, Autry writes in this book about caring leadership as he experienced it in his career. Includes index.

Autry, J. A. (2001). Love and work. In *Greenleaf Center Conference (11th : 2001 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.
Keynote address.

Autry, J. A. (2001.). *The servant leader: How to build a creative team, develop great morale, and improve bottom-line performance* (1st ed.). Roseville, Calif: Prima Pub. ISBN: 0761535357 ; xvii, 269 p.
The author shows how to remain true to the servant-leadership model when handling day-to-day and long term management situations. Covers subjects from hiring, training, and firing employees to loyalty, conflict, and work/family/community balance. Foreword by Howard Behar. Includes index.

Autry, J. A. (2004). *The servant-leader: How to build a creative team, develop great morale, and improve bottom-line performance* (1st paperback ed.). New York: Three Rivers Press. ISBN: 1400054737 ; xxi, 266 p.
The author shows how to remain true to the servant-leadership model when handling day-to-day and long term management situations. Covers subjects from hiring, training, and firing employees to loyalty, conflict, and work/family/community balance. Foreword by Howard Behar. Includes index.

Autry, J. A., & Mitchell, S. (1998.). *Real power: Business lessons from the Tao Te Ching*. (1st Riverhead paperback ed.). New York: Riverhead Books. ISBN: 157322720x (pbk.); 1573220892 ; xviii, 219 p.
Autry, renowned author and consultant in leadership and Mitchell, translator of the ancient Tao Te Ching, collaborate in this book which explores and compares the ancient and profound book of leadership wisdom with sound principles of

people-centered management. Autry ties this partnership with servant-leadership, values-based leadership and leadership from the heart.

Ayers, M. B. (2000.). Thinking systemically, or why did that happen? In *Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Bagordo, P. L. (2000). *The integration of First Nations leadership principles and practices into the Master of Arts in Leadership and Training program at Royal Roads University.* [M.A. thesis].

This research project assessed the potential for including the study of Aboriginal leadership principles and practices into the Master of Arts in Leadership and Training (MALT) program at Royal Roads University.

Bailey, E. A. (1997). *Herzberg's job satisfaction-job dissatisfaction theory revisited: A national study of its application to chief housing officers in higher education.* [Ph.D. dissertation].

Utilizing a descriptive design, this study examined the job satisfaction of chief housing officers by a variety of perspectives including *Greenleaf's (1991) Servant-Leadership*. One conclusion was that organizational culture should be used to examine job satisfaction as a multi-faceted concept to either update Herzberg's theory or generate a new theory of job satisfaction.

Baker, M. M. (2003). *Community building and the power of relationships in organizations.* [Ph.D. dissertation].

The author examined a residential treatment center for women suffering from problems of substance abuse, what role community building plays in the lives of residents, staff, and alumnae and assesses what aspects of community building are significant to these stakeholders, applying servant leadership and boundary spanning learning. The study also notes that learning and leadership are under-explored keys in the change process, including identity change.

Batten, J. D. (1998., 6-8 August). *Dare to truly lead.* In *Greenleaf Center Conference (8th : 1998 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Service -- Stewardship -- Spirit -- Servant-Leadership

Batten, J. D., Batten, G., & Howard, W. (1997). *The leadership principles of Jesus : Modern parables of achievement and motivation.* Joplin, MO: College Press. ISBN: 0899007821 (pbk) ; 314 p.

The authors present ideas and techniques for Christians in their various organizations, both religious and secular. Sound organization principles with foundations in Judeo-Christian ethics. Contains numerous examples from

business as well as scripture to illustrate their management and leadership principles. Includes bibliographical references.

Beasley, D. A. (2001). A case study of servant-led organizations: Espoused theories verses [sic?] theories-in-action: A collaborative phenomenological case study with the Greenleaf Center for Servant-leadership. Manuscript. Three themes from a panel of 9 servant-led organizations: (1) Commitment to people inside and outside of the organization through service and growth of people; (2) Preference for a value-based culture with family-like values; (3) Co-active leadership environment as expressed through a council-of-equals.

Beasley, H. (1997). Meaning and measurement of spirituality in organizational settings: Development of a spirituality assessment scale. Unpublished doctoral dissertation, George Washington University. An investigation into the meaning of spirituality and the measurement of its manifestations in organizational settings. The objectives were to define spirituality and to develop an instrument to measure, through an attitudinal scale, manifestation of individual spirituality within organizational settings. Includes the author's Spirituality Assessment Scale.®

Beasley, D. A. (2002). Spiritual orientation of a leader and perceived servant leader behavior: A correlational study. [Ph.D. Dissertation]. This study examined the relationship of spiritual orientation of purported servant leaders to the intensity of perceived servant leader behavior in those leaders. A sample of 100 managers and 200 employees from TDIndustries in Dallas, Texas, was surveyed using the Spirituality Assessment Scale (SAS) and the Servant Organizational Leadership Assessment (SOLA) between August and September 2001. The study demonstrates a difference in perception of servant leadership behavior due to years studying servant-leadership principles and years employed at TDIndustries.

Belasco, J. A. (1990). Teaching the elephant to dance : Empowering change in your organization. (1st ed.). New York: Crown Publishers. ISBN: 0517574780 ; x, 276 p. The author references several servant-leadership companies in her discussion of making changes in organizations. Includes bibliographical references and index.

Bennett, E., & Mize, G. (2000.). Foundations of leadership at Synovus Financial Corporation. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center. Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Bennis, W. G. (1994, 1989). On becoming a leader. Cambridge, MA: Perseus Books. ISBN: 0201080591; 0201409291 (pbk) ; xiv, 226 p.

One of the classic books on leadership, Bennis identifies the key ingredients of leadership success and offers a plan for cultivating those qualities. Leaders of the future manage the dream; embrace error; encourage reflective backtalk; encourage dissent; possess optimism, faith and hope; expect the best of people around them; see the long view; understand about balancing the needs of all the groups with a stake in the organization; and create strategic alliances and partnerships. Some chapters include knowing yourself; knowing the world; operating on instinct; moving through chaos; and getting people on your side. Includes brief biographies of individuals mentioned throughout the book, bibliographical references and index.

Bennis, W. G. (2003, June 5-7). Leadership crucibles. In Greenleaf Center Conference (13th : 2003 : Indianapolis, IN) [1 videocassette (1 hr. 45 min.); also in DVD format]. Indianapolis, Ind.: Robert K. Greenleaf Center. Introduced by Larry Spears, this was a video presentation at the 2003 annual conference of the Greenleaf Center. He talks about his book Geeks and Geezers and how it came about. The authors interviewed 43 leaders in several generations in the process of writing the book. Geezers were influenced by the depression and Geeks grew up in the era of technology, the internet, etc. They were especially interested in the crucibles, or severe tests of faith or belief, in their lives. Why did some come out of these crucibles stronger and some come out defeated? Includes special bonus question and answer session on servant-leadership.

Bennis, W. G. (2003,1989). On becoming a leader (Updated and expanded). Cambridge, MA: Perseus Books. ISBN: 0738208175 ; xxxv, 218 p. A 2003 revision of the 1989 book, it updates the classic edition within the context of the changes in the world between 1989 and 2003 and how those dramatic changes influence leaders and leadership as well as what basics remain as important. Includes brief biographies of leaders discussed in the book, bibliographical references and index.

Bentley Reed, L. L. (2005). The big five personality traits as tools for retention of Florida E 9-1-1 telecommunicators. [Ph.D. dissertation]. Examines the relationship between personality and retention of emergency telecommunicators. Studies individual characteristics, contextual performance, servant leadership, and person-job fit.

Bethel, S. M. (1990). Making a difference : 12 qualities that make you a leader. New York: Berkley Books. ISBN: 042512309X ; 288 p. The author discusses her 12 qualities of leadership. Some are skills and aptitudes and some are philosophies and attitudes. She asserts that a leader: has a mission that matters; is a big thinker; has high ethics; is a change master; is sensitive; is a risk taker; is a decision maker; uses power wisely; communicates effectively; is a team builder; is courageous; and is committed.

Greenleaf and servant-leadership are referenced in the chapters on sensitivity, risk taking and communication. Includes index.

Bijl, J., & Leene, J. (2003). Power in creation : Extraordinary leadership (J. Ellis, Trans.). ISBN: ; 116 p.

Profiles several leaders in discussions around the changes and similarities of approaches to leadership. Includes bibliographical reference and bibliography.

Blanchard, K., & Hodges, P. (2003). The servant leader : Transforming your heart, head, hands and habits. Nashville, Tenn.: J. Countryman. ISBN: 0849996597 ; 125 p.

Part business book, part self-help, part inspirational, this book is for Christians who want to walk with their faith in a more intentional way as leaders. Scripturally-based underpinnings of servant-leadership are presented throughout.

Blanchard, K., Hybels, B., & Hodges, P. (1999.). Leadership by the book : Tools to transform your workplace (1st ed.). New York: Waterbrook Press; William Morrow. ISBN: 0688172393 (alk. paper); 1578563089 ; xiv, 220 p.

Tells the story of a professor and a minister who work with a young professional in management skills and ethics. Explores the concept of servant-leadership and offers strategies for bringing vision to any organization. Emphasizes achieving goals without sacrificing character or faith; inspiring and sustaining commitment in others to give their best; building teamwork and celebrating successes; and finding personal passion and meaning in work.

Blanchard, K., & Miller, M. (2004). The secret : What great leaders know -- and do (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576752895 ; x, 124 p.

The authors discuss the secrets of leadership through the story of a new team leader as she is mentored by someone who leads through service.

Bleivik, D. L. (1989). Faith leadership strategy and the planting of Greenbrier Presbyterian Church. [D.Min. dissertation].

This study explores Greenleaf's servant leadership concept, Balswick and Wright's complementary-empowering model of ministering leadership (preach, teach, participate, delegate), and Bennis and Nanus' leadership strategies (management of attention through vision, meaning through communication, trust through positioning, deployment of self through positive self regard) are and from that puts together a for structures and program goals for the Greenbriar Church.

Block, P. (1993). Stewardship : Choosing service over self-interest (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1881052281 ; xxiv, 264 p.

The author's premise is that individuals who see themselves as stewards choose responsibility over entitlement and hold themselves accountable to those over

whom they exercise power. References Greenleaf in the chapter that says "stewardship asks us to serve our organizations and be accountable to them without caretaking and without taking control." Includes bibliographical references and index.

Block, P. (2003). *The answer to how is yes : Acting on what matters* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576751686 (alk. paper); 1576752712 (pbk.) ; 202 p.

The author comes from the premise that transformation comes from pursuing profound questions more than from seeking practical answers. Rather than asking "how" organizations should be focusing on purpose and acting on what matters. This book could be a continuation of the exploration of a "theology of institutions" written about by Greenleaf. Includes bibliography and index.

Blum, M. (2002). *The development of a servant leadership model for application to a competitive team sport setting*. [Ed.D. dissertation].

A Servant Leadership Model entitled Success Oriented Spirituality (SOS) was developed for this study to show a shift toward quality and team oriented philosophies in sport. Earlier studies show that college and high school level players perceived the Servant Leadership Model to be effective when applied to a sports program.

Bogle, J. C. (1994.). *Bogle on mutual funds : New perspectives for the intelligent investor*. Burr Ridge, IL: Irwin Professional Publishing. ISBN: 1556238606 ; xvi, 320 p.

The author, founder of the Vanguard Group of Investment Companies, presents a guide, offering strategies for developing a diversified portfolio and avoiding investment pitfalls. Of note are his "caveat emptors" throughout (indexed) and his "twelve pillars of wisdom" as an epilogue. Includes bibliographical references and index.

Bogle, J. C. (1998., 6-8 August). *Convocation and keynote*. In *Greenleaf Center Conference (8th : 1998 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: *Service -- Stewardship -- Spirit -- Servant-Leadership*

Bogle, J. C. (1999.). *On the right side of history*. (Voices of servant-leadership series ; booklet 1). Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN ; 18 p.

"A keynote speech before the 1998 International Conference on Servant-Leadership, Indianapolis, Indiana, August 7, 1998"--p. 1.
Demonstrates that in the mutual fund industry, and throughout the business world, the central idea of first serving others is being proven in the marketplace. The author founded the Vanguard Group in 1974 and today it is one of the two largest mutual fund organizations in the world.

Bogle, J. C. (2001). *John Bogle on investing : The first 50 years*. New York: McGraw-Hill. ISBN: 0071364382 ; xxiv, 455 p.

The author, founder of the Vanguard Group, chronicles his own first introduction to mutual funds and subsequent senior thesis on the topic that launched his 50-year career. His four basic elements of simplicity, focus, efficiency and stewardship are the constants in this collection of 25 addresses given over his career. Of particular note is his chapter, "On the right side of history," his address to the 1998 International Conference on Servant-Leadership where he discussed Greenleaf's ideas and the influence of those ideas on his own thinking and subsequent practice at Vanguard. Includes bibliography and index.

Bohm, D. (1996). *On dialogue* (L. Nichol, Ed.). London ; New York: Routledge. ISBN: 0415149118 (hbk) ; 0415149126 (pbk) ; xviii, 101

The author contrasts discussion with dialogue which he presents as the stream of meaning that flows through a group resulting in new understanding. Emphasizes real communication and growth. Includes bibliography and index. There was a 41 p. booklet of this title/author published in 1990.

Bollier, D. (1996). *Aiming higher : 25 stories of how companies prosper by combining sound management and social vision*. New York: AMACOM. ISBN: 0814403190 ; x, 374 p.

A collection of writings about successful companies and the management styles and visions that have made them successful. Includes Servant-Leader managers and companies such as Howard Schultz and Starbucks Coffee, Judy Wick and the White Dog Cafe and J. Irwin Miller of Cummins Engine. Includes index.

Bolman, L. G., & Deal, T. E. (1997). *Reframing organizations: Artistry, choice, and leadership* (2nd ed.). Jossey-Bass business & management series; Jossey-Bass higher & adult education series. San Francisco, CA: Jossey-Bass. ISBN: 0787908223 (hbk); 0787908215 (pbk) ; xxiv, 424 p.

The authors discuss several organizational models. The chapters on "Reframing Leadership" and "Reframing Ethics and Spirit" include references to Greenleaf and to servant-leadership. In six parts, the book covers Making sense of organizations; The structural frame; The human resource frame; The political frame; The symbolic frame; and Improving leadership practice. New case material and two new chapters have been added to the first edition in addition to new material throughout. Includes bibliography and name and subject indexes.

Bordas, J., Morikawa, A., & Williams, L. (1999., 12 June). *Servant-leadership characteristics*. In Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.

Panel discussion. Conference title: *Navigating the Future: Servant-Leadership in the 21st Century*.

Bordas, J., Morikawa, A., Williams, L., & Freeman, T. (1999, 10-13 June). *Navigating the future: A conversation about servant-leadership characteristics. In Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [1 videocassette (49 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.*

Conference title: Navigating the Future: Servant-Leadership in the 21st Century. A panel discussion with speakers, Juana Bordas, Andrew Morikawa, Lea Williams, and Tamyra Freeman. The panel of presenters, facilitated by Tamyra Freeman, discuss their involvement in the concept of servant-leadership, how they were introduced to it and how it has affected their lives and work.

Bowden, G. T., & Greenleaf, R. K. (n.d.). *The study of the humanities as an approach to executive development. Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. ISBN:*

Cover titled Bell Humanities Program, this volume is an account and appraisal of Bell System efforts to identify and develop leadership potential in its middle and upper level manager groups from 1952 to 1970. Several programs were designed and conducted which emphasized the study of the humanities and they were an historically unique collaborative effort by faculty members in selected colleges and staff members of AT&T.

Boyer, G. B. (1999). *Turning points in the development of male servant-leaders. [Ph.D. dissertation].*

This study identified major themes and patterns in the development of 15 nominated servant-leaders to pinpoint turning point experiences that might have influenced them in that direction as a leader.

Braye, R. H. (2000). *Servant-leadership: Belief and practice in women-led businesses. [Ph.D. dissertation].*

This dissertation studied top business leaders and assessed the level of belief and practice of servant-leadership in women-led businesses and successful male servant-led businesses from the top leader's perspective.

Broholm, R. R. (1990). *The power and purpose of vision : A study of the role of vision in exemplary organizations. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 48 p.*

Discusses the importance of vision to organizations and to their leaders.

Broholm, R., Davis, D., & Henry, T. (1995., 19-21 October). *Servant leaders/Servant institutions. In Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.*

Breakout session panel. Conference title: The Soul of Leadership.

Broholm, R., & Wysockey-Johnson, D. (2004, 1993). *A balcony perspective: Clarifying the trustee role*. St. Paul, Minn.: Centered Life. ISBN:0974228354 ; 84 p.

Originally published by the Greenleaf Center for Servant-Leadership in 1993, this essay provides ideas on the distinctive role of trustees and why boards are organized as circles rather than pyramids. Could be used in board retreats or days of continuing education. Emphasizes the contribution an effective Board can make toward sustaining the vision and viability of any organization's mission. Includes bibliographical references.

Brouwer, L. F. (2000.). *Planning and implementing servant leadership service-learning projects*. In *Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]*. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: *Principles and Practices of Servant-Leadership*.

Browne, J. J. (1995). *A holy experiment II: The resurrection of the spirit of America (1st ed.)*. Scottsdale, AZ: Visionary Press. ISBN: 0964266717 ; 243 p.

The author's premise is that society needs to get back to basics regarding spirituality and he discusses the William Penn's "holy experiment" of the late 1600s, a radical society which was a prelude to the founding fathers' ideals of the US in the mid 1700s. He draws heavily on the Quaker traditions through time including the Quaker influence on Greenleaf's servant-leader work and writings. The first part is a history of Penn and his holy experiment ending with a chapter on "Philadelphia, Pennsylvania and Quakerism Today." The second part focuses on "a holy experiment, phase II" or the need for a resurrection of that spirit of the colonial times, a back to basics of that spiritually. In this part he discusses being of service and of visionary leadership which is where Greenleaf and servant-leadership is the focus. The epilogue calls for a new precedent, one made at the core of society. Includes bibliography and index.

Bryant, S. R. (2003). *Servant leadership and public managers*. [Ph.D. Dissertation].

This dissertation studied a theory of servant leadership based on the foundations of transformational leadership theory and focuses on the followers rather than the organization. The study concerned servant-leadership as a viable alternative for local government managers.

Burchard, B. (2003). *The student leadership guide (2nd ed.)*. University of Montana. ISBN: 0615120792 ; viii, 206 p.

A leadership book intended for students, written from both theoretical and popular viewpoints, and structured with a framework students can use to practice leadership in their classrooms, communities and careers. Resource for high school and university students, recent graduates and life-long learners. The

framework includes: envision; enlist; embody; empower; evaluate; and encourage. Includes bibliographical references and bibliography.

Burkhardt, J. C., & Spears, L. C. (2000.). *Servant-leadership and philanthropic institutions. Voices of servant-leadership series ; booklet 4). Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. ISBN: ; 18 p.*

Applies the ten key characteristics identified with servant-leadership to the special role and practices of foundations in our society.

Burling, I. (2003). *Win without greed: A corporate success story. Chandler, AZ: Irving Burling Publishing. ISBN: 0975520407 ; 126 p.*

The author has more than 50 years of experience in the insurance business including 17 years as a CEO. He shows how a servant-leadership approach can help to avoid the devastation caused by corporate greed and mismanagement as companies and leaders make the changes needed to keep businesses and employees healthy and competitive.

Burns, J. M. (1978). *Leadership. (1st ed.). New York: Harper & Row. ISBN: 0060105887 ; ix, 530 p.*

One of the leading works on leadership. Includes bibliographical references and index.

Burns, J. M. (2000., June 15-17). *Servant-Leadership and Political Leadership. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [1 videocassette (45 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center. Conference keynote. The presenter, historian and author of Leadership, discusses the enigma of leader/follower. All through history leaders have been called to also be followers.*

Burns, J. M. (2000., 16 June). *Servant-Leadership and Political Leadership. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center. Keynote address. Conference title: Principles and Practices of Servant-Leadership.*

Burns, J. M., & Burns, S. (1991). *A people's charter : The pursuit of rights in America (1st ed.). New York: Alfred A. Knopf. ISBN: 0394577639 ; xi, 577 p.*

The authors present a comprehensive treatise on human rights, integrating political history with social and intellectual theory and history. They look at the great crusades that led to societal reforms as well as at how individuals and groups influenced and were influenced by those reforms. Includes bibliographical references and index.

Burns, J. M., & Sorenson, G. J. (1999.). *Dead center: Clinton-Gore leadership and the perils of moderation*. New York: Lisa Drew/Scribner. ISBN: 0684837781 ; 416 p.

The authors, a noted presidential historian and a political scientist and presidential scholar, provide this evaluation of Bill Clinton's leadership and his desire to be a transforming leader. Includes bibliographical references and index.

Burns, J. M., & Sorenson, G. J. (2000., 16 June). *Keynote address. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.*

Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Carver, J. (1997). *The chairperson's role as servant-leader to the board (1st ed.)*. CarverGuide ; 4. San Francisco, CA: Jossey-Bass. ISBN: 0787903000 ; 16 p. ; 23 cm.

The author, renown as a consultant and writer on board leadership around his Policy Governance model, focuses on the role and responsibilities of the chairperson in this book, following the premises of Greenleaf and Servant-Leadership. The goal is to focus on the chair as leader of but also as servant to the board as a body. Ultimately this role enables chair to enable the board to lead the organization.

Carver, J. (1998., 6-8 August). *The board chairperson as servant-leader. In Greenleaf Center Conference (8th : 1998 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.*

Convocation and keynote address. Conference title: Service -- Stewardship -- Spirit -- Servant-Leadership

Carver, J. (1999.). *The unique double servant-leadership role of the board chairperson: (as construed in the Policy Governance model). (Voices of servant-leadership series ; booklet 2). Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 21 p.*

"This paper was presented by the author to the 1998 International Conference on Servant-Leadership sponsored by the Robert K. Greenleaf Center for Servant-Leadership, Indianapolis." The author has published extensively on the governing board role. He maintains that the role of board chairperson, properly construed, is the most pervasive instance of institutional servant-leadership in our culture. Boards are our most ubiquitous, visible, powerful instance of group servant-leadership, or lack of it.

Carver, J. (2002.). *On board leadership: Selected writings from the creator of the world's most provocative and systematic governance model (1st ed.)*. San Francisco, CA: Jossey-Bass. ISBN: 0787958441 ; xlvii, 665 p.

The author, a leading expert in the field of board leadership, has compiled a collection of over 100 articles and essays on this subject. He also presents a base for understanding and implementing his Policy Governance model which has provided a means for trustees to live out Greenleaf's challenge to boards to act as both servant and leader. Foreword by Sir Adrian Cadbury. Includes bibliographical references and index.

Carver, J., & Carver, M. M. (1997). Reinventing your board : A step--by-step guide to implementing policy governance (1st ed.). Jossey-Bass nonprofit and public management series. San Francisco, CA: Jossey-Bass. ISBN: 0787909114 ; xxi, 232 p.

The authors put the Policy Governance Model in practice to take organizations to new levels of achievement. They demonstrate effective board decision making and writing effective policy statements. Includes sample policies and exercises. Includes bibliography and index.

The center for creative leadership handbook of leadership development. (C. McCauley, R. S. Moxley, & E. Van Velsor, Eds.) (1st ed.). (1998.). Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN: 0787909505 ; xxiv, 481 p.

A collection of chapters centered on the Center for Creative Leadership's philosophy and strategies. Addressed are leadership experiences, processes and issues in chapters such as: 360-degree feedback; skill-based training; enhancing the ability to learn from experience; leadership development across race and gender; cross-cultural issues in leadership development; and approaching the future of leadership development. Includes bibliographical references, name index and subject index.

Center for Servant Leadership at the Pastoral Institute. (2000.). Servant-leadership: At the best companies to work for in America [1 videocassette (VHS) (120 min.)]. Indianapolis, Ind.: Greenleaf Center for Servant-Leadership.

Proceedings of the first Servant-Leadership Symposium held in February, 2000 in Columbus, Georgia. Panelists from highly-rated companies as "best places to work" speak about their company's experience with the philosophy of "serve others first."

Chappell, T. (1995, 19-21 October). Managing for profit and the common good. In Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center. Conference closing and keynote address. Conference title: The Soul of Leadership.

Chen, K. C.-C. (2002). An exploratory case study of servant leadership in Taiwan Mennonite Churches. [D.Min. dissertation].

This study explored the level of understanding and openness to implementing the concept of servant-leadership as a ministerial model for the Church under the hierarchical culture of Taiwan which has a certain mind-set on the concepts of servant and leader.

Cheshire, A. (1987). *A partnership of the spirit: The story of Jack Lowe and TDIndustries*. [Dallas]: TDIndustries. ISBN: ; 182 p.
TDIndustries has been consistently listed in the top ten on Fortune magazine's list of the 100 best places to work. This book chronicles the evolution of the company under the leadership of Jack Lowe, Sr., offering a warm and personal look at the internal life of this servant-led company.

Cheshire, A., & Graham, J. ([1999?]). *A partnership of the spirit: The story of Jack Lowe and TDIndustries ([revised ed.]*). [Dallas]: TDIndustries. ISBN: 0961914203 ; 216 p.
TDIndustries has been consistently listed in the top ten on Fortune magazine's list of the 100 best places to work. This book chronicles the evolution of the company under the leadership of Jack Lowe, Sr., and in this revised edition, Jack Lowe, Jr., looks again at the internal life of this servant-led company.

Clark, F. S. (1991). *Increasing church vitality through leadership development: Promoting self-differentiation in laity as leaders in the Church*. [D.Min. dissertation].
The basis of a training program for lay leaders centered around leadership skills (including servant-leadership), leadership styles, organizational functioning, leadership roles, conducting meetings, conflict resolution and self-concepts.

Clemmer, J. (2003). *The leader's digest : Timeless principles for team and organization success*. Canada: TCG Press. ISBN: 0968467512 ; 224 p.
A collection of principles of personal or self-leadership with quotations and anecdotes from individuals, including Greenleaf, designed to help anyone who is responsible for leading people. Includes bibliographical references and index.

Coelho, P. (1998). *The alchemist* (A. R. Clarke, Trans.). New York: HarperPerrenial. ISBN: 0062502174 (cloth) ; 0062502182 (pbk) ; 167 p.
Translation of the Portuguese novel, O Alquimista. It is the story of one who journeys to find worldly goods only to discover the treasures found within him. The message is about the transforming power of dreams and the importance of listening.

Community building: Renewing spirit and learning in business. (K. Gozdz, Ed.) (1st ed.). (1995.). San Francisco, CA: New Leaders Press, Sterling & Stone. ISBN: 0963039059 ; xix, 441 p.
A collection of essays by noted authors on re-establishing community in modern organizations, to renew the spirit and the ability to learn together. In seven parts, the book's contributors discuss the global context for the re-emergence of

community; the corporate community; skills and practices in community building for organizations; interpersonal dimensions of community; technology as a tool in a new role; and structural dimensions of community. Part seven includes case studies and applications and the book concludes with an essay on hope and closing the gap by the editor. Includes bibliography and index.

Contee-Borders, A. K. (2002). *A case study defining servant leadership in the workplace. [Ph.D. Dissertation].*

This study looks at how servant leadership characteristics (listening, empathy, healing, persuasion, awareness, foresight, conceptualization, commitment to the growth of people, stewardship, and building community) are used in for-profit businesses. The study resulted in 2 additional characteristics in the definition.

The corporate contributions handbook: Devoting private means to public needs. (J. P. Shannon, Ed.) (1st ed.). (1991). Jossey-Bass nonprofit sector series. San Francisco, CA: Jossey-Bass. ISBN: 1555423205 ; xxviii, 410 p.

Twenty-five chapters by leaders in corporate philanthropy who share the insights they have gained through their hands-on experience. The chapters help to understand how corporate contributions are made and how applicants for corporate contributions can work as partners with granting offices. Also discussed are aspects of corporate contributions through partnerships with government, business and the nonprofit sectors. Several resource sections include reprints of standards for charitable solicitations from the Council of Better Business Bureaus, the Council on Foundations' Principles and Practices for Effective Grant making, and an excerpt from Independent Sector's Profiles of Effective Corporate Giving Programs. Two chapters refer to Greenleaf and servant-leadership. Includes bibliographical references and index.

Covey, S. R. (1989). *The seven habits of highly effective people: Restoring the character ethic. New York: Simon and Schuster. ISBN: 0671663984 ; 0671708635 (pbk) ; 358 p.*

A fundamental text on leadership, ethics and principle-centered problem solving, this is a guide to self examination and evaluation that gives a step-by-step way toward living in fairness, with integrity and dignity and overall honesty. Includes indexes.

Covey, S. R. (1991). *Principle-centered leadership. New York: Summit Books. ISBN: ; 334 p. Includes index.*

Covey, S. R. (1994). *Reflections for highly effective people [1 sound cassette (90 min.)]. New York: Simon & Schuster Sound Ideas.*

Ideas and observations from Dr. Covey's bestselling book "The 7 habits of highly effective people" that provide an inspirational recharge that will bring you closer to a holistic sense of personal effectiveness and purpose.

Covey, S. R. (1997). *The 7 habits of highly effective families: Building a beautiful family culture in a turbulent world*. New York: Franklin Covey/Golden Books.

ISBN: ; 390 p. Includes bibliographical references (p. 365-368) and indexes.

Covey, S. R. (1999). *Living the 7 habits: Stories of courage and inspiration*. New York: Simon & Schuster. ISBN: 0684846640 ; xix, 310 p.

A collection of stories about individuals who have dealt with challenges at work, in their communities, schools and in their families as well as within themselves. The narrative relates how the principles of *The 7 Habits of Highly Effective People* were applied to produce positive resolutions.

Covey, S. R. (1999., 13 June). General Session. In Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [2 Audiocassettes]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.

Interactive session. Conference title: *Navigating the Future: Servant-Leadership in the 21st Century*.

Covey, S. R. (2004). *The 8th habit : From effectiveness to greatness*. New York: Free Press. ISBN: 0684846659 ; xvi, 409 p. + 1 DVD

To move from effectiveness to greatness in today's new reality requires an additional 8th habit, to find our voice and inspire others to find theirs. The author sees leadership as a choice to deal with people in a way that will communicate to them their worth and potential and in a way that they will see it in themselves. Includes bibliographical references and index.

Covey, S. R. (C1999.). *The 7 habits of highly effective people* [1 sound disc (ca. 72 min.)]. New York, NY: Simon & Schuster Audio.

Abridged audio-book in CD format. A fundamental text on leadership, ethics and principle-centered problem solving, this is a guide to self examination and evaluation that gives a step-by-step way toward living in fairness, with integrity and dignity and overall honesty.

Covey, S. R. (P1994). *7 habits of highly effective people* [6 sound cassettes + 1 workbook]. Provo, Utah: Covey Leadership Center.

Set of audiocassettes of the fundamental text on leadership, ethics and principle-centered problem solving, this is a guide to self examination and evaluation that gives a step-by-step way toward living in fairness, with integrity and dignity and overall honesty. Includes a workbook.

Covey, S. R., Merrill, A. R., & Merrill, R. R. (1994). *First things first: To live, to love, to learn, to leave a legacy*. New York: Simon & Schuster. ISBN: 0671864416 ; 360 p.

Covering such areas as conduct of life, time management and setting goals and objectives, this is a guide to managing time that shows why previous time-

management attempts might have failed and how to overcome bad habits. There is discussion about the connection between time and money management as well as delegating and keeping resolutions. Includes bibliographical references and index.

Cowan, J. (1993). The common table : Reflections and meditations on community and spirituality in the workplace (1st ed.). New York: HarperBusiness. ISBN: 0887306497 ; ix, 160 p.

A collection of essays that make connections to the various parts of the workday, organizations and personal life.

Cowie, J. (2000.). Persuasion: Leading by gracious invitation. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Crippen, C. L. (2004). Three women pioneers in Manitoba: Evidence of servant-leadership. [Ph.D. dissertation].

Using Greenleaf's definitions of servant-leadership, the author investigates leadership theory, Manitoba history and the role of women during the time period of the late 19th and early 20th centuries, specifically three Manitoba pioneer women. Primary and secondary sources were used to compile data and construct the biographical profiles of the three women. The author analyzed their lives and related materials around the 10 characteristics of servant-leadership and found evidence of all those characteristics.

Cunningham, A. D. (2003). Leadership development in Catholic healthcare: A study on servant leadership. [Ph.D. dissertation].

This study focused on Catholic-affiliated hospitals and Catholic health care leaders both of which must build management and leadership foundations on servant leadership. Three questions were explored: Does the Leadership Development Program contain characteristics of the servant leadership model? ; Does the Leadership Development Program seek to improve leadership development at all levels of the organization?; Does the Leadership Development Program produce a positive correlation between the required leadership curriculum and leadership success?

Ninety-six documents were reviewed for servant leadership characteristics; and thirty-eight Leadership Development Program documents were reviewed for evidence supporting leadership development at all levels.

Curtis, D., & McCollum, J. (1997, 12-14 June). Greenleaf and Deming. In Greenleaf Center Conference (7th : 1997 : Ann Arbor, MI) [Audiocassette]. Ann Arbor, Michigan: Robert K. Greenleaf Center.

Keynote address. Conference title: Servant-Leadership as a way of being

Daloz, L. A., Keen, C. H., Keen, J. P., & Daloz Parks, S. (1996). *Common fire : Lives of commitment in a complex world*. Boston, MA: Beacon Press. ISBN: 0807020044 ; xi, 273 p.

A collection of stories about inspired people who developed lives of social responsibility, compassion, and commitment with a sense of the common good and community. Includes bibliographical references and index.

Damon, W. (2004). *The moral advantage : How to succeed in business by doing the right thing*. San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576752062 ; xiv, 174 p.

Based on the information gathered in a Stanford University study on "good work" the author has developed a set of principles for using the Moral Advantage in business, including "moral imagination" or creating a business concept that serves a larger purpose without losing profits as well as other values consistent with the concepts of servant-leadership. Profiles business leaders, including Greenleaf, who have achieved great success by adhering to moral conviction. Includes bibliographical references and index.

Davis, P. (1996, 13-15 June). *Applying servant-leadership in business organizations: Lessons from America's leading companies*. In *Greenleaf Center Conference (6th : 1996 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Lives in the Balance: Balancing Service, Leadership, Life and Work.

De Pree, M. (1987). *Leadership is an art*. East Lansing, MI: Michigan State University Press. ISBN: 0870132547; xxiii, 142 p.

The author is former CEO of Herman Miller, Inc. He was a servant-leader in his company and is both a teacher and practitioner of the Greenleaf concept. Leaders need to develop a concept of persons and an understanding of the diversity of people's gifts, talents and skills. Several themes run through the book including integrity as one of the preserving principles of the free-market system; building and nurturing relationships to realize potential; and the crucial nature of community building.

De Pree, M. (1989). *Leadership is an art*. New York: Dell. ISBN: 0440503248 (pbk) ; xxiv, 148 p.

Originally published in 1987 by Michigan State University Press. The author is former CEO of Herman Miller, Inc. He was a servant-leader in his company and is both a teacher and practitioner of the Greenleaf concept. Leaders need to develop a concept of persons and an understanding of the diversity of people's gifts, talents and skills. Several themes run through the book including integrity as one of the preserving principles of the free-market system; building and nurturing relationships to realize potential; and the crucial nature of community building.

De Pree, M. (1989). *Leadership is an art*. New York: Doubleday. ISBN: 0385264968 ; xxii, 136 p.

Originally published in 1987 by Michigan State University Press. The author is former CEO of Herman Miller, Inc. He was a servant-leader in his company and is both a teacher and practitioner of the Greenleaf concept. Leaders need to develop a concept of persons and an understanding of the diversity of people's gifts, talents and skills. Several themes run through the book including integrity as one of the preserving principles of the free-market system; building and nurturing relationships to realize potential; and the crucial nature of community building.

De Pree, M. (1992). *Leadership jazz (1st ed. (hardback))*. New York: Dell/Currency Doubleday. ISBN: 0385420188 (hbk) ; 0440505186 (pbk) ; 228 p.

The author uses the image of a jazz band to discuss leadership. The leader must find the music, the right musicians and perform in public. The effect of the performance depends on the environment, the players in the band, the need for everyone to perform as individuals and as a group, the absolute dependence of the leader on the members of the band, and the need for the followers to play well. A real analogy of an organization that is a true expression of servant-leadership.

De Pree, M. (1993, 15-16 October). *Servant-leadership: Three things necessary*. In *Greenleaf Center Conference (3rd : 1993 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center. Keynote address.

De Pree, M. (1997). *Leading without power : Finding hope in serving community (1st ed.)*. San Francisco, CA: Jossey-Bass. ISBN: 0787910635 ; xiii, 192 p.

Addresses volunteers who work for not-for-profit agencies and organizations through realized potential but also relates that potential to leadership in for-profit organizations as well. Any organization of realized potential opens itself to change, contrary opinion, the mystery of potential, involvement and to unsettling ideas; it is a place where people learn and grow.

De Pree, M. (2001). *Called to serve: Creating and nurturing*. Grand Rapids, Mich: William B. Eerdmans. ISBN: 0802849229 ; xi, 91 p.

This book notes the marks of an effective board, describes the proper work of boards, gives choices for structuring a nonprofit board, and covers the roles and relationships of board chairs, trustees and presidents. Could be used for board orientation and education.

De Pree, M. (2004). *Leadership is an art*. New York: Currency/Doubleday. ISBN: 0385512465 ; xxvi, 148 p.

Originally published in 1987 by Michigan State University Press. New foreword by the author. The author is former CEO of Herman Miller, Inc. He was a servant-leader in his company and is both a teacher and practitioner of the Greenleaf concept. Leaders need to develop a concept of persons and an understanding of the diversity of people's gifts, talents and skills. Several themes run through the book including integrity as one of the preserving principles of the free-market system; building and nurturing relationships to realize potential; and the crucial nature of community building.

DeGraaf, D. G., Jordan, D. J., & DeGraaf, K. H. (1999.). *Programming for parks, recreation, and leisure services: A servant leadership approach*. State College, PA: Venture Pub. ISBN: 0910251991 ; [xix], 338 p.

Through a servant leadership philosophy, the authors discuss the work done in parks, recreation, and leisure services. The philosophy is a natural framework for an industry that is values based and one that involves its constituents in much of the decision-making process. The characteristics of servant-leadership provide the framework for the organization of the book. Includes bibliographical references and index.

DeGraaf, D. G., Tilley, C., & Neal, L. L. (2001.). *Servant-leadership characteristics in organizational life*. Voices of servant-leadership series ; booklet 6). Indianapolis: Greenleaf Center for Servant-Leadership. ISBN: ; 33 p.

The authors examine ten characteristics of servant-leadership in the context of organizational life, demonstrating how each characteristic can be applied to management and service delivery. The essay gives examples, suggestions for workplace servant-leadership practices, reflections, questions, and encouragement.

Dickson, R. L. (2000). *Qualifications for presidents, with application to theological seminaries*. [Ph.D. dissertation].

What factors constitute qualifications to serve as the president of a theological school? This study examines this question and should be of interest to anyone involved with Christian leadership and especially leadership in theological education.

DiStefano, J. J. (1988). *Tracing the vision and impact of Robert K. Greenleaf*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 26 p.

"Keynote address for 'The servant as leader: an exploration of a paradox,' a conference sponsored by the Robert K. Greenleaf Center, Atlanta, Georgia, March 24-26, 1988." Follows the evolution of Greenleaf's writings, from the early servant essays to his later focus on seminaries and more autobiographical essays on nurturing the human spirit. Part of a set of 7 chapbooks entitled "An introduction to servant-leadership," volume 1 of a series from the Robert K.

Greenleaf Center. Previously published: [London, Ontario] : Research and Publications, School of Business Administration, University of Western Ontario, 1988.

Drury, S. (2004). Employee perceptions of servant leadership: Comparisons by level and with job satisfaction and organization commitment. [Ph.D. dissertation].

This study used Laub's Organizational Leadership Assessment to measure servant leadership characteristics in a nontraditional college organization.

Edginton, C. R., Hudson, S. D., & Scholl, K. G. (2005). Leadership for recreation, parks, and leisure services (3rd ed.). Champaign, IL: Sagamore Publishing. ISBN: 1571675604 ; xi, 415 p.

The authors integrate theory with practice in this book that focuses on interrelated elements that influence leadership in recreation, parks, and leisure service organizations. The first of the three sections presents theoretical and foundation information; the second part focuses on leaders in groups; and the third part covers leadership within a number of recreation, parks, and leisure service settings. There are pedagogical elements throughout. The reader can explore, analyze and problem solve strategies. There are case studies, portraits of significant historic and current leaders and perspectives from current professionals across the United States. There is a section on Greenleaf and servant-leadership. Includes bibliographical references and index.

Ehrhart, M. G. (2001). Leadership and justice climate as antecedents of unit-level organizational citizenship. [Ph.D. dissertation].

This study forms the basis for a model where procedural and distributive justice climate are compared with the relationship between servant-leadership and unit-level occupational citizenship.

Executive Panel on Servant-Leadership - 2001 Annual Conference. (2001) [1 audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Exploring the paradox of servant as leader. ([1988]) [1 videocassette (13:34 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center.

An exploration of the meaning of servant-as-leader as perceived and applied by individuals with widely varying roles in business, religious institutions, academic institutions, boards and healthcare. Guests who discuss their views of the role of a servant in a leadership position are Bob Vanourek, Lloyd Barber, Sister Austin Doherty, Nick Meima, Joyce Avedisian, Andy Morikawa, Diana Leslie, George Peck, and Katherine Tyler Scott. Title from container. Alternate title (on video) is Exploring the meaning of servant leadership and its advancement in the workplace.

Faith in leadership : How leaders live out their faith in their work-- and why it matters. (R. J. Banks & K. Powell, Eds.) (1st ed.). (2000). San Francisco, CA: Jossey-Bass. ISBN: 0787945862 ; xi, 244 p.

A collection of essays on faith in the workplace. Several references to Greenleaf, the Greenleaf Center and to servant-leadership. Foreword by Max de Pree. Includes resource list and index.

Feldman, D., & Feldman, A. (2000.). *In dreamtime and in laughtime.* In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: *Principles and Practices of Servant-Leadership.*

Ferch, S. R. (2003). *Servant-leadership, Forgiveness, and Social Justice.* (Voices of servant-leadership series, booklet 9). Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 17 p.; Includes references.

The author discusses the will to forgive, to seek forgiveness and to pursue reconciliation as significant parts of developing the kind of wisdom, health, autonomy and freedom espoused by the servant-leader idea.

Ferris, R. W. (1982). *The emphasis on leadership as servanthood: An analysis of curriculum commitments.* [Ph.D. dissertation].

This study examines how the commitment to leadership as servanthood has been implemented in the curriculum of selected seminaries. Six factors were selected to examine. This is a case study of orthodox protestant seminaries in the "Reformed" tradition.

Fiacco, P. V. (2001). *How Spirituality affects the lives of public school superintendents.* [Ed.D. dissertation].

This study examined how superintendents practice the social, physical, intellectual, emotional, and spiritual dimensions of wellness in helping them manage conflict and cope with job stress. It specifically investigates how spirituality, in connection with the other wellness components, affects the lives of public school superintendents.

Fischer, K. J. (2003). *Leadership in faith-based nonprofits as compared to a covenantal framework of action: An exploratory study to develop an alternative theoretical framework for assessing organizational processes and influences.* [Ph.D. dissertation].

This study was designed to better understand leadership in faith-based nonprofits (FNPs) through interviews of managers and executive directors of FNPs and to construct an FNP leadership paradigm (FLP).

Focus on leadership: Servant-leadership for the 21st century. (2002) (L. C. Spears & M. Lawrence, Eds.). New York: John Wiley & Sons. ISBN: 0-471-41162-0; xiv, 396 p

More than two dozen contributions from seminal thinkers and writers like Warren Bennis, Steven Covey, Joe Jaworski, Margaret Wheatley, Lea Williams and Danah Zohar integrate their work with that of Robert Greenleaf. Other contributors include John Bogle, John Carver, Max De Pree, Dee Hock, Michael Jones, Ann McGee and Gary Looper, Russ Moxley, Judy Wicks and others. They illustrate the growing influence of servant-leadership on contemporary literature pertaining to leadership development. The essays are organized around the general themes of servant-leadership and the individual, the workplace, the community, and the world. Foreword by Ken Blanchard. The afterward by Larry Spears is a memoir of his visit with Greenleaf a week before Greenleaf's death. Includes bibliographical references and index.

Foster, B. A. (2000). *Barriers to servant leadership: Perceived organizational elements that impede servant leader effectiveness.* [Ph D dissertation]. This study examined the organizational barriers that block the practice of servant leadership. The significant barrier categories that emerged included lack of trust, paternalism, conflicting leadership styles, misunderstanding of servant leadership, middle management barriers, lack of empowerment, self-serving personal agendas, limited communication, lack of development, and inadequate listening.

Foundations : The roots of servant-leadership. (2002.). *Servant-Leadership Learning Series*). Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; various paging (loose leaf)

Designed for use by trainers, facilitators, or group leaders to use with groups who want to learn more about the meaning and practices of servant-leadership. Modules include: *Defining Servant-Leadership; Calling; Robert Greenleaf's Work & Writing; and Teaming.* Contains activities and questions to engage the learner. Modules can be grouped together to create a multiple-day seminar, taught one at a time in 60-90 minute sessions, or broken down into 15-20 minute learning segments.

Fousert, D. (2000). *A new vision for HR professionals: To serve and to lead.* Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 276 p.

The author has over 30 years experience in the HR field and examines the role of HR as it is now and as it could be ideally with servant-leadership. Delineates HR roles vs. managerial roles. Includes bibliographical references.

Freiberg, K., & Freiberg, J. (1998.). *Nuts! : Southwest Airlines' crazy recipe for business and personal success* (1st paperback ed.). New York: Broadway Books. ISBN: 0767901843 ; xxi, 362 p.

The story of Southwest Airlines, crediting the power of principle-centered and servant-leadership in its success. The company has been named twice as one of

the ten best companies to work for by Fortune magazine. Foreword by Tom Peters. Includes bibliographical references, bibliography and index.

Frick, D. M. (2004). Robert K. Greenleaf : A life of servant leadership (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1-57675-276-3; xxi, 432 p., portraits; Includes bibliographical references, bibliography and index.

The first biography of Greenleaf traces the sources of his thoughts and describes his friendships with well-known figures such as Eleanor Roosevelt, Aldous Huxley, Alan Watts, Peter Drucker, Bill Wilson. and many others. The sources for the book include Greenleaf's personal papers, correspondence, and interviews with family and friends. The author also describes how Greenleaf influenced the course of business and lived his own life as a servant-leader. Foreword by Peter Senge and afterword by Larry Spears.

The future of leadership : Today's top leadership thinkers speak to tomorrow's leaders. (W. Bennis, G. M. Spreitzer, & T. G. Cummings, Eds.) (1st ed.). (2001). Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN: 0787955671 ; xvi, 316 p.

A collection of chapters by leading writers and thinkers in leadership and organization including James Kouzes, Barry Posner, Tom Peters, Charles Handy and the editors of this volume examine issues such as "Why do we tolerate bad leaders? Why is leadership everyone's business? How will ethics play into new leadership? and How does the new economy influence leadership?" Includes bibliographical references and index.

Gage, A. J. (2005). A phenomenological study of the leadership perceptions of the G.I. and Millennial generations. [Ph.D. dissertation].

A study of the perceptions of leadership of the Millennial and G.I. generations by collecting data from 6 participants within each generation Midwestern towns. Definitions of the study groups were based on those outlined by William Strauss and Neil Howe research, namely 1982-present and 1901-1924 respectively. The belief systems, interaction and leadership insights allowed the leadership theories of followership and servant leadership to be applied to the findings.

Gardner, J. W. (1990). On leadership. New York: Free Press. ISBN: 0029113113 ; xv, 220 p.

Well known author and founder of Common Cause, Gardner references Greenleaf and servant-leadership in the chapters on "Sharing Leadership Tasks" and "Leadership Development: the early years." Includes bibliographical references and index.

Geaney, M. M. (2004). Spirituality and business transformation: Exploring spirituality with executive leaders. [Ph.D. dissertation].

This is a study of spirituality in business environments based on responses of executive leaders. The author used semi-structured interviews and a survey

instrument assessing leadership attitudes to collect data around concepts of the whole person leadership, servant leadership and business transformation.

George, B. (2003). Authentic leadership: Rediscovering the secrets to creating lasting value. Jossey-Bass. ISBN: 202 p.

The CEO of Medtronic, the author answers the critics that might say that servant-leadership is "too soft. Personal values can be brought to life in an organizational setting and the author speaks to practitioners of servant leadership and those who aspire to that goal.

Girard, S. H. (2000). Servant leadership qualities exhibited by Illinois public school district superintendents. [Ed.D. dissertation].

This study identified qualities of servant-leadership exhibited by school district superintendents' in Illinois by surveying superintendents, school board presidents, and principals using separate but parallel surveys (one for superintendents, one for school board presidents, and one for principals) that rated superintendent behavior as related to servant-leadership qualities, job satisfaction, and identifying characteristics of the population.

Graves, S. R., & Addington, T. G. (2000.). The fourth frontier : Exploring the new world of work. Nashville, Tenn.: Word Publishing. ISBN: 0849916682 ; ix, 207 p.

The authors explore the area of secular work as sacred and they affirm that sacred truths are relevant and applicable in the workplace. Includes bibliographical references and index.

Greenleaf Center's Reading & Dialogue Study Guide. (1998). Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: 30 p.

Study guide for use with Servant as leader, Institution as servant and Trustees as servants by Robert K. Greenleaf. It is part of a reading and dialogue kit for use by a group of individuals who want to come together to study and learn about servant-leadership. Includes bibliography and pages for journaling.

Greenleaf, R. K. Papers, In 8 microfilm reels. 1958- . Amherst, MA, Andover Newton Theological Seminary.

Greenleaf, R. K. (1976). The institution as servant. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 35 p.

Much of the caring for persons in today's society is mediated by large, complex institutions. This second of Greenleaf's original 4 essays challenges conventional wisdom about hierarchical organizations and the use of power in our major institutions, including universities and churches. Greenleaf offers a concrete alternative in the "first among equals" model of organization. This essay has been translated into Spanish.

Greenleaf, R. K. (1977). *Servant leadership : A journey into the nature of legitimate power and greatness*. New York: Paulist Press. ISBN: 080910220X ; x, 335 p.

Essays and articles written or talks given over 20 years by Greenleaf. The first three chapters are the three essays: The servant as leader: The institution as servant: and Trustees as servants. The rest of the chapters are entitled: Servant leadership in business; Servant leadership in education; Servant leadership in foundations; Servant leadership in churches; Servant leaders: Abraham Joshua Heschel and Donald John Cowling; Servant responsibility in a bureaucratic society; and American and world leadership. The last chapter is an essay around Robert Frost's poem Directive, written in tribute to the poet after his death in 1963. Includes index.

Greenleaf, R. K. (1978). *Servant : Leader and follower*. New York: Paulist Press. ISBN: 080912161X; 138 p.

A collection of essays by Greenleaf including his own answer to why serve? The first essay, The Servant as Leader, was originally written in 1969 out of concern for the seemingly devoid of hope attitudes by students at that time. The institution as servant was based on the premise that the late 20th century would be seen as revolutionary because of the number of influential persons who have seriously come to grips with issues of power and authority. The meaning of trusteeship and the functions of trustees are the concerns of the third chapter, Trustees as servants. A concluding postscript, Note on a strategy for change was written out of Greenleaf's experience with boards of directors and trustees grappling with ideas such as the ones found in the essays of chapters two and three.

Greenleaf, R. K. (1979). *Teacher as servant: A parable*. New York: Paulist Press. ISBN: 0809122057 ; 220 p.

A student's journal in which he recounts his adventure into learning to be a servant leader in a world confused about the authentic sources of and uses of power. The students live in Jefferson House under the Housemaster Mr. Billings who served as the model for the servant-leader. The influences and lessons learned during this time in university served to mold the student into a servant leader in his own career.

Greenleaf, R. K. (1986). *The leadership crisis : A message for College and University Faculty*. In *Humanitas, Journal for the Institute of Man* (pp. 1-12). Pittsburg, Pa.: Humanitas. ISBN: ; 11 p.

Reprinted from v. XIV, no. 3 (Nov. 1978) Humanitas: Journal of the Institute of Man, Dusquesne University, Pittsburg, Pa. This essay suggests why the institutions of our day, and our society in general, are all suffering from a leadership crisis. Greenleaf suggests a solution to the dilemma by defining three kinds of power, coercive, manipulative and persuasive, and their uses and limitations.

Greenleaf, R. K. (1987). *My debt to E. B. White*. Newton Center, MA: Robert K. Greenleaf Center. ISBN: ; 24 p.

The author traces the influence of E. B. White on his thinking over a period of fifty-five years. He concludes that two of White's abilities, "seeing things whole" and "the gift of language to express what he saw," were key to his power as a writer.

Greenleaf, R. K. (1988). *Education and maturity*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 13 p.

Originally "A talk before the faculty and students of Barnard College at their fifth biennial vocational conference, November 30, 1960." The author explores the meaning of maturity as a life-long journey of developing one's own unique potential into personal significance and character.

Greenleaf, R. K. (1988). *Education and maturity..* Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 15 p.

Originally "A talk before the faculty and students of Barnard College at their fifth biennial vocational conference, November 30, 1960." The author explores the meaning of maturity as a life-long journey of developing one's own unique potential into personal significance and character.

Greenleaf, R. K. (1988). *Have you a dream deferred?*. Newton Centre, MA; Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 16 p.

"A talk by Robert K. Greenleaf to freshmen at Ohio University, Athens, Ohio, April 19, 1967, on Opportunity in the Next Three Years." Some seminal ideas found later in his essays. Discusses the individual's responsibility for growth and constructive influence; an opportunity to build a new ethic challenges those who seek to reach their potential in serving the public interest.

Greenleaf, R. K. (1988). *Seminary as servant*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 65 p.

Seminaries are identified as standing in a strategic position to generate much-needed liberating and prophetic vision. The essay is addressed to trustees who would take the risks of leadership to move the seminary from where it is to the greater place it might be.

Greenleaf, R. K. (1988). *Spirituality as leadership*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 13 p.

"Reprinted from volume III, number 1, February 1982, Studies in formative spirituality," Dusquesne University, Pittsburg, Pa. The author argues that churches, acting as spiritually formative institutions, have an opportunity to nurture servants. Part of a set of 7 chapbooks entitled "A deeper understanding of servant-leadership," volume 2 of a series from the Robert K. Greenleaf Center.

Greenleaf, R. K. (1988, 1980). *Servant : Retrospect & prospect*. Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. ISBN: ; 39 p.
Essay originally written in 1980 as a summary of reflections on Greenleaf's experience in writing and responding to reactions to his series of essays on the servant theme. Special emphasis in this publication is on Institutes of Chairing as the best available means to begin a movement by institutions toward a level of performance as servant.

Greenleaf, R. K. (1991). *Advices to servants*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 64p.
Originally written in 1975 as the fourth in his original series, Greenleaf collected these nine essays, plus a postscript, into four categories of institutions: universities, businesses, churches and foundations. Part of a set of 7 chapbooks entitled "A deeper understanding of servant-leadership," volume 2 of a series from the Robert K. Greenleaf Center. Includes index.

Greenleaf, R. K. (1991). *The servant as leader ([Rev. ed.]*). Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; ii, 38 p.
The 1991 revision of Greenleaf's seminal 1970 essay. The author discusses the skills necessary to be a servant-leader; the importance of awareness, foresight, and listening; and contrasts between coercive, manipulative, and persuasive power. This essay has been translated into Arabic, Czech, Dutch, French, Japanese, Mandarin Chinese, Russian, Spanish, and Turkish.

Greenleaf, R. K. (1991, 1977). *Servant leadership : A journey into the nature of legitimate power and greatness*. New York: Paulist Press. ISBN: 0809125277 ; x, 338 p.
Essays and articles written or talks given over 20 years by Greenleaf. The first three chapters are the three essays: *The servant as leader: The institution as servant: and Trustees as servants*. The rest of the chapters are entitled: *Servant leadership in business; Servant leadership in education; Servant leadership in foundations; Servant leadership in churches; Servant leaders: Abraham Joshua Heschel and Donald John Cowling; Servant responsibility in a bureaucratic society; and American and world leadership*. The last chapter is an essay around Robert Frost's poem *Directive*, written in tribute to the poet after his death in 1963. Includes information about the Robert K. Greenleaf Center. Includes index.

Greenleaf, R. K. (1996). *On becoming a servant-leader: The private writings of Robert K. Greenleaf (D. M. Frick & L. C. Spears, Eds.) (1st ed.)*. San Francisco, CA: Jossey-Bass Publishers. ISBN: 0-7879-0230-6; xx, 394 p.; Includes bibliographical references and index.
Collection of essays by Greenleaf organized around the themes of power, management, organizations and ethics. The first part includes an unpublished book manuscript which Greenleaf had entitled *The Ethic of Strength*. The second part essays explore how to exercise power without violating the rights of others. Part three consists of "the Dartmouth Lectures" on Leadership and the Individual

which were given prior to the 1970 publication of *The Servant as Leader*. The last part is an interview with Greenleaf by Joseph DiStefano. Foreword by Peter Drucker.

Greenleaf, R. K. (1996). *Seeker and servant : Reflections on religious leadership: The private writings of Robert K. Greenleaf* (A. T. Fraker & L. C. Spears, Eds.) (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 0-7879-0229-2; xvii, 359 p. Includes bibliography, further reading and index.

Gathers together Greenleaf's major unpublished writings on issues involving faith, spirit, theology and religious institutions. Even though these essays are spiritual in focus and emphasize religious institutions, the ideas they raise are applicable to people in all types of institutions. Foreword by Parker Palmer.

Greenleaf, R. K. (1996). *The servant as religious leader*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 56 p.

Originally written in 1982, this essay is written from the perspective of organization (i.e., how things get done) and addresses the phenomenon of "spirit" on which all leadership is dependent yet almost impossible to codify or encapsulate.

Greenleaf, R. K. (1998.). *The power of servant-leadership : Essays by Robert K. Greenleaf* (L. C. Spears, Ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1-57675-035-3; xxvi, 313 p.;

A collection of Greenleaf's final writings on servant-leadership. Brings together eight late essays on the subject which reflect his evolving insights into the ideas and practices which make up servant-leadership while several focus on related issues of spirit (*Old Age: the Ultimate Test of Spirit*), commitment of vision (*Have You a Dream Deferred?*), and seeing things whole (*My Debt to E. B. White.*). Foreword by Peter Vaill. Afterword by James P. Shannon. Includes references, a Greenleaf bibliography and index.

Greenleaf, R. K. (2002.). *Servant-leadership : A journey into the nature of legitimate power and greatness* (L. C. Spears, Ed.) (25th Anniversary Edition). New York: Paulist Press. ISBN: 0809105543 ; x, 359 p.

Contains three essays, *The Servant as Leader*, *The Institution as Servant*, and *Trustees as Servants* as well as other articles and essays by Greenleaf. Both the foreword by Stephen Covey and the afterword by Peter Senge address the significance of servant-leadership upon society past, present and future. Includes an index.

Greenleaf, R. K. (2002.). *Trustees as servants*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 40 p.

A revision of the 1974 essay which addresses the needs of senior executives for sustained, caring (but demanding) assistance from able trustees. Addresses the ambiguity of the trustee role and offers ideas on how each trustee group can

claim its rightful functions. A general view of all governing boards of institutions, profit or not for profit.

Greenleaf, R. K. (2003). The servant-leader within : A transformative path (H. Beazley, Julie Beggs, & Larry C. Spears, Eds.). New York: Paulist Press. ISBN: 0809142198; vii, 258 p.

Includes the original 1970 version of The Servant as Leader as well as Teacher as Leader and another essay, Life's Choices and Markers. Also contains additional commentary on those writings by Greenleaf for use by those interested in the teaching and practice of servant-leadership. Foreword by Hamilton Beazley and an introduction essay on Understanding the Growing Impact of Servant-Leadership by Larry Spears. Includes Greenleaf bibliography and index.

Greenleaf, R. K. (2003,1987). Old age : The ultimate test of spirit -- an essay on preparation. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 25 p. Along with Abraham Joshua Heschel : build a life like a work of art ; On being a seeker in the late twentieth century, Greenleaf reflects on 84 years of living, working, thinking and learning that weaves a definition of spirit as the driving force behind the motive to serve. Part of a set of 7 chapbooks entitled "A deeper understanding of servant-leadership," volume 2 of a series from the Robert K. Greenleaf Center.

Griffin, H. R. (2004.). Analysis of servant leadership: An interpretive biography of a prominent health care leader. [Ph.D. dissertation]. Using the model of interpretive biography, this study examines the professional life of a prominent health care leader to determine if he embodied the 10 characteristics associated with Greenleaf's servant leader.

Guillory, W. A. (1996). The living organization: "spiritually in the workplace" (1st ed.). Salt Lake City: Innovations International. ISBN: 0933241135 ; 27 p. A spiritually-based value system treats others with dignity, respect and love; views human equality as a context for ethical behavior; realizes that everything is interdependent and interconnected; and views organizations, communities, countries and world as one. The original essay on which the later publications are based. The author defines an empowered employee as an individual who is highly competent, self-managed and continuously learning, Service in the workplace comes from an unconditional commitment to customers and a willingness to learn continually to exceed their changing expectations.

Guillory, W. A. (2000.). The living organization: Spiritually in the workplace (1st ed.). Salt Lake City: Innovations International. ISBN: 0933241143 ; xii, 244 p.

The author defines a living organization as one that "adapts to accelerated change by continual re-creation." This volume focuses on an integration of holistic principles, practices and behaviors that encourage the full expression of

body, mind, and spirit. There are five key elements in this process: people, service, organizational self awareness, wisdom and the new leadership. New leadership is vision-driven, learning driven, and values driven. Includes bibliography and index.

Guillory, W. A. (2001). The living organization: Spiritually in the workplace (2nd ed.). Salt Lake City: Innovations International. ISBN: 0933241143 ;xiii, 244 p.

The author defines a living organization as one that "adapts to accelerated change by continual re-creation." This volume focuses on an integration of holistic principles, practices and behaviors that encourage the full expression of body, mind, and spirit. There are five key elements in this process: people, service, organizational self awareness, wisdom and the new leadership. New leadership is vision-driven, learning driven, and values driven. At the end of each chapter are exercises and suggestions for implementing ideas in the book. Foreword by Jack Lowe. Includes bibliography and index.

Guillory, W. A., & Galindo, L. A. (1994.). Empowerment: For high-performing organizations. Salt Lake City, Utah: Innovations International, Inc. ISBN: 0933241097 ; x, 180 p.

The authors present a view of empowerment that leads to a high performing organization and they discuss how to put that empowerment into practice.

Haas, H. (1992.). The leader within: An empowering path of self-discovery (1st ed.). New York: HarperBusiness. ISBN: 088730561X ; xxi, 247 p.
The author, former CEO of Sealy, Inc., looks at how top executives operate in the business world that they help to shape. Through his own business experience and in over 150 interviews, the author focuses on creativity, risk taking and flexibility. He includes several references to the influence and impact of Greenleaf. Includes bibliographical references and index.

Haasen, A., & Shea, G. F. (1997). A better place to work: A new sense of motivation leading to high productivity. New York: American Management Association. ISBN: 0814423639 ; ix, 95 p.

The authors' premise is that a new understanding of motivation is needed to create a better workplace where there is high employee involvement and productivity. There are eight case studies representing a diversity of businesses, including Southwest Airlines. Questions were asked in each study centered on job responsibilities and decision making; learning opportunities and workplace flexibility; the roles of frontline employees and managers; teamwork ; and relations to co-workers.

- Haasen, A., & Shea, G. F. (2003). *New corporate cultures that motivate*. Westport, Conn.: Praeger. ISBN: 1567206425 ; xi, 220 p.
Case studies of companies including Servant-Leadership companies such as TDIndustries and Southwest Airlines. Includes bibliographical references and index.
- Hamilton, F. (1005). *Developing a shared mental model: Operationalizing servant-leadership at Synovus Financial*. [Ph.D. dissertation].
A study of the underlying assumptions, practices, and behaviors in a servant-lead organization as a first step toward understanding leadership development processes that create servant-leaders. In the organizational culture of Synovus Financial there is an overarching culture of care which drives 4 other cultures: a commitment to growth of people; trust; enacted, shared values; and discourse. Findings of the study led to developing a conceptual model of enacting servant-leader development.
- Hard decisions: Today's leader, a good servant. (1989) [1 videocassette (15 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center.
A film about TDIndustries, a Dallas-based corporation that has practiced servant-leadership for the past two decades under the servant leadership of Jack Lowe and his son Jack Lowe, Jr.
- Hardin, F. W. (2003). *Impacting Texas public Schools through a student servant-leader model: A case study*. [Ed.D. dissertation].
This study is an analysis of the impact a servant leader model can have on high school students, specifically around the characteristics of integrity/trust, love/respect, service, listening, and the higher calling/values. The study was done in two different geographic locations in Texas and showed a positive impact in a system built on values and beliefs rather than popularity and power.
- Harrington-Otero, K. (2004.). *Imagining higher education: An inquiry into the University Center. A just institution and servant leader?* [Ed.D. dissertation].
An institutional partnership between San Francisco State University and Canada Community College creating the University Center is the basis of this study. Effectiveness of the Center was evaluated around 3 theoretical themes: imagination; the ethical aim/just institutions; and servant leadership.
- Hebert, S. C. (2003). *The relationship of perceived servant leadership and job satisfaction from the follower's perspective*. [Dissertation].
This project studied the relationship between employees' perceptions of servant leadership characteristics in their organizations and their level of personal job satisfaction. Twelve organizations from both public and private sectors participated in this study and the results showed a significant relationship between perceptions of servant leadership and job satisfaction.

Heermann, B. (1997). *Building team spirit : Activities for inspiring and energizing teams*. New York: McGraw-Hill. ISBN: 0079136184; 0070284725 (loose leaf); 007284733 (pbk.) ; x, 393 p.

Learning activities designed to build the qualities of team spirit based on the author's 6-phase model. Gives perspectives and learning activities on building and nurturing team spirit. Includes bibliographic and index.

Heifetz, R. A. (1994.). *Leadership without easy answers*. Cambridge, MA: Belknap Press of Harvard University Press. ISBN: 0674518586 ; xi, 348 p.

The author expands leadership from those in positions of authority to include that in persons within an organization, leading from within and behind. In four parts, the book addresses setting the framework of values in leadership, leading with authority and applying power, leading without authority and "provocation" and finally, the personal challenge of facing the dangers of leadership. Includes bibliographical references and index.

Heifetz, R. A. (1999, 11 June). *Navigating the future: Staying alive as a leader*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [1 videocassette (70 min.) also in audiocassette format]*. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.

Keynote address. Conference title: Navigating the Future: Servant-Leadership in the 21st Century. The speaker, co-author of Leadership on the Line, Leadership without Easy Answers and founding director of the Center for Public Leadership, discusses distinguishing role from self; diagnostic versus strategic thinking; and resisting change versus resisting loss.

Heifetz, R. A. (1999., 10-13 June). *General Session*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [Audiocassette]*. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.

Keynote address. Conference title: Navigating the Future: Servant-Leadership in the 21st Century.

Heifetz, R. A., & Linsky, M. (2002.). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business School Press. ISBN: 1578514371 ; xi, 252 p.

In three parts, the authors discuss why leadership can be dangerous; how action ideas can reduce the risk of getting pushed aside; and ways that people contribute to their own demise. They offer ideas about critical aspects of exercising leadership; how to manage personal vulnerabilities; and caring for yourself by sustaining your spirit. Includes bibliographical references and index.

Hennessey, J. E. (2004). *Leadership, ethics, quality : One hundred and six musings for decision makers and action thinkers*. Kearney, NE: James E. Hennessey. ISBN: 0976212102 ; v, 121 p.

A collection of "poem-like" musings that provide touchstones for thinking differently about leadership, commerce, government, and human relationships while challenging readers to examine their own leadership actions and beliefs.

Herbst, J. D. (2003). *Organizational servant leadership and its relationship to secondary school effectiveness*. [Ed.D. dissertation].

This study examined whether schools where higher degrees of servant leadership were practiced performed better than schools that practiced lower degrees of servant leadership. The results showed that in schools where greater degrees of servant leadership are being practiced, students are achieving at a higher rate than in schools where lower degrees of servant leadership are being practiced.

Hesse, H. (1956). *The journey to the east* (H. Rosner, Trans.). New York: Picador; Farrar, Straus and Giroux. ISBN: 0312421680 ; 117 p.

The short novel that inspired Greenleaf's development of the servant-leader concept. A fictional account of a mythical journey where the pivotal role of Leo is both servant and leader.

Hesselbein, F. (1998., 6-8 August). *Servant-leadership and the organization of the future*. In *Greenleaf Center Conference (8th : 1998 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote and closing address. Conference title: Service -- Stewardship -- Spirit -- Servant-Leadership

Hock, D. (1999.). *Birth of the chaordic age (1st ed.)*. San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576750744 ; x, 345 p.

The story of VISA International told by the founder and CEO Emeritus. People and institutions of every language, culture, currency, race, and economic and political persuasion were linked together in a commonly owned, multi-trillion dollar non-stock, for-profit organization where owner/members engage in intense cooperation and competition simultaneously. The author presents practical concepts and ideas that constructively challenge beliefs about the nature of leadership, business and society. Includes index.

Hock, D. (2000., June 17). *Leadership and the chaordic age : Out of control and into order*. In *Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)* [1 videocassette (1 hr. and 15 min.) ; also in audiocassette format].

Indianapolis, Ind.: Robert K. Greenleaf Center.
Conference Keynote. Introduced by Jack Lowe, Jr., the speaker is the author of Birth of the Chaordic Age and founder and CEO of VISA. The chaordic age is characterized by the fundamental organizing patterns and principles of nature and evolution. He asks three questions: Why are organizations, everywhere,

whether political, commercial or social, increasingly unable to manage their affairs?; Why are people, everywhere, increasingly in conflict with and alienated from the organizations of which they are a part?; and Why are society and the biosphere increasingly in disarray?

Hock, D. (2000., 17 June). *Leadership in the Chaordic Age*. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: *Principles and Practices of Servant-Leadership*.

Hoe, S. (1995, 1978). *The man who gave his company away: A biography of Ernest Bader, founder of the Scott Bader Commonwealth*. Wollaston, Great Britain: Allison Printers. ISBN: ; xiii, 242 p.

Biography of the entrepreneur Ernest Bader who founded a company where every worker had a share in its organization and profits, a company "liberated from the constraints of welfare capitalism." Chronicles his part in the passing of the Common Ownership Act in Great Britain. Includes bibliography and index.

Hogue, T., & Miller, J. (2002). *Effective collaboration: Strategies for pursuing common goals* (2nd ed.). Longmont, CO: Rocky Mountain Press. ISBN: 1929149115 ; v, 89 p.

Includes bibliographical references.

Hoke, K. O. (2001). *Servant leadership and theological understandings: Does the theology of the Brethren in Christ impact the way we choose to lead?*

Unpublished doctoral dissertation, Ashland Theological Seminary. This study explored the leadership style of pastors within the Brethren in Christ Church of North America. It asked if their leadership style was congruent with or impacted by the denomination's theology. Following an overview of the history and theology of the Brethren in Christ, an argument was presented for servant leadership as the leadership style suited for this denomination. Robert Greenleaf's work on servant leadership was reviewed, and his impact on current leadership practices and their congruence with Christian authors was assessed. The study confirmed a correlation between the denomination's theology and the servant-leadership style of its pastors.

Hoover, A. B., & Bugg, B. (1993). *Nominating : Making decisions for the future : Nominating committees as change agents*. [101 p. : Includes bibliographical references (p. 98-101).]. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 101 p. (loose leaf)

A "how-to" manual for making the nominating committee a tool for serving and sharing: a 12-step process including planning sheets and notes for chairs; trustee stories to prompt discussion and reflection; and includes bibliography.

Horobiowski, R. R. (2004). *The experiences of for-profit executives that served on nonprofit boards of directors. [Ph.D. dissertation].*

This study examines the experiences of four executives who served on nonprofit boards. Using in depth interviews with the participants, other board members, records and document reviews, emails and observations, six competencies (contextual, educational, interpersonal, analytical, political and strategic) were used as a framework to analyze the data. Secondly, servant-leadership concepts were also identified.

Horsman, J. H. (2001). *Perspectives of servant-leadership and spirit in organizations. [Ph.D. dissertation].*

Identifying servant-leadership as an emerging leadership model appropriate for the modern era, the author examined Greenleaf's background, his philosophy, characteristics of servant-leaders, the importance of spirit, and dimensions of personal and organizational aspects of spirit. In the sample of 608 people from 34 organizations of various types, servant-leadership was found to exist

Hoshaw, R. B. (1985). *The development of a servant leadership style for the Central Baptist College Board of Trustees. [D.Min. dissertation].*

*This study was the basis for a workshop to orient the members of the Board of Trustees of Central Baptist College in Conway, Arkansas. To prepare for the workshop, the trustees were sent copies of the book, *Servant Leadership*, by Robert K. Greenleaf, as the text used.*

Hudspeth, G. C. (2002.). *A quantitative analysis of college students' perception of political servant leadership of a mayor as it relates to ethnicity and gender. [Ph.D. dissertation].*

This study investigated some of the factors that influenced students' servant leadership ratings of a mayor.

Hughes, S. (1996., 13-15 June). *Peace building and servant-leadership. In Greenleaf Center Conference (6th : 1996 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.*

*Keynote address. Conference title: *Lives in the Balance: Balancing Service, Leadership, Life and Work.**

Hunt, M. (1998). *DeamMakers: Putting vision and values to work (1st ed.). Palo Alto, CA: Davis-Black. ISBN: 0891061088 ; xviii, 236 p.*

Thirteen stories of eminent leaders who have led transformations in the face of resistance, fear and adversity. Also profiles communities and organizations that have realized impossible dreams. Demonstrates visionary leadership that can

promote profound change in organizations, the community and the world.
Foreword by Max De Pree. Includes a list for further reading.

Hunt, M. (2001, June 9). *Navigating the future: Dream makers and servant-leadership.* In *Greenleaf Center Conference (11th : 2001 : Indianapolis, IN)* [1 videocassette (66 min.); also in audiocassette format]. Indianapolis, Ind.: Robert K. Greenleaf Center.

The author of DreamMakers, the speaker discusses people who share principles, visions and values. Vision is our deepest expression of what we want to be and is our "north star," our navigation tool.

Hunt, T. S. (2002). *Servant leadership: Billy Graham.* [Ed.D. dissertation].
Purpose . The purpose of this study was to examine the ten characteristics (behaviors) of servant leadership, as applied to the life of evangelist Dr. Billy Graham. The servant leadership behaviors of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community, as defined by Larry Spears and Robert Greenleaf, were shown to be exemplified in the life of Billy Graham.

Hunter, J. C. (1998.). *The servant : A simple story about the true essence of leadership (1st ed.).* Rocklin, Calif.: Prima Pub. ISBN: 0761513698 ; x, 187 p.

Through a series of crises in his life, the author finds himself at a leadership retreat where he learns about being a leader rather than a manager. This story is about his transforming experiences at this retreat which caused him to discover the principles of leadership within himself to use in the rest of his life.

Hunter, J. C. (2004). *The world's most powerful leadership principle: How to become a servant leader (1st ed.).* New York: Crown Business. ISBN: 1578569753 ; 224 p.

Expands some of the principles of servant-leadership discussed in his earlier book. Effective leadership is about relationships, not coercive power; leadership development and character development are one and the same. Includes leadership skills inventory and index.

Ingram, O. C., Jr. (2003). *The conceptualization and perception of servant leadership in Christian higher education.* [Ed.D. dissertation]
This paper studied the concept and perception of servant leadership among Christian institutions of higher education. A particular focus was the influence of Greenleaf and the relevance of his servant leadership as a viable model for leadership in Christian higher education.

Insights on leadership : Service, stewardship, spirit, and servant-leadership. (1998.) (L. C. Spears, Ed.). New York: John Wiley & Sons. ISBN: 0-471-17634-6; xviii, 398 p

A collection of essays on the meaning and practice of servant-leadership and gives an evolutionary growth of the servant-as-leader idea into the 21st century. Includes essays by James Autry, Joe Batten, Ken Blanchard, Peter Block, Diane Fassel, Joseph Jaworski, Elizabeth Jeffries, Robert Kelley, Jim Kouzes, Ann McGee-Cooper, Ken Melrose, Parker Palmer, John Schuster, and Margaret Wheatley. Foreword by Stephen Covey. Organization is around the four aspects of service, stewardship, spirit and servant-leadership. Issues include developing trust in the workplace, accountability and servant-leadership, leadership vs. citizenship, enlightened followership, the healing nature of servant-leadership, and achieving personal balance through servant-leadership. Includes bibliographical references, recommended readings and index.

The International Journal of Servant-Leadership. (2005- (v.1-)) (S. Ferch, Ed.). Spokane, WA: Gonzaga University in collaboration with the Greenleaf Center for Servant-Leadership.

The academic journal devoted to research and writing on servant-leadership.

International Panel on Servant-Leadership. (2000). In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [1 videocassette (49 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center.

A panel discussion at the 10th annual Greenleaf Conference. Introduced by Larry Spears the video discusses the international growth of servant-leadership. Speakers are John Noble of the UK Center for Servant-Leadership; Sally Chu from Asia/Singapore; Dick Marty from Canada; Eleanor Santiago from the Philippines; Kwan Lee from Korea; Di Feldman from Australia & New Zealand; Ed Voerman, European Center. In various stages of development each panelist told of the activities or planned activities in their areas.

Irving, J. A. (2005). Servant leadership and the effectiveness of teams. [Ph.D. dissertation].

Uses Greenleaf's work on servant leadership to study what effect servant leadership behaviors have on the effectiveness of teams. Three instruments were used to collect data around the variables of servant leadership at the organizational level; job satisfaction at the individual level; team level effectiveness; love; empowerment; vision; humility and trust.

Isaksen, S., Dorval, B., & Freeman, T. (2000.). Putting servant-leadership principles into action with creative problem solving. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Panel discussion. Conference title: Principles and Practices of Servant-Leadership.

Izzo, J. (2004). *Second innocence : Rediscovering joy and wonder : A guide to renewal in work, relationships, and daily life* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576752631 ; xiv, 184 p.

The author's concept of "second innocence" refers to recovering those feelings of enthusiasm, faith, presence and curiosity associated with childhood and blends them together with the knowledge and experience of adulthood. The book shows that while love may disappoint, work may not satisfy, and suffering will occur, one can still be transformed by applying intentional focus to finding the wonder in the world at any age and staying focused on what really matters. Includes index.

Izzo, J., & Withers, P. (2001.). *Values Shift: The new work ethic and what it means for business*. Vancouver, BC: FairWinds Press. ISBN: 0968214967 ; xi, 238 p.

Defines why and how our work ethic is changing and focuses on the 6 major shifts people expect from work: work/life balance and synergy; work as a noble cause; personal growth and development; partnership in a collapsed hierarchy; community at work; and trust. Includes bibliographical references, bibliography and index.

Jacobsen, S. E. (1994.). *Spirituality and transformational leadership in secular settings: A Delphi study*. Unpublished doctoral dissertation, Seattle University.

Using the Delphi model of research, an international panel of nine experts was created and they were asked to identify 3-5 leaders in secular organizations who embody transformational traits. Of the 43 persons nominated by the panel, 22 agreed to participate. Participants included an active governor, a United States Senator, several state agency administrators, business executives, and leaders in educational and non-profit institutions. The group responded in writing to seven questions regarding the relationship between spirituality and leadership. Those responses were summarized in the form of seven statements to which the respondents then suggested revisions. A final draft of the seven statements was circulated for comment and the resulting summary statements became the basis for the study's findings and conclusions. The study revealed that spirituality plays a vital role in the personal and professional activity of the participants. Regarding the prospects of integrating spirituality into secular organizational life, the responses varied. While a majority is in favor of such integration, a significant minority is cautious about what this would mean, particularly in terms of a religiously diverse culture.

Jain, R. (2004). *Resolving ethical dilemmas: The servant-leadership perspective*. [M.A. dissertation].

The author explores possible approaches to resolving ethical dilemmas, complex problem with multiple solutions, each being right depending on the viewpoint taken. The perspective adopted by leaders adhering to the philosophy of servant-leadership to resolve ethical dilemmas was examined.

James, D. N. (1997, 12-14 June). *Servant-leadership and law enforcement*. In *Greenleaf Center Conference (7th : 1997 : Ann Arbor, MI)* [Audiocassette]. Ann Arbor, Michigan: Robert K. Greenleaf Center. Keynote address. Conference title: *Servant-Leadership as a way of being*.

James, D. N. (1999., 10-13 June). *Law enforcement and servant-leadership*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership. Keynote address. Conference title: *Navigating the Future: Servant-Leadership in the 21st Century*.

Jaworski, J. (1998, 1996). *Synchronicity : The inner path of leadership* (B. S. Flowers, Ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 188105294X (hbk) ; 1576750310 (pbk) ; xiv, 213 p. *A guide to developing essential leadership capacity and collectively shaping our future. Crediting Greenleaf's essay as critical inspiration for his ideas on leadership, the author builds upon and broadens those insights, especially on the choice to serve. Introduction by Peter Senge. Includes bibliographical references and index.*

Jaworski, J. (1999., 10-13 June). *General Session*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership. *General session*. Conference title: *Navigating the Future: Servant-Leadership in the 21st Century*.

Jaworski, J. (1999., 11 June). *Servant-leadership and synchronicity*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership. *Keynote address*. Conference title: *Navigating the Future: Servant-Leadership in the 21st Century*.

Jeffries, E. N. (1996, c1993.). *The heart of leadership: Influencing by design; how to inspire, encourage, and motivate people to follow you* ([Rev. ed.]). Dubuque, Iowa: Kendall/Hunt Pub. ISBN: 0787220000; xix, 222 p. *The author emphasizes and references several of Greenleaf's characteristics of a servant-leader: listening; caring; and building trust. Topics covered in the four parts of the book are establishing a vision and a mission statement; reducing turnover, developing a loyal staff and finding winners to work on your team; approaches to reducing resistance to change; developing self-directed workers; increasing the level of trust; and working more effectively with sales, professional and administrative staff. Includes bibliography.*

Jennings, D. B. (2002). *Those who would lead must first serve: The praxis of servant leadership by public school principals*. [Ed.D. dissertation].
The purpose of this study is to explore the phenomenon of servant leadership as practiced by public school principals which would by definition focus on the contributions made by leaders to establish a community that enriches the lives of its members, thus paving the way for shared values and goals.

Jennings, K., & Stahl-Wert, J. (2003). *The serving leader: 5 powerful actions that will transform your team, your business, and your community* (1st ed.). Ken Blanchard Series. San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576752658 ; xi, 125 p.

The authors use a parable which tells the story of a son and his father which ultimately illustrates the basics of servant leadership. The actions are: upend the pyramid; raise the bar; blaze the trail; build on strength; and run to great purpose. Includes a resource list and bibliography.

Jensen, B. ([1998]). A review of *The servant as leader* [Book review]. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; pamphlet
A review of Greenleaf's critical essay. Extracts of key ideas helpful for newcomers to Greenleaf and the servant-leader concept.

Jones, M. (2000., 16 June). General Session. In *Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

General session. Conference title: *Principles and Practices of Servant-Leadership*.

Jones, M. (2000., 16-17 June). Keynote address. In *Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)* [1 VHS videocassette (1:30 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center.
Conference keynote. Presentation of music and storytelling.

Jordan, D. J., DeGraaf, D. G., & DeGraaf, K. H. (2005). *Programming for parks, recreation, and leisure service : A servant leadership approach* (2nd ed.). State College, PA: Venture Pub. ISBN: 1892132516; 9781892132512 ; xii, 318 p. + 1 CD

The 2nd edition of this title adds a student CD with supplemental information and exercises for each chapter, practice exams, case studies, program highlights and promotional material on over 30 different organizations and/or programs. The edition also further integrates the concept of servant-leadership into every aspect of the programming cycle. There is expanded information on topics such as social capital, the experience economy, and developmental assets, as well as biographies on such leaders as Jane Addams, Robert Greenleaf and Stephen Mather. This edition is reorganized and one chapter from the first edition has

been removed and incorporated into the rest of the text. Facts and figures have been updated throughout. Includes index.

Just ecological integrity: The ethics of maintaining planetary life. (2002) (P. Miller & L. Westra, Eds.). Studies in social, political, and legal philosophy. Lanham, Md.: Rowman & Littlefield. ISBN: 0742512851 : 074251286X (pbk.) ; xxii, 326 p.

Includes a chapter, The earth charter, servant-leadership and philosophy: valuing the earth by implementing ideals by Rubye Howard Braye and Ruth Miller Lucier. Includes bibliographical references.

Karpinski, R. D. (2002). Leadership models for priestly formation in the Roman Catholic church. [Ph.D. dissertation].

This study examined the documents of the Church concerned with priestly formation along with the theological underpinnings of the Church's teaching. The researcher also incorporated contemporary theories of leadership that parallel the Church's writings and theological bases of the formation process. Three new models of leadership for priestly information were created: the servant leadership model; the transformational leadership model; and the spiritual leadership model.

Keith, K. M. (2001.). Anyway: The paradoxical commandments; Finding personal meaning in a crazy world. New York: Berkley Books. ISBN: 0425195430 ; x, 120 p.

Originally published as The Paradoxical Commandments. The basis of the Paradoxical Commandments is to do what is right and good and true, even if others don't appreciate it. The sense of meaning and satisfaction comes from doing a good job, not from getting an award. Foreword by Spencer Johnson.

Kellerman, B. (1999.). Reinventing leadership: Making the connection between politics and business. Albany, N.Y.: State University of New York Press. ISBN: 0791440710 ; 268 p.

The author's premise is that leadership models have been separate in government and in business and there is a need for them to come together as sound leadership and management can be similar in both arenas. Includes bibliographic references and index.

Kelley, R. (1992). The power of followership: How to create leaders people want to follow and followers who lead themselves (1st ed.). New York: Doubleday/Currency. ISBN: 0385413068 ; 260 p.

The author's premise is that followers, people of exceptional ability who know how to lead themselves, actually contribute more than 80% to the success of any project or organization. Followers and leaders increasingly fulfill the roles of the other and need to understand how mutual and shared both their responsibilities and rewards much be. Includes bibliographical references and index.

Kelley, R. (1995, October 20). *Soul of leadership: The power of followership*. In Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [1 videocassette (105 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center. *The 1995 International Conference on Servant-Leadership keynote presentation by author Robert Kelley. This is a time of experimentation in organizations and one in which the individual can have an impact and make a difference. Business sometimes is the lagging edge of the new stability not the leading edge as it could be.*

Kelley, R. (1995., 19-21 October). *The power of followership*. In Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center. *Keynote address. Conference title: The Soul of Leadership.*

Kickbusch, C. C. (2003). *Journey to the future: A roadmap for success for youth*. Raleigh, NC: Liberty Publishing Group. ISBN: 1893095223 ; iii, 219 p. *Describes the core values necessary for a happy, healthy and successful life, built around the choices that determine success or failure. Addressed to young people, it encourages them to sift through false messages and find the real person within and with whom one can be happy. Based on the inspirational insights, life lessons and story of the author's own childhood and development into a decorated Army officer.*

Kim, D. (2000., June 17). *Servant-leadership and systems thinking*. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [1 videocassette (1 hr. and 20 min.); also in audiocassette format]. Indianapolis, Ind.: Robert K. Greenleaf Center. *Conference Keynote. Introduced by Ann McGee-Cooper, the presenter is founder of The Systems Thinker newsletter and author of Foresight as the Central Ethic of Leadership. His premise comes from Greenleaf's observation that a lack of foresight is an ethical failure.*

Kim, D. (2002.). *Foresight as the Central Ethic of Leadership*. Voices of servant-leadership series, booklet 8. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 22 p. *A founding member of the Society for Organizational Learning focuses in this essay on foresight and the failure thereof as an "ethical failure." The author lays a groundwork for understanding foresight as the central ethic of leadership, bringing to this work his deep understanding of system dynamics and systems thinking.*

Knicker, C. M. (1998.). *The elementary school principal as servant leader*. [Ed.D. dissertation]. *This study looked at four elementary school principals, both male and female, in urban and suburban settings, in public and private schools, who had been*

described as Servant Leaders by their administration, to determine how this philosophy might have affected their day-to-day activities.

Koshal, J. N. O. (2005). Servant leadership theory; Application of the construct of service in the context of Kenyan leaders and managers. [Ph.D. dissertation].

Builds on Patterson's (2003) servant leadership theory by exploring the acceptability and applicability in the context of Kenyan leaders and managers. From an analysis of the responses to the study, the prevalent themes are role modeling, sacrificing for others, meeting the needs of others and developing them, service as a primary function of leadership, recognizing and rewarding employees, treating employees with respect, and involving others in decision making.

Kouzes, J. M. (1998., 6-8 August). Finding your voice: The most important journey in the life of a leader. In Greenleaf Center Conference (8th : 1998 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Service -- Stewardship -- Spirit -- Servant-Leadership

Kouzes, J. M. (2003). Business leadership : A Jossey-Bass reader (1st ed.). Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN: 0787964417; xxiv, 630 p.

A collection of chapters by recognized names in leadership on a range of subjects including ethics, dealing with change, vision setting, the heroic journey, the practices of leadership and the work of leadership. Introduction by James Kouzes. Includes bibliographical references as well as a name and a subject index.

Kouzes, J. M., & Posner, B. Z. (2003). Academic administrator's guide to exemplary leadership (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 0787966649 ; xvi, 112 p.

Notable authors and experts in the field of leadership studies and developers of the Leadership Practices Inventory, Kouzes and Posner present in this book the fundamental principles of key leadership practices, case studies from colleges and universities, specific recommendations on how to take on these practices and ways to develop as a leader. Includes bibliography and index.

Kouzes, J. M., & Posner, B. Z. (1987). The leadership challenge : How to get extraordinary things done in organizations (1st ed.). Jossey-Bass management series. San Francisco, CA: Jossey-Bass. ISBN: 1555420613 ; xxx, 362 p.

The authors explore management and leadership in this groundbreaking work that shows how leaders use practices to turn challenging opportunities and organizations into extraordinary successes. The goal of the book is to assist

managers as they develop abilities to lead by assessing strengths and weaknesses as leaders; by learning to inspire and motivate others; by acquiring the skills needed to build a cohesive and spirited team; and by learning to put those lessons to use more regularly. Chapters cover such areas as finding your personal best, the five practices and ten commandments of leaders at their best; what followers expect from leaders; enabling others; modeling the way; and encouraging the heart. Foreword by Tom Peters. Includes bibliography and index.

Kouzes, J. M., & Posner, B. Z. (1993). Credibility : How leaders gain and lose it, why people demand it. The Jossey-Bass management series). San Francisco :: Jossey-Bass Publishers. ISBN: 155542550X ; xxxiii, 332 p. The authors emphasize service and servant leadership throughout the book and show why leadership is about relationships with credibility as a foundation. Contains numerous examples of managers' stories. Six qualities that strengthen a leader's capacity for developing and sustaining credibility are: discovering yourself; appreciating constituents and their diversity; affirming shared values; developing capacity; serving a purpose; and sustaining hope. References to Greenleaf are in the chapter on serving a purpose and there are numerous references to service and servant leaders. Foreword by Tom Peters. Includes bibliographical references and name and subject indexes. Also available as an electronic book.

Kouzes, J. M., & Posner, B. Z. (1995). The leadership challenge: How to get extraordinary things done in organizations (1st paperback ed.). The Jossey-Bass management series. San Francisco, CA: Jossey-Bass. ISBN: 0787902691 (pbk.) ; xxv, 405 p. Paperback edition of the 1987 publication. The authors explore management and leadership in this groundbreaking work that shows how leaders use practices to turn challenging opportunities and organizations into extraordinary successes. The goal of the book is to assist managers as they develop abilities to lead by assessing strengths and weaknesses as leaders; by learning to inspire and motivate others; by acquiring the skills needed to build a cohesive and spirited team; and by learning to put those lessons to use more regularly. Chapters cover such areas as finding your personal best, the five practices and ten commandments of leaders at their best; what followers expect from leaders; enabling others; modeling the way; and encouraging the heart. Foreword by Tom Peters. Includes bibliography and index.

Kouzes, J. M., & Posner, B. Z. (1999.). Encouraging the heart: A leader's guide to rewarding and recognizing others (1st ed.). The Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN: 0787941840 ; xx, 201 p.

The authors maintain that people will aspire to higher standards of performance when they are appreciated for their dedication and publicly recognized for their achievements. Through stories of ordinary people in leadership roles, they prove

their premise. They list 150 ways to accomplish their seven essentials: setting clear standards; expecting the best; paying attention; personalizing recognition; telling the story; celebrating together; and setting the example. Includes bibliographical references and index.

Kouzes, J. M., & Posner, B. Z. (2003). Credibility : How leaders gain and lose it, why people demand it (1st ed.). The Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN:0787964646 ; xxiv., 342 p.

The authors emphasize service and servant leadership throughout the book and show why leadership is about relationships with credibility as a foundation. Contains numerous examples of managers' stories. Six qualities that strengthen a leader's capacity for developing and sustaining credibility are: discovering yourself; appreciating constituents and their diversity; affirming shared values; developing capacity; serving a purpose; and sustaining hope. References to Greenleaf are in the chapter on serving a purpose and there are numerous references to service and servant leaders. Foreword by Tom Peters. Includes bibliographical references and name and subject indexes.

Kouzes, J. M., & Posner, B. Z. (2003). The five practices of exemplary leadership. San Francisco, CA: Pfeiffer. ISBN: 0787967491 ; 11 p.

The authors of several books on leadership discuss and present five important practices that exemplary leaders exhibit: They model the way by finding their voice and setting an example; They inspire a vision of the future and enlist others toward sharing that vision; They challenge the process, looking for opportunities, taking risks and learning from mistakes; They enable others to act because leaders cannot lead alone but have to have a team effort -- they foster collaboration and strengthen others and; They encourage the heart by recognizing the contributions of others and celebrating. These practices make up the basis of their Leadership Practices Inventory, an instrument that has been called one of the most reliable leadership development instruments of today.

Kyker, B. W. (2003). The spiritual development of college students through servant leadership and service learning. [MS Thesis].

This paper studies the relationships between service learning, servant leadership and the spiritual development of college students. Some participants from the larger sample participated in servant leadership workshops, discussion groups, and in-depth interviews and they reported seeing connections between servant leadership and spirituality and an increased sense of competence from a practice of servant leadership and an awareness of spirituality during their service learning.

Kyle, D. T. (1998.). *The four powers of leadership: Presence, intention, wisdom, compassion*. Deerfield Beach, FL: Health Communications. ISBN: 155874634X; xlii, 273 p.

The author helps the reader to understand leadership style and shows how to cultivate four powers to become a successful and effective leader. Discusses the gap between personal power and positional power. The author has developed models and tools to help the reader become a positive and effective leader. Includes bibliographical references, bibliography and index.

Lad, L. (1993, 15-16 October). *Understanding Greenleaf, the storyteller: Lessons for servant-leaders*. In *Greenleaf Center Conference (3rd : 1993 : Indianapolis, IN) [Audiocassette]*. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address.

Lambert, W. E. (2004). *Servant leadership qualities of principals, organizational climate, and student achievement: A correlational study*. [Ed.D. dissertation].

An investigation of secondary school leadership related to school climate and student learning outcomes. Not only was there a significant relationship between servant leadership of the principals and gains in student achievement but there was also a strong relationship between servant leadership and a positive school climate.

Larkin, D. K. (1995.). *Beyond self to compassionate healer: Transcendent leadership*. [Ed.D. dissertation].

This study looks at specific characteristics of leadership practice and spiritual belief among 14 transformational leaders and how they grew beyond transformational to transcendent leaders. Major elements were found to be tolerance, servant leadership, acceptance, energy, celebration, honesty, spiritual awareness, and wholeness among others.

Larner, N. A. (1997). *How Servant-Leadership may foster a healthy organization: A case study of Schneider Engineering*. Unpublished M.A. thesis, Ball State University, Fisher Institute for Wellness.

Leadership styles have been found to profoundly impact the way in which an organization is operated. If a leadership style is value based, there appears to be a greater capacity for the growth and development necessary to contribute to the well-being of an organization. A healthy organization is described as workplace which highly values the unique talents of the workers as well as having a genuine concern for their welfare in and out of the workplace. Servant-leadership, the particular style of leadership this research is based upon, focuses on the personal growth of individuals within organizations and how taking care of people within organizations may eventually generalize to a more caring society. Although the servant-leadership philosophy has never claimed to create healthy organizations, this study hopes to find that servant-leadership may foster a

healthy organization. Through case study research and in-depth structured interviews with six individuals differing in levels of responsibility with Schneider Engineering, it was determined if a relationship between servant-leadership and healthy organizations existed.

Laub, J. A. (1999). *Assessing the servant organization: Development of the servant organizational leadership assessment (SOLA) instrument*. [Ed.D. dissertation].

This study looked at three questions: How is servant leadership defined? What are the characteristics of servant leadership? Can the presence of these characteristics within organizations be assessed through a written instrument? The first part of the study determined the characteristics of servant leadership and part two used these characteristics to construct the Servant Organizational Leadership Assessment (SOLA) instrument which has been found to be useful for subsequent research and diagnosis of organizations..

The leader of the future : New visions, strategies, and practices for the next era. (F. Hesselbein, M. Goldsmith, & R. Beckhard, Eds.) (1st ed.). (1996). Drucker Foundation Future Series. San Francisco, CA: Jossey-Bass. ISBN: 0787901806 ; 0787909351 (pbk) ; xxv, 319 p.

A collection of essays by leaders of organizational theory, managers, consultants and executives. Essays are centered around the issues of leading the organization of the future; future leaders in action; learning to lead for tomorrow; and executives on the future of leadership. Foreword by Peter Drucker. Includes index.

Leadership in a new era : Visionary approaches to the biggest crisis of our time. (J. Renesch, Ed.) (1st ed.). (1994). San Francisco, CA: New Leaders Press, Sterling & Stone. ISBN: 0963039032 ; xvii, 315 p.

Twenty three essays written by scholars of leadership such as James Autry, Warren Bennis, Larry Spears, Margaret Wheatley and Max De Pree. In five parts: Difficult issues, challenging times; The leader's new responsibility; Leadership in an era of paradox; New thinking for new leaders; and implementing new leadership. Includes bibliography and index.

The leader's companion : Insights on leadership through the ages. (1995) (J. T. Wren, Ed.). New York: Free Press. ISBN: 0028740912 (pbk.) ;002874005X ; xiv, 554 p.

A collection of writings on leadership including Servant-Leadership authors such as Greenleaf, Bennis and De Pree. Includes bibliographical references and indexes.

Leading with soul : The power of servant leadership. (2000.). In The 2nd annual Servant-Leadership Retreat, January 28, 2000 [1 videocassette (2 hrs., 15 min.)]. Chapman University.

Keynote symposium moderated by Mark Maier, the panel consists of Lee Bolman, Erick Klein, Melinda Masson, Ben Roth, and Margaret Gratton. The program gives testimony to the transformative potential of spirit in organizations to its profound ability to shape "high performance/high fulfillment" environments and to awaken the leader in everyone. Dialogue centers around insights on ways to put the ideals of servant-leadership into daily practice in the workplace and beyond. Includes 75 minutes of presentation by the moderator and panel and 60 minutes of questions and answers and dialogue.

Learning organizations : Developing cultures for tomorrow's workplace. (1995.) (J. Renesch, Ed.). San Francisco, CA: New Leaders Press. ISBN: 1563271109 ; xxiii, 547 p. Includes bibliographical references and index.

Ledbetter, D. S. (2003). Law enforcement leaders and servant leadership: A reliability study of the organizational leadership assessment. [Ph.D. dissertation].

This research study extends Laub's (1999) work in validating the Organizational Leadership Assessment instrument (OLA) and further examines the application and presence of servant leadership among law enforcement leaders. Analyzing responses from law enforcement agencies further refines the reliability of the instrument. This research study uses reliability analysis to determine the reliability of the research instrument and sets the stage for additional empirical research to continue the consistency of the OLA and further generalize the findings.

Lee, J.-S. (2000). A description of changes in leadership style and worship practice in the Korean Ho Min Presbyterian Church. [D.Min. dissertation]. This paper described changes a pastor made in his leadership style and worship practices in response to a changing social situation and consequent members' expectations. A traditional authoritarian pastoral leadership model became ineffective and a stumbling block for church growth. The pastor adopted a renewed worship process and style based on the shepherd, servant and steward model of leadership.

Leider, R. J., & Shapiro, D. A. (2004). Claiming your place at the fire : Living the second half of your life on purpose (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576752976 ; xv, 150 p.

Describes how new older adults can rekindle the good life, relight the fire within, and share that warmth and light with others. A new model for vital aging that shows how to age successfully by living on purpose. Urges readers to courageously reexamine and rediscover who they are, where they belong, what

they care about and what their life's purpose is. Includes bibliographical references and index.

Life/Work balance : Creative ways to rediscover joy and purpose. (2002.).

Servant-Leadership Learning Series). Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; various paging (loose leaf)

Designed for use by trainers, facilitators, or group leaders to use with groups who want to learn more about the meaning and practices of servant-leadership.

Modules include: Hurry Sickness; Leader Burnout; KidSpirit; and Growing a Community of Trust. Includes video, Heroes of the Heart, about Southwest Airline. Contains activities and questions to engage the learner. Modules can be grouped together to create a multiple-day seminar, taught one at a time in 60-90 minute sessions, or broken down into 15-20 minute learning segments.

Livovich, M. P., Jr. (1999). An investigation of servant-leadership in public school superintendents in the state of Indiana. [Ph.D. dissertation].

This study investigated the extent to which the "Ten Critical Characteristics of Servant- Leadership," according to Spears (1995, 1998), exist in public school superintendents in the state of Indiana.

Livsey, R. C., & Palmer, P. J. (1999.). The courage to teach : A guide for reflection and renewal (1st ed.). San Francisco, Calif.: Jossey-Bass. ISBN: 0787946451 ; xii, 51 p.

The author writes this in collaboration with Parker Palmer and provides teachers several approaches to exploring their abilities to get to the "inner landscape" of Palmer's Courage to Teach along three paths, intellectual, emotional, and spiritual. In two parts, part 1 prepares the reader for the process of reflection while part 2 gives questions and activities for each of the chapters in Palmer's book.

Lore, J. S. (1997., 12-14 June). Living the values of servant-leadership. In Greenleaf Center Conference (7th : 1997 : Ann Arbor, MI)

[Audiocassette]. Ann Arbor, Michigan: Robert K. Greenleaf Center.

Keynote address. Conference title: Servant-Leadership as a way of being.

Lowe, J., & Ferguson, B. (2000.). Growing servant-leaders at TDIndustries. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)

[Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Lubin, K. A. (2001). Visionary leader behaviors and their congruency with servant leadership characteristics. [Ed.D. dissertation].

This study identified behaviors of visionary leaders within small school districts to examine their congruency with the ten characteristics of servant leadership.

Superintendents nominated these visionary school leaders for the study. The behaviors of nominated visionary leaders were congruent with nine of ten servant leadership characteristics. A significant number leaders' behaviors expressed more than one characteristic.

Majer, K. S. (2004). Values-based leadership : A revolutionary approach to business success and personal prosperity. San Diego, CA: MajerCommunications. ISBN: 0974394009 ; 127 p.

The author demonstrates how to apply solid personal values in developing the key elements of leadership through the story of an executive whose company faces a crisis due to the moral decay within the organization. Focus is on values-based executive coaching and team building, developing strong character in business as well as in one's personal life.

Marcic, D. (1997). Managing with the wisdom of love : Uncovering virtue in people and organizations. Jossey-Bass business and management series). San Francisco, CA: Jossey-Bass. ISBN: 078901733 ; xv, 156 p.

The author, management consultant and professor, has seen increasingly complex and troublesome organizational problems which she sees as rooted in a lack of awareness of spiritual law and its relevance in the workplace. References Greenleaf in her discussion on humility in the chapter on love and the new management virtues. There are many practical illustrations of activities and actions that create and block trust, unity, justice, and service. Highlights several servant-leadership business as examples of this new management virtue. Includes bibliographical references and index.

Markwardt, R. A. (2001). Servant leadership: Moral foundations and academic manifestations. [Ph.D. dissertation].

The purpose of this study was to determine the moral foundations upon which the modern secular notion of "servant leadership" rests among professors who practice a form of servant leadership. The distinct characteristics of servant leadership have distinct similarities to the elements associated with transformational leadership. Belief in the inherent worth of humanity and in leaders' responsibility toward their fellow human beings seem to be the common factors extracted from each.

Marquardt, M. J., & Berger, N. O. (2000.). Global leaders for the twenty first century. SUNY series in management-communication. Albany, N.Y.: State University of New York Press. ISBN: ; xi, 211 p.

Examines leaders worldwide who exemplify the leader of the 21st century. Some of the chapters are about John Chambers (Cisco Systems); Kofi Annan (UN); John Browne (BP); Carol Bartz (AutoDesk); Ken Chenault (AMEX); and others and the final chapter discusses problems and challenges facing such leaders. Includes bibliographical references and index.

Marsenich, B. (1989). *Ready aim change, a toolbook for managing personal change*. Pawleys Island, SC: Seaglass Publications. ISBN: 0962298832 ; vii, 216 p.

The author addresses the topic of change through the two premises that it takes more strength and courage to be vulnerable than it does to be hard and closed and that it is healthier to experience and participate with life's events than it is to shut down and become calloused. There are practical exercises to work through the emotions and feelings that one might have who recognizes that his or her life could be better if some behaviors and attitudes could be adjusted. It emphasizes the individual as the manager of self-improvement.

Matusak, L. R. (1997). *Finding your voice: Learning to lead-- anywhere you want to make a difference* (1st ed.). San Francisco, CA: Jossey-Bass. ISBN:0787903051 ; xxii, 191 p.

The premise of this volume is that everyone can grasp the concepts that bring out the leader within themselves. The author describes leadership as knowledge that can be taught and learned and then presents the tools and resources to provide the knowledge and skills necessary for effective leadership at any level that can affect positive social change. Foreword by Andrew Young. Includes resource list for leadership development programs, bibliography of books and media and an index. "A publication of the W.K. Kellogg Foundation."

McGee-Cooper, A., & Trammell, D. (1998.). *Awaken your sleeping genius : A journaling approach to personal growth and servant-leadership*. Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: 80 leaves
Contains ideas, suggestions, and quotes on servant-leadership from Greenleaf and others, centered around 20 themes, with space for journaling.

McGee-Cooper, A., Trammell, D., & Gary Looper. (2001,2004). *Leadership development one : A course in supervisory skills and servant-leadership*. Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; 29 p. + forms
A manual plus additional forms that can be used by work groups or teams in a variety of organizations: business, education, nonprofit, healthcare, etc. Teaches six supervisory skills with a foundation in servant-leadership. A hands-on training manual around servant-leadership principles. References Greenleaf and servant-leadership as well as Covey's Seven Basic Habits of Highly Effective People throughout. Has been translated into Spanish.

McGee-Cooper, A., Trammell, D., & Gary Looper. (2001-2005). *Leadership development three : Growing servant-leaders at TDIndustries*. Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; 39 p. + forms
A manual for teaching numerous skills as well as stories chronicling the servant-leadership development at TDIndustries, awarded the Texas Quality Award and named to Fortune magazine's 100 Best Companies to Work For. The manual and the accompanying forms provide a guide for hands-on training in the areas

of change, ownership, coaching, communication, and celebrations. References to Greenleaf and servant-leadership throughout.

McGee-Cooper, A., & Looper, G. (2001). *The essentials of servant-leadership : Principles in practice. Innovations in management series*. Waltham, MA: Pegasus Communications. ISBN: 1883823552 ; 16 p.

Discusses the practice of servant-leadership in the workplace. Contents include: a look at the roots of modern leadership models; an overview of servant-leadership; how it serves organization; how to practice it; case studies of TDIndustries and Southwest Airlines; and a section on why leadership styles matter. Includes suggested further reading.

McGee-Cooper, A., Trammell, D., & Lau, B. (1990). *You don't have to go home from work exhausted! : The energy engineering approach*. Dallas, Tex.: Bowen & Rogers. ISBN: 0962561703 ; xxiii, 349 p.

Provides methods to put joy and passion back into work and play. Chapters include: Tired of being tired?; Reclaiming KidSpirit; Putting both sides of your brain to work; Energy traps and solutions; and Energy engineering strategies. Includes index.

McGee-Cooper, A., Trammell, D., & Lau, B. (1992.). *You don't have to go home from work exhausted! : A program to bring joy, energy, and balance to your life (Bantam ed.)*. New York: Bantam Books. ISBN: 0553370618 ; xvii, 270 p.

Provides methods to put joy and passion back into work and play. Chapters include: Tired of being tired?; Reclaiming KidSpirit; Putting both sides of your brain to work; Energy traps and solutions; and Energy engineering strategies. Includes bibliography and index.

McGee-Cooper, A., Trammell, D., & Looper, G. (2000.). *Servant-leadership as a foundation for managing change. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]*. Indianapolis, Ind.: Robert K. Greenleaf Center.

Panel discussion. Conference title: Principles and Practices of Servant-Leadership.

Melrose, K. (1995.). *Making the grass greener on your side : A CEO's journey to leading by serving (1st ed.)*. San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1881052214 ; xxiii, 239 p.

The author, CEO of Toro Company, cites Robert Greenleaf and servant leadership as the basis for his model of leadership which has made his company a Fortune 500 company through ideas such as nurturing growth, correct use of power, leader as servant, importance of trust, and creating the future. Foreword by Steven Covey. Includes bibliographical references and index

Menking, C. H. (2003). *Programa Liderazgo Educativo, Ecuador: A qualitative case study of an experiment in transformational leadership, education and community development*. [Ph.D. dissertation].

This study examined a community development and educational leadership project conducted in Ecuador, South America, Programa Liderazgo Educativo (PLE). The PLE utilizes teachers as agents of change (i.e. leaders) by focusing on both personal and social transformation. This is the first qualitative study of the PLE in English.

Michels, J. D. (1995.). *Leadership styles in the major novels of William Faulkner: A literary analysis*. [Ph.D. dissertation].

This study applies autocratic and servant leadership, as ends of the continuum of leadership styles, as well as transactional and transformational approaches to leadership to Faulkner's five major novels: The Sound and the Fury, As I Lay Dying, Light in August, Absalom, Absalom!, and The Unvanquished. The study shows chronologically the demise of autocrats and the rise of servant and transformational leaders.

Miears, L. D. (2004.). *Servant-leadership and job satisfaction: A correlational study in Texas Education Agency Region X public schools*. [Ed.D. dissertation].

Using the Organizational Leadership Assessment-Educational Version (Laub, 1999) survey instrument, the author measured the level of servant-leadership and job satisfaction in a public school organization. A second goal was to ascertain if there were a link between the level of servant-leadership perceived and the level of job satisfaction felt in the organization. The findings have implications regarding teacher retention.

Mierisch, B. (2000.). *On the level : A story about striving for openness to build corporate strength*. Kent Town, South Australia: Wakefield Press. ISBN: 1862545138 ; 183 p.

A partly autobiographical work about building a successful and lasting enterprise in organizational life, whether in business, industry, church or government. In eight parts which address: organizations and life; reasons for being; leadership and participation; mutuality; wholeness; journeying; teamwork; and reflection. Being open is a core value in building corporate strength, survival and success. References to Greenleaf and servant leadership throughout. Includes bibliography and index.

Milligan, D. W. (2003). *Examination of leadership practices of Alabama public school superintendents identified as servant leaders*. [Ed.D. dissertation].

This study evaluated leadership practices of superintendents in Alabama public school systems. The servant-leadership model was analyzed and compared to other models using Kouzes and Posner's Leadership Practices Inventory (LPI).

Ming, H. S. (2005). *Servant leadership and its effect on church organization*. [Ph.D. dissertation].

A study of the Greenleaf characteristics of servant leadership compared to the characteristics of the servant leadership style of church organizational management and how they contribute to church growth.

Moerer, T. (2005). *A longitudinal qualitative study of collegiate mentoring experiences in the Nebraska Human Resources Research Foundation*. [Ph.D. dissertation].

Researches collegiate mentoring programs at the University of Nebraska-Lincoln from 1971-200 and the impacts of these programs as administered through the Nebraska Human Resources Foundation. The research suggests that there are impacts on maximizing leadership development when mentors invest time and adapt to the needs of the participants.

Moore, P. (2003). *Becoming a leader: Servant leadership for children*. Paige Moore. Loose leaf manual.

A curriculum designed so that anyone, regardless of background in teaching or servant leadership can teach all ten of the sessions. For small groups of 4th and 5th grade students, the curriculum essentially explains that servant leadership is a way of leading people by serving them and helping them to grow. Follows the writings of Greenleaf and his characteristics of servant-leadership.

Morgen, S. D. (1999). *Selling with integrity: Reinventing sales through collaboration, respect, and serving*. New York: Berkley Books. ISBN: 0425171566 ; xxii, 243 p.

The author enlists key servant-leadership principles of listening and service to create a new selling approach. Some key ideas are: relationship comes first, task second; the buyer has the answers, the seller has the questions; service is the goal, discovery is the outcome, a sale may be the solution. To make a purchasing decision the buyer needs information, a decision-making strategy, and help coming up with the right solution. Includes bibliography and index.

Moxley, R. S. (2000.). *Leadership and spirit: Breathing new vitality and energy into individuals and organizations (1st ed.)*. San Francisco, CA: Jossey-Bass. ISBN: 0787909491 ; xxii, 228 p.

Spirit can create and support a more vital and vibrant kind of leadership, one that promotes the creativity, vitality and well being of others. The author asserts that integrating spirit with the dimensions of thought, feeling and behavior produces a wholeness that is essential for a new depth of meaning and satisfaction in all leadership activities. Includes bibliographical references and index.

Nagle, B. A., & Pascarella, P. (1998.). *Leveraging people and profit: The hard work of soft management*. Boston, MA: Butterworth-Heinemann. ISBN: 0750699612 ; xxvi, 205 p.

The authors base this book on a new model of organizational leadership based on service to others. One cannot lead the change in organization without being the change. Key words throughout are loyalty, empowerment, changing from caretaking to caring for, altrupreneurship vs. entrepreneurship, throwing out the old managerial models, creating a mindset for change, and building community from complexity. References Greenleaf and servant leadership in the section on "new leadership model emerging." Foreword by Warren Bennis. Includes bibliographical references, bibliography and index.

Nahser, F. B. (1997). *Learning to read the signs: Reclaiming pragmatism in business*. Boston, MA: Butterworth-Heinemann. ISBN: 075069901 ; xx, 255 p.

The author brings into this book his many years of business experience as well as his process of inquiry in order to model a theory that is both intuitive and practical. The parts of this model are: investigation; hypothesis; action; belief; and reading the signs. The result is the ability to see "what's really going on." Foreword by Robert N. Bellah. Includes bibliography and index.

Neff, T. J., & Citrin, J. M. (1999). *Lessons from the top: The search for America's best business leaders (1st ed.)*. New York: Currency/Doubleday. ISBN: 0385493436 ; xi, 432 p.

The authors look at a selection of CEOs, some of whom are servant-leaders, and examine the characteristics that describe the best leaders. Through the interviews they conducted during their research, the authors identified 10 characteristics: passion; intelligence and clarity of thinking; great communications skills; high energy level; egos in check; inner peace; capitalizing on formative early life experiences; positive attitude; and focus on "doing the right things right." Includes index.

Neidert, D. L. (1999). *Four seasons of leadership*. Provo, Utah: Executive Excellence Pub. ISBN: 1890009563 ; 270 p.

The author organizes this book into four sections, corresponding to the four seasons of the year expounding that like the life cycle of the earth, leaders need a season in which to understand who they are; why they are here; what they are doing; and how they can make a difference in the world. These learning times explore self-introspection; creating a mission statement and setting goals; learning from mistakes; formal education; taking risks; building a balanced life; and exploring leadership and life skills. Each chapter is introduced by a quote from a philosopher, historical figure and leader, several of whom are servant-leaders such as Greenleaf, Palmer and Spears.

Nelson, L. (2003). *An exploratory study of the application and acceptance of servant-leadership theory among black leaders in South Africa. [Ph.D. dissertation].*

This dissertation explores the Servant Leadership Theory in a cross-cultural context, using the research of Patterson's (2003) Servant Leadership Theory to explore the acceptability and applicability of the servant leadership theory among black leaders in South African organizations. While black leaders accept the servant leadership constructs, the practice of the servant leadership construct of trust and empowerment is a major issue for leaders and their organizations.

Neuhauser, P. C. (1993). *Corporate legends and lore: The power of storytelling as a management tool..* New York: McGraw-Hill. ISBN: 0070463263 ; xvi, 234 p.

The author discusses storytelling as a powerful form of human communication and one that is used to pass on the culture. References several servant leadership writers including Greenleaf. Includes bibliographical references and index.

The new entrepreneurs: Business visionaries for the 21st century. (M. L. Ray & J. Renesch, Eds.) (1st ed.). (1994.). San Francisco, CA: Sterling & Stone. ISBN: 0963039024 ; xxix, 268 p.

By the editors of The New Leaders Newsletter and features essays by Anita Roddick, Peggy Pepper, Betsy Burton, and others. Includes index and recommended reading list.

New traditions in business: Spirit and leadership in the 21st century. (1992.) (J. Renesch & W. W. Harman, Eds.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1881052036 (pbk.) ; xiv, 253 p.

A collection of writings by well known authors in the area of leadership such as William C. Miller, Peter M. Senge, John W. Thompson, Ken Blanchard and others. Includes bibliographical references and index.

Nixon, B. *Global forces: A guide for enlightened leaders--what companies and individuals can do.* Great Britain: III. ISBN: 1852523530 ; 259 p.

The author identifies several big issues in making the workplace better and more successful: the need to make them more fulfilling with more dignity and meaning for everyone; the growing power of global corporations; the growing gap between rich and poor, people and nations; ecological threats by our current ways of doing business; the need for opportunity for a fulfilling and healthy life; the need to enjoy and value differences; the need to bring balance into work and life. To address these issues, the author uses the Strategic Leadership Model as a structure for the book. He references Greenleaf and the Centre for Servant Leadership throughout. Includes bibliographical references and index.

O'Keefe, E. M., Stewart, M. C., & Senge, P. M. (2004.). *Tools for conflict resolution: A practical K-12 program based on Peter Senge's 5th discipline*. Lanham, Md.: ScarecrowEducation. ISBN: 1578861101; vi, 147 p.

An introduction to mental models and the developmental appropriateness of their application. Contents include lesson plans for (1) teachers using concepts for personal mastery; (2) for teachers using the mental models concept; (3) for teachers using shared vision concepts; (4) for teachers for team building activities; and (5) for teachers using systems thinking concepts. Also includes case studies written for elementary and secondary teachers for each of the concept areas. Includes an annotated bibliography that teachers may find useful to accompany lesson plans in each chapter.

Palmer, P. J. (1980). *The promise of paradox: A celebration of contradictions in the Christian life*. Notre Dame, Ind.: Ave Maria Press. ISBN: 0877932107 (pbk.) ; 125 p.

Includes bibliographical references

Palmer, P. J. (1981). *The company of strangers: Christians and the renewal of America's public life*. New York: Crossroad. ISBN: ; 169 p.

Includes bibliographical references.

Palmer, P. J. (1990). *Leading from within: Reflections on spirituality and leadership*. Washington, DC: The Servant Leadership School. ISBN: ; 20 p.

"Transcription of an address given at the Annual Celebration Dinner of the Indiana Office for Campus Ministries in March, 1990." Illustrates the example of leaders creating shadows or light in institutions and in society. The difference comes from being insecure or secure in ones own identity.

Palmer, P. J. (1990). *The active life: A spirituality of work, creativity, and caring (1st ed.)*. San Francisco, CA: Harper & Row. ISBN: 0060664576 ; viii, 160 p.

The author, a writer, teacher and activist, explores spirituality for the extremely busy lives that many in society today lead. The stories come from a variety of religious traditions such as Taoism, Judaism, and Christianity. One doesn't have to abandon the world to gain a spiritual life, in fact living a spiritual life can allow one to become more fully engaged in the world, in an active life. Includes bibliographical references.

Palmer, P. J. (1991). *The active life: Wisdom for work, creativity, and caring (1st HarperCollins pbk. ed.)*. San Francisco, CA: HarperSan Francisco. ISBN: 0060664584 (pbk.) ; viii, 160 p.

The author, a writer, teacher and activist, explores spirituality for the extremely busy lives that many in society today lead. The stories come from a variety of religious traditions such as Taoism, Judaism, and Christianity. One doesn't have

to abandon the world to gain a spiritual life, in fact living a spiritual life can allow one to become more fully engaged in the world, in an active life. Includes bibliographical references.

Palmer, P. J. (1998.). The courage to teach: Exploring the inner landscape of a teacher's life (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 0787910589 ; xvii, 199 p.

From the "inner life," the author focuses on its impact on the world of teaching and action. In this context he writes about The heart of a teacher : identity and integrity in teaching; A culture of fear : education and the disconnected life; The hidden wholeness : paradox in teaching and learning; Knowing in community : joined by the grace of great things; Teaching in community : a subject-centered education; Learning in community : the conversation of colleagues; and Divided no more : teaching from the heart of hope. Includes bibliographical references and index.

Palmer, P. J. (1999.). The active life : A spirituality of work, creativity, and caring. San Francisco, Calif: Jossey-Bass. ISBN: 0787949345 ; xii, 162 p. Originally published by Harper & Row, c1990. The author, a writer, teacher and activist, explores spirituality for the extremely busy lives that many in society today lead. The stories come from a variety of religious traditions such as Taoism, Judaism, and Christianity. One doesn't have to abandon the world to gain a spiritual life, in fact living a spiritual life can allow one to become more fully engaged in the world, in an active life. Includes bibliographical references.

Patterson, K. A. (2003). Servant leadership: A theoretical model. [Ph.D. dissertation].

This dissertation presents the Servant Leadership Theory as a logical extension of Transformational Leadership Theory, based on Kuhn's structure of scientific revolutions approach. These constructs of Servant Leadership are explained as virtues and are illuminated within a servant leadership context.

Payne, C. E., & Beazley, H. (2000). Reclaiming the great commission: A practical model for transforming denominations and congregations (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 0787952680 ; xx, 268 p.

Presents a model based on shared vision and mission leading to an enhanced experience of community and renewed hope of transformation. Several references to Greenleaf and servant-leadership. Includes bibliography and index.

Perkins, D. A. (1988). A strategy manual for the development of an evangelical Christian organization to work with teens in Canada based on a leadership model of trust and service. [Ed.D. dissertation].

This study developed a strategy manual based on a specific leadership model of trust and service as found in Greenleaf's book on Servant Leadership. The leadership model and the resulting manual is primarily focused on evangelical Christian teen organizations in Canada.

Pinner, J. W. (2003). TQM practices and organization culture: Japanese versus American perspectives. [Ph.D. dissertation].

This study examined differences between American and Japanese supervisors in a single multicultural organization when surveyed about seven dimensions of Total Quality Management (TQM) and five dimensions of organizational culture. One conclusion made was that Servant Leadership resonates well with Japanese culture when examining TQM and organizational culture dimensions.

Pintus, P. K. (1998). Developmental processes of spirituality and leadership practices among a selected group of higher education leaders. [Ph.D. dissertation].

This study examined the development of spirituality and leadership practices of higher education leaders. Participants were a select group of higher education leaders who have expressed an interest in a servant-leadership philosophy and who hold a high orientation toward spirituality. The Spiritual Orientation Inventory was used to measure the spiritual orientation of 30 higher education leaders. It was evident that spirituality combined with a servant-leadership philosophy is evident in leadership qualities of trust, respect, and service to others.

Pitino, R. (2000.). Lead to success : 10 traits of great leadership in business and life. New York: Broadway Books. ISBN: 0767903420 (pbk.) ; xvii, 216 p. The great basketball coach says that great leaders aren't born great, they learn great leadership along the path of life. He shares ten traits of great leadership that he has discovered and cultivated for himself (including servant-leadership). He presents each trait, summarizes the key chapter points and illustrates each with a profile of an exemplary person who epitomizes that trait.

Pollard, C. W. (1996). The soul of the firm. New York; Grand Rapids, Mich: HarperBusiness ; Zondervan Pub. House. ISBN: 0310201039 ; 176 p. Chronicles the reasons for the success of ServiceMaster as a leading service company, its commitment to the development of its people; to valuing not just what people produce but what they are becoming in the process. Workers are a team of thinkers who initiate improvements; Customers are partners in achieving excellence. Includes the 21 Principles of Leadership at ServiceMaster and index.

Powers, J. B., & Moore, J. W. (2004). Servant-leadership and the art of teaching. Voices of servant-leadership series, booklet 11. Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. ISBN: ; 30 p.

This essay examines how servant-leadership can be embodied by teachers in wide-ranging disciplines, not just in those areas where servant-leadership is taught as content. The authors provide examples of how teaching and learning can be facilitated by applying the characteristics of servant-leadership both personally and systemically.

Practicing servant-leadership : Succeeding through trust, bravery, and forgiveness. (L. C. Spears & M. Lawrence, Eds.) (1st ed.). (2004). San Francisco, CA: Jossey-Bass. ISBN: 0-7879-7455-2; xl, 291 p.; Includes bibliographical references, recommended readings and index.

A group of 12 essays by noted authors such as James Autry, John Burkhardt, John Carver, John Bogle, Wendell Walls, and Margaret Wheatley, all exploring how servant-leadership works in the real world, using examples from business, nonprofits, churches, schools, foundations and leadership organization. Foreword by Warren Bennis.

Purga, T. J. (1988). *The ministry of leading: A theology and strategy for church organizational leadership.* [D.Min. dissertation].

The study demonstrates that the ministry of leading requires a theology and strategy for church organizational leadership, and that pastors need leadership and management skills to effectively minister to their congregations.

Using an examination of the theology of servant leadership, the focus is on the principles, practices and interdependence of leadership and management in the church. .

Rediscovering the soul of business : A renaissance of values. (B. DeFoore & J. Renesch, Eds.) (1st ed.). (1995.). San Francisco, CA: New Leaders Press, Sterling & Stone. ISBN: 0963039067 ; xix, 379 p.

Includes bibliographical references and index.

Reflections on leadership : How Robert K. Greenleaf's theory of Servant-leadership influenced today's top management thinkers. (1995) (L. C. Spears, Ed.). New York: John Wiley & Sons. ISBN: 0-471-03686-2; xv, 352 p.; Includes bibliographical references, recommending reading and index.

Includes essays by Greenleaf, M. Scott Peck, Peter Senge, Ann McGee-Cooper, Sheila Bethel and Walter Kiechel as well as essays and articles by authors, executives, consultants and journalists. Also includes a newly-discovered essay by Greenleaf. Foreword by Max De Pree and afterword by Newcomb Greenleaf. Essays explore the implications of servant-leadership in such areas as business ethics, team-building and servant-leadership, corporate risk-taking, spirit in the workplace, becoming a servant-leader and the future of servant-leadership.

Rezach, K. B. (2002). *Spiritual leadership as a model of effective leadership in independent schools.* [Ed.D. dissertation].

This study examines whether or not spiritual leadership could be defined and categorized as a model of effective school leadership in independent schools, and what characteristics, if any, are held in common by those leaders identified as intrinsically religious. Effective school leadership was defined in terms of the servant-leadership and moral leadership models, and was identified as having vision and creating community/developing human resources. Analysis of leadership practices determined if spiritual leadership could be defined and

identified, and whether it could serve as a model of effective leadership in independent schools.

Ricketts, K. G. (2005). *The importance of community leadership to successful rural communities in Florida*. [Ph.D. dissertation].
Investigates how the psychological sense of community leaders, community leadership and social capital work together in a viable and changing community. The theoretical framework of the study involved Greenleaf's Servant-Leadership theory as well as Wildinsson's theory of interaction, McMillan and Chavis' psychological sense of community theory and Weber's illustration of social capital.

Robert K. Greenleaf : *Servant leader*. (1992.) [VHS video recording (19 min.)].
Indianapolis, IN: Robert K. Greenleaf Center.
A film about Greenleaf's life at AT&T, his educational and consulting experiences and how those experiences led to his writings on servant-leadership.

Rude, C. L. (2005). *Connections: A multi-case study of the life-shaping influences of persons who hold positions of leadership in healthcare, the Christian church, and higher education*. [Ph.D. dissertation].
A study to gain understanding of the life shaping influences experienced by leaders in healthcare, the Christian church, and higher education. Many leadership education classes and programs have emerged over the last few decades. Leadership studies is its own academic discipline. teachers have created classes, curricula, workshops and seminars to influence leadership development. The author strengthens the connections between a leader's character and a leader's style as influenced by experiences between the ages of 5 and 30.

Russell, L. (1999., 10-13 June). *Scenario planning: Servant-leadership futures*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.
Keynote address. Conference title: *Navigating the Future: Servant-Leadership in the 21st Century*.

Russell, R. F. (2000). *Exploring the values and attributes of servant leaders*. [Ph D dissertation].
This dissertation studies the categorizing and appraising certain attributes of servant leadership by reviewing the existing academic, popular, and biblical literature that relates to the concept. Two instruments were used to examine the values and attributes of servant leaders and non-servant leaders and whether or not there are links between them related to function or practice.

Salz, J. (2000). *The way of adventure : Transforming your life and work with spirit and vision*. New York: Wiley. ISBN: 0471387584 ; xv, 252 p.

Chronicles the life of the author who encourages the reader to face everyday life, work and relationships with a spirit of adventure. He explores the truths that give life both substance and song and satisfaction along with success. He defines an adventure as any intentional experience that substantially alters one's perspective long enough to see things in a new way. He refers to Greenleaf in his discussion about loyalty in the chapter on creating a generous reality. Includes bibliography and index.

Sarkus, D. J. (2001). *The safety coach : Unleash the 7 c's for world-class safety performance (1st ed.)*. Donora, PA: Championship Publishing. ISBN: 0970807635 ; xiii, 118 p.

Through the work of Greenleaf, the author has developed a coaching model of 7 principles, confirming, correcting, caring, coaching, collaborating, conciliating, and clarifying. He elaborates on those principles in three parts: the power of reinforcement; the power of relationships; and the power of information, all in the context of working safely but could be used in any organizational setting. Foreword by E. Scott Geller.

Sartain, L., & Finney, M. I. (2003). *HR from the heart : Inspiring stories and strategies for building the people side of great business*. New York: AMACOM. ISBN: 0814407560 ; xviii, 253 p.

The authors aspired to model the Greenleaf principles of servant-leadership in their own leadership. In two parts the book explores issues such as: essential ingredients of every great HR career; corporate goals through promoting HR values; reducing policies; powerful relationships; trust your own judgment; and be the best employer for the right reasons, not for the PR. Includes bibliography and index.

Schaefer, C., & Voors, T. (1996). *Vision in action : Working with soul & spirit in small organizations (2nd ed.)*. Spirituality and social renewal. Hudson, N.Y.: Lindisfarne Press. ISBN: 0940262746 ; 256 p.

This author describes a vision that takes human needs and values into account and outlines the creation of work and organizational structures that understand and foster those needs and values.

Schindell, C. (. (2003). *Servant-leadership: A paradox for providence*. [M.A. thesis].

Schuster, J. P. (2000.). *Servant leadership in the new economy*. In *Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Schuster, J. P. (2003). *Answering your call : A guide for living your deepest purpose* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576752054 ; xi, 152 p.

The author describes what it means to "be called," i.e., what it means to live a life that uses one's talents and adds lasting value to the world. In the three parts of the book, he explains how to hear one's call and what to do about it when it happens. The three parts of the book are: Getting started with a calling; Breathing depth into common calls; and Keeping focus for the long term. Each part is summarized and there is an appendix with the questions that the author asked of his interviewees regarding their callings. Includes bibliographical references and index.

Secretan, L. H. K. (1999). *Inspirational leadership : Destiny, calling and cause*. Alton, Ontario: The Secretan Center. ISBN: 0969456190 ; x, 195 p.

Offers a theory of leadership based on the leadership practices of many great leaders of organizations today. Part 1 discusses the situations that lead to a desire for a better way to lead others, inspiring them and ennobling them. Part 2 discusses the path to becoming an inspirational leader following a 7-step approach. This model of spiritual leadership contrasts with many of the theories of leadership widely practiced in modern organizations and in society. Leadership based on control is replaced by leadership based on inspiration. Includes a bibliography, bibliographical references and index.

Senge, P. M. (1990). *The fifth discipline : The art and practice of the learning organization* (1st ed.). New York: Doubleday/Currency. ISBN : ; viii, 424 p.

The author discusses systems thinking, personal mastery, mental models, building shared vision and team learning as the five component learning disciplines that need to develop as an ensemble toward creating the learning organization. Such a learning organization offers an empowering approach to work. The author lays a foundation for an alternative to traditional authoritarian hierarchy. Includes bibliographical references and index.

Senge, P. M. (2001, June 7-9). *Why is Servant-Leadership Important?* In Greenleaf Center Conference (11th : 2001 : Indianapolis IN) [1 videocassette (86 min.) also in audiocassette format]. Indianapolis, IN: Robert K. Greenleaf Center.

Keynote presentation at the 2001 Greenleaf Center annual conference. Introduced by Jack Lowe, Jr., the speaker, author of Fifth Discipline, talks about the impact that Greenleaf and his writings have had on him personally and on his own writings about knowledge management and the impact that it will continue to have in the world. The need for fundamental institutional change is growing worldwide. There are more unhealthy institutions than healthy ones yet it seems that people would rather be in healthy institutions. Do we have the depth of commitment required to build such healthy institutions?

Senge, P. M. (1992). *Building learning organizations*. In Greenleaf Center Conference (2nd : 1992: Indianapolis, IN) [1 videocassette (1 hr. and 9 min.)]. Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. The speaker, author of *The Fifth Discipline*, discusses the importance of Greenleaf's work on society and the impact that practicing his philosophy could have in the world. He explores the things that are the fundamentals of reality. As Greenleaf says, relationships are the fundamentals of reality, not things.

Senge, P. M. (1994, c1990). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday/Currency. ISBN: 0385260946 (hbk) ; (pbk) ; viii (1994 pbk.) ; xxiii, 423 p.

The author discusses systems thinking, personal mastery, mental models, building shared vision and team learning as the five component learning disciplines that need to develop as an ensemble toward creating the learning organization. Such a learning organization offers an empowering approach to work. The author lays a foundation for an alternative to traditional authoritarian hierarchy. Includes bibliographical references and index.

Senge, P. M. ([1992-1993]). *Robert Greenleaf's legacy : Building learning organizations* [VHS video recording (69 min.)]. Indianapolis, Ind.: Robert K. Greenleaf Center.

This video is a lecture from Peter Senge on Robert Greenleaf and leadership.

Senge, P. M. (2000). *Schools that learn: A fifth discipline fieldbook for educators, parents, and everyone who cares about education* (1st Currency pbk. ed.). New York: Doubleday. ISBN: 0385493231; ix,592 p.

A *Fifth Discipline* guide to applying the five disciplines in schools and education. Describes practices that are being used successfully as schools attempt to learn, grow, and reinvent themselves around the principles of organizational learning. Contains articles, case studies and anecdotes from prominent educators as well as from teachers, administrators, parents and students. Includes index.

Senge, P. M., Roberts, C., Ross, R. B., Smith, B. J., & Kleiner, A. (1994). *The Fifth discipline fieldbook : Strategies and tools for building a learning organization* (1st ed.). New York: Currency/Doubleday. ISBN: 0385472560 ; xiii, 593 p.

A pragmatic guide to creating the organization of learners that *The Fifth Discipline* discussed, one where collaboration is the basis of every endeavor and tough questions are fearlessly asked. Issues discussed by the authors are reinventing relationships; being loyal to the truth; strategies for developing personal mastery; building a shared vision; systems thinking in an organization; designing a dialogue session; strategies for team learning; organizations as communities; and designing an organization's governing ideas. Includes bibliographical references and index.

Senge, P. M., & others. (1999). *The dance of change : The challenges of sustaining momentum in learning organizations* (1st ed.). New York, NY: Currency/Doubleday. ISBN: ; ix, 596 p.

"A Fifth discipline resource." Includes index.

Sergiovanni, T. J. (1991). *The principalship : A reflective practice perspective* (2nd ed.). Boston, MA: Allyn and Bacon. ISBN: 0205126979 ; x, 342 p. Divided into six parts, the author covers the reflective practice in the principalship; principal leadership and school success; the mission of schooling; the development of human resources; the heart of the matter: teaching and supervision; and the moral dimension. There are references to Greenleaf and servant-leadership in the chapter on "Administering as a Moral Craft" and the author affirms that Greenleaf's principles describe well what it means to be a principal. Contains inventories and questionnaires to help raise and clarify issues, stimulate thought, encourage reflection and provide a basis for discussion of concepts and ideas. Includes numerous references not in the 1st ed. Includes bibliographical references and index.

Sergiovanni, T. J. (1992.). *Moral leadership: Getting to the heart of school improvement* (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 1555424007 ; xix, 173 p.

The author discusses Greenleaf and several servant-leadership characteristics in this book, specifically stewardship. He also discusses followership as an important prelude to leadership. The author also discussed other authors who write in the servant-leadership area. Includes bibliography and index.

The servant as leader: Robert K. Greenleaf. ([1994]) [1 sound cassette : analog.]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Describes the characteristics and activities of servant-leaders, providing examples which show that individual efforts, inspired by vision and a servant ethic, can make a substantial difference in the quality of society. Greenleaf discusses the skills necessary to be a servant-leader, the importance of awareness, foresight and listening, and the contrasts between coercive, manipulative, and persuasive power.

The Servant-Leader: The Newsletter of the Robert K. Greenleaf Center for Servant-Leadership. (1990-) (L. C. Spears & M. Lawrence, Eds.). Indianapolis, Ind.: Greenleaf Center for Servant-Leadership.

Quarterly newsletter of the Robert K. Greenleaf Center for Servant-Leadership.

Servant-leadership at the Best Companies to Work for in America. In *Greenleaf Symposium on Servant-Leadership* [1 videocassette (2 hrs.)]. Columbus, GA: Robert K. Greenleaf Center.

This panel presentation features CEOs and other representatives from five companies in the top twenty of Fortune's "100 Best Companies to Work for" list. Companies represented are TDIndustries, Synovus Financial Corp., The

Container Store, AFLAC, and Southwest Airlines. Panelists link the principles of servant-leadership to the practices and values their companies have operationalized to attract and retain the very best employees. Includes both the panel presentation and a question and answer period.

Shannon, J. P. (1997., 12-14 June). *The authority of service. In Greenleaf Center Conference (7th : 1997 : Ann Arbor, MI) [Audiocassette]. Ann Arbor, Michigan: Robert K. Greenleaf Center.*
Keynote address and closing. Conference title: Servant-Leadership as a way of being.

Shannon, J. P. (1998.). *Reluctant dissenter: A Catholic bishop's journey of faith. New York: Crossroad. ISBN: 082451758X ; 0824518470 (pbk) ; ix, 228 p.*
Autobiography of the former Bishop of St. Paul, Minnesota and social activist in the 1960s who was the first U.S. bishop to resign over a matter of conscience after the Vatican's landmark statement on artificial birth control. Refers to Greenleaf and servant-leadership in the discussion of his involvement on foundation boards and in his role as a foundation executive. Includes index of names.

Skills & Processes : Activities to experience and practice servant-leadership. (2002.). Servant-Leadership Learning Series). Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; various paging (loose leaf)
Designed for use by trainers, facilitators, or group leaders to use with groups who want to learn more about the meaning and practices of servant-leadership. Modules include: Listening; Team Intelligence; Team Project Simulation; and Stories. Contains activities and questions to engage the learner. Modules can be grouped together to create a multiple-day seminar, taught one at a time in 60-90 minute sessions, or broken down into 15-20 minute learning segments.

Smith, J. L. (2005). *Deaf of Deaf: The ascribed leaders of the American Deaf Community. A case study. [Ph.D. dissertation].*
Discusses, among other criteria, servant leadership as an American Deaf Community criterion.

Smith, M. A., & Lindsay, L. M. (2001). *Leading change in your world. Marion, IN: Triangle Publishing. ISBN: 193128301X ; vii, 206 p.*
The authors present practical ideas for each person to become a change agent in his or her sphere of influence, in their own world. Ideas discussed include increasing self knowledge, renewing and enlarging thinking, expanding vision, extending influence and inspiring a serving heart and mind-set. Elements of change are: deciding to change your world; determining the leadership strategies; collaborating with the team; conceptualizing the vision; developing the plan; and implementing, monitoring and assessing the results. Refers to Greenleaf in the chapter entitled, "Forever following, forever leading: determining the leadership strategies." Includes bibliography.

Smith, P. R. (2003). *Creating the "new IRS": A servant led transformation. A case study describing how IRS commissioner Charles O. Rossotti employed servant leadership principles to transform one of America's least popular institutions. [Ph.D. dissertation].*

This study examines how Charles O. Rossotti, Commissioner of the Internal Revenue Service (1997-2002), practiced the servant leadership characteristics (listening, empathy, healing, persuasion, awareness, foresight, conceptualization, commitment to the growth of people, stewardship, and building community) to effect one of this nation's most massive business modernization initiatives, transforming the agency from a compliance-focused to a service-oriented organization.

Smith, R. A. (2005). *Finance professors' use of case discussion leadership at Harvard and Darden MBA programs. [Ph.D. dissertation].*

Based on case discussion leadership models, the study reveals a relationship between case discussion leadership and other leadership and learning theories including servant leadership.

Snyder, M., & others. (2001.). *Building consensus: Conflict and unity. Richmond, IN: Earlham Press. ISBN: 1879117096 ; vi, 92 p.*

Written from the Quaker tradition of valuing consensus, this book is a practical guide for managers, teams, boards and other groups for recognizing the importance of engaging different viewpoints and of dealing with conflict. It identifies attitudes and practices that can transform decision-making even when voting or executive authority will determine the final course of action. Contains useful forms, charts and comparisons. Includes bibliographical references.

Spalding, C. S. (2003). *Community trusteeship and critical reflection: A qualitative case study of community leadership program alumni. [Ed.D. dissertation].*

This study examined how participants in a community leadership program (CLP) perceived that the program influenced their subsequent civic involvement, and which program activities, if any, engaged them in critical reflection. It also looked at whether or not their willingness to become community trustees was affected by the leadership philosophy based on Greenleaf's servant leadership.

Spears, L. e. a. (2000., 16 June). *International Panel on Servant-Leadership. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN)*

[Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center. Panel discussion. Conference title: Principles and Practices of Servant-Leadership.

Spears, L., Maris, T., Noble, J., & Feldman, D. (1999., 10-13 June). *International servant-leadership: A panel discussion*. In Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.

Panel discussion.. Conference title: Navigating the Future: Servant-Leadership in the 21st Century.

Spears, L., & Noble, J. (2001.). *Love and Work: A Conversation with James Autry*. *Voices of servant-leadership series; booklet 5*. Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. ISBN: 20 p.

James Autry shares his observations and recommendations from a lifetime of leading and serving. He talks about what servant-leadership means to him, how he talks about it with others, how one develops a servant's heart, and some of the traits of the effective leader.

Specht, D., & Broholm, R. (2003). *Toward a Theology of Institutions*. *Voices of servant-leadership series, booklet 10*. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 33 p.; *Includes bibliographical references.*

The essay explores Greenleaf's call for a "theology of institutions" and his conviction about the important role that religious congregations and seminaries might play in developing organizational trust around the exercise of their power and prerogative.

Steil, L. K., & Bommelje, R. K. (2004). *Listening leaders : The ten golden rules to listen, lead & succeed*. Edina, Minn.: Beaver's Pond Press. ISBN: 1592980732 ; xii, 380 p.

The premise of the authors, using the Minnesota Listening Model, is that outstanding leaders are outstanding listeners. Insights from listening leaders illustrate the model throughout the book. Negative listening behaviors affect communication and are costly to the organization. Foreword by Ralph Nichols. Includes list of resources and index.

Stoesz, E. (2000.). *Common sense for board members : 40 essays about board service*. Intercourse, PA: Good Books. ISBN: 1561483192 ; 92 p.

By the former chair of Habitat for Humanity International, this book gives advice in 40 brief essays. It begins by clarifying the difference between board work and staff work; discusses moving board members from doing "organizational housekeeping" to doing "organizational planning." Could be used for board orientation and education.

Stoesz, E., & Raber, C. (1997). *Doing good better! : How to be an effective board member of a nonprofit organization (Rev. ed.)*. Intercourse, PA: Good Books. ISBN: 1561482242 ; 145 p.

Presenting John Carver's governance model and Greenleaf's servant-leadership model as well as their ideas, the authors produce a plan that guides board

members and boards of nonprofit organizations into being more effective. Includes bibliography and index.

Stueber, R. E. (2000). The characteristics of an effective Lutheran high school administrator. [Ed.D. dissertation].

This study examined leadership styles, profiles and characteristics of effective Lutheran high school administrators as well as characteristics of visionary leadership, servant leadership and spiritual leadership. Four survey instruments were used in this study.

Sullivan, D. R. (1994.). Introduction to leadership theory and practice: A textbook for community college students. [Ed.D. dissertation].

This study examined how community college students' leadership is developed and used by those who may not recognize and appreciate their own leadership skill and ability. A textbook was developed which focused on introducing community college students to general leadership theory, practice, and skills.

Sullivan, J. J. (2004). Servant first! : Leadership for the new millennium. [n.p.]: Xulon Press. ISBN: 159467227X ; xiii, 259 p.

A review of traditional leadership theories contrasted with servant-leadership. The premise is that the old command and control model is dead and the search for a new model has begun. The author shows modern leadership approaches as molded by the servant-first style of Jesus and develops a practical leadership model based on a careful study of the teaching and practice of Jesus. That style puts the needs of followers above those of the leader, promotes teamwork, individual dignity and worth, and results in a synergy of purpose unachievable with the old leadership models. Its application today creates an environment in which people freely choose to create, innovate, and strive for excellence. Includes bibliographical reference.

Swearingen, S. (2004.). Nursing leadership characteristics: Effect on nursing job satisfaction and retention of Baby Boomer and Generation X nurses. [Ph.D. dissertation].

This study determines the degree to which nursing staffs with a positive experience with nursing leadership are more likely to demonstrate job satisfaction. The author used conflict, cohort, servant-leadership and self-discrepancy theories to identify the relationship of the generations to each other and to the leadership characteristics of leaders in their organizations. Two central Florida healthcare organizations were used in the study. The presence of Servant-Leadership characteristics were shown to result in increased job satisfaction for employees and increased retention of nurses.

Takamine, K. S. *Servant-leadership in the real world: Re-discovering our humanity in the workplace*. ISBN: 1591292077 ; 145 p.
Takes a practical look at such topics as bringing love and spirituality into work, and changing your organization through transformative servant-leadership. Uses illustrations from cinematic, athletic, political, and spiritual arenas.

Taylor, T. A. (2002). *Examination of leadership practices of principals identified as servant leaders*. [Ed.D. dissertation].
This study compared and contrasted the leadership practices of principals who utilized servant leadership with those who do not utilize servant leadership. Using the best leadership practices advocated by Kouzes and Posner (1997) the study assessed leadership strengths and weaknesses to examine the effectiveness this leadership provides.

Taylor-Gillham, D. J. (1998). *Images of servant leadership in education*. [Ed.D. dissertation].
This study examines data gathered from servant leaders in educational organizations ranging from elementary to college level institutions. Responses were organized into ten primary characteristics of leadership behaviors and values noted in the servant leader philosophy.

TDIndustries : *Servant-Leadership in business*. (1989) [1 videocassette (14 min)].
Today's leader is a good servant according to Jack Lowe, Jr. and his company which have practiced the servant leadership concept in this construction company for over 40 years. This Dallas-based company is producing leaders who know how to serve and workers who not only know how to serve but how to lead. The Greenleaf concepts are throughout the company at all levels and personnel policies reflect them. They believe in trusting first with no "games." Employees are stock holders. They don't set goals for production but employees track their own production against past performances. It's more important to them to teach than to command. TDIndustries has consistently been named in the top 10 of Fortune's "100 Best Companies to Work For."

Thompson, C. M. (2000.). *The congruent life : Following the inward path to fulfilling work and inspired leadership* (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 0787950084 ; xviii, 300 p.
Foreword by Robert A. Johnson. Includes bibliographical references and index.

Thompson, C. H. (2005). *The public school superintendent and servant leadership*. [Ed.D. dissertation].
Examines how servant leadership characteristics (listening, empathy, healing, persuasion, awareness, foresight, conceptualization, commitment to the growth of people, stewardship, and building community) are used in a educational setting for the purpose of defining servant leadership in public schools.

Thompson, R. S. (2002). *The perception of servant leadership characteristics and job satisfaction in a church-related college. [Ph.D. dissertation].* This is a study of servant leadership and job satisfaction at a church-related college. Employees of the college were administered a combined survey consisting of Laub's Organizational Leadership Assessment (OLA) instrument and the short form of the Minnesota Satisfaction Questionnaire (MSQ).

Thrall, B., McNicol, B., & McElrath, K. (1999.). *The ascent of a leader: How ordinary relationships develop extraordinary character and influence* (1st ed.). San Francisco, CA: Jossey-Bass. ISBN: 0787947660 ; xiii, 205 p. The authors discuss becoming leaders influenced by character and values. They establish the essential framework for climbing the "character ladder," which includes environments and relationships, They explore the relationships between inner lives and what influences cause one to face deep issues of life and leadership. References to Greenleaf and servant-leadership are made throughout the book. Foreword by Ken Blanchard. Includes bibliographical references, bibliography and index.

Tichy, N. M., & Cohen, E. (1997.). *The leadership engine: How winning companies build leaders at every level* (1st ed.). New York: HarperBusiness. ISBN: 0887307930 ; xvi, 367 p. The authors reference several servant-leadership companies including Southwest Airlines and ServiceMaster as well as numerous writers who have written on servant-leadership. Includes bibliographical references and index.

Tomey, A. M. (2004.). *Guide to nursing management and leadership* (7th ed.). St. Louis, MO: Mosby. ISBN: 0323028640 ; xvii, 501 p. The author discusses Greenleaf and servant-leadership in the section of this book entitled "Theories of Leadership." Also discussed are other leaders who are often associated with servant-leadership. 6th edition has been translated into Spanish. Includes bibliographical references and index as well as sample activities and forms.

Tourigny, L. (2002). *Relationship among servant-leadership, altruism and social performance: A study of American presidents. [Ph. D. dissertation].* This study examines the moral issues surrounding the phenomenon of leadership, chiefly in the role of American presidents in solving problems, making decisions, responding to constituents' needs, and handling domestic and foreign policy. It examines the relationships among American presidential servant-leadership behaviors, personality characteristics, and performance. The American Presidential Management Inventory and American Presidential Performance Effectiveness were developed to measure servant-leadership managerial practices of American presidents and social performance.

Towe, L. (1999., 10-13 June). *New building blocks for a future vision*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN)* [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.

Keynote address. Conference title: Navigating the Future: Servant-Leadership in the 21st Century.

Turner, W. B. (2000). *The learning of love: A journey toward servant leadership*. Macon, Ga.: Smyth & Helwys Pub. ISBN: 1573123110 ; xviii, 174 p.

Chronicles the life of and influences on William Turner and the spiritual journey that led him to embrace and practice the concept of servant-leadership during his leadership at Synovus Financial Corporation, named by Fortune magazine in 1999 as the best company to work for in America. Includes bibliographical references.

Vaill, P. B. (1996). *Learning as a way of being: Strategies for survival in a world of permanent white water (1st ed.)*. The Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN: 0787902462 ; xxii, 218 p.

The author discusses living and working in a productive and healthy way in the turbulent environment of today's modern organizations. While addressing managerial leaders primarily, the conditions affect everyone in the organization. In two parts the author covers ways of learning and ways of being. Intrinsically learning includes systems learning, leaderly learning, cultural unlearning and spiritual learning. There is a comparison of institutional learning and experiential learning in the parallel discussions of doing and being. One appendix includes a Change Assessment Inventory. Includes bibliography and index.

van Kuik, A. (1998.). *The meaning of servant leadership*. [Ph.D. dissertation]. *This study is an examination of the meaning of service in leadership as it was understood and articulated by four educational leaders who were reputed to be servant leaders.*

Waldo, C. N. (1986). *A working guide for directors of not-for-profit organizations*. New York: Quorum Books. ISBN: 089930091X ; xvi, 132 p.

The author presents practical assistance to new and experienced board directors of not-for-profit agencies, addressing their responsibilities, legalities and financial reports. It discusses board meetings, clarifies what is important to examine on a financial statement and it discusses committee responsibilities, staff searches and board-staff relationships. Additional chapters cover visioning and long-range planning, marketing, grants, tax and legal matters and using consultants wisely. A final chapter describes ten characteristics of an effective organization. Foreword by David Kiely. Includes bibliographical references, bibliography and index.

Walker, L. A. (2003). Phenomenological profiles of selected Illinois public-school superintendents as servant leaders. [Ed.D. dissertation].

This study examines the evidence of a servant leadership philosophy among superintendents in the state of Illinois recognized for their administrative excellence. Superintendents who participated had received the Illinois Superintendent of the Year Award between 1991 and 2003.

Walker, P. D. (1997). A case study of servant leadership. [Ed.D. dissertation].

This study examines the practice of servant leadership toward the end of understanding its concepts to improve leadership and organizational structure in community colleges. A community college in Missouri was studied as a site that had implemented and was practicing the core values of servant leadership as described by its author and chief proponent Robert K. Greenleaf.

Walls, W. J. (2000.). Anatomy of a collaboration : An act of servant-leadership. Voices of servant-leadership series ; booklet 3. Indianapolis, Ind.: Robert K. Greenleaf Center: National Association for Community Leadership. ISBN: ; 20 p.

The author covers and analyzes the collaboration between the Greenleaf Center and the National Association for Community Leadership which culminated in the 1999 joint conference Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century. Such effective collaboration requires the attitude embodied by Robert Greenleaf's test of servant-leadership.

Walls, W. J. (2000.). Collaboration as an act of servant-leadership. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: Principles and Practices of Servant-Leadership.

Walton, R. E. (1981). Equipping the council on ministries for the management of ministry. [D.Min. dissertation].

This study examined a management group in a local church to establish ways in which volunteers could manage the work of other volunteers to meet organizational objectives within a collaborative style of leadership. A training plan was laid out for learning six characteristics of effective leadership. The progress of the management group was documented as it worked with the congregation to establish goals, translate these goals into programs, implement the programs, and evaluate the results.

Welch, D. V. (1998.). Reflective leadership: The stories of five leaders successfully building generative organizational culture. [Ph.D. dissertation].

This study examined the relationship of reflection to building an organizational culture that develops the employees' capacity for contributing and learning,

empowers employees' strengths, develops high trust, and results in uplifted financial viability and an uplifted sense of wellbeing and spirit in the organization. Subjects were nominated by nationally prominent leadership authorities and they also self-identified as practicing servant or generative leaders.

Wells, M. A. (2004). Servant leadership: A theological analysis of Robert K. Greenleaf's concept of human transformation. [Ph.D. dissertation]. This dissertation studies Greenleaf's approach to leadership as a possible faulty anthropology may do harm to the church. The author views as repercussions of Robert K. Greenleaf's anthropology evidence of his view of human transformation and that the underpinnings of Greenleaf's work on servant leadership are distortions of the nature of humanity to the point that it leaves the doctrines of sin and salvation bereft of Christian significance.

Westre, K. R. (2003). Servant-leadership in sport. [Ph.D. dissertation]. This study looks at sport and teams applying leadership and management practices from business, specifically Servant-Leadership and its potential applicability. Data was discussed in relationship to the ten characteristics of Servant-Leadership as identified by Spears (1995), as well as additional authors who have written about the characteristics of servant-leaders.

Wheatley, M. J. Turning to one another: Simple conversations to restore hope to the future. ISBN: 1576751457 ; Based on the premise that change can happen if we start listening to one another again. Innovative ideas are needed to resolve social problems and restore optimism and those will come from simple, honest human conversation. In three parts, the book explores the power of conversation and the conditions that support it; encourages reflection through quotes and images; and provides ten "conversation starters" that lead people to share their deepest beliefs, fears and hopes.

Wheatley, M. J. (1992). Leadership and the new science: Learning about organization from an orderly universe (1st ed.) [Xvi, 164 p. ; Includes bibliographical references (p. [157]-160) and index.]. San Francisco, CA: Berrett-Koehler Publishers. ISBN: 188105201x ; xvi, 164 p. Explores a simpler way to manage complex organizations in an environment of uncertainty, chaos and confusion, using those factors to self organize and grow creatively. Includes bibliographical references (p. [157]-160) and index.

Wheatley, M. J. (1993). Leadership and the new science [1 videocassette (VHS) (23 min.)]. Carlsbad, Calif.: CRM Films. Based on book of same title. Explores a simpler way to manage complex organizations in an environment of uncertainty, chaos and confusion, using those factors to self organize and grow creatively.

Wheatley, M. J. (1995., 19-21 October). *Leadership in a self-organizing world*. In *Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [2 Audiocassettes]*. Indianapolis, Ind.: Robert K. Greenleaf Center. *Keynote address. Conference title: The Soul of Leadership.*

Wheatley, M. J. (1996). *Learning about organization from an orderly universe [2 sound cassettes]*. San Bruno, CA: Audio Literature.
Variant Title: Learning about organization from an orderly universe

Wheatley, M. J. (1997). *Lessons from the new classroom: The ideas of educational consultant Dr. Margaret Wheatley [1 VHS videocassette (20 min.) :].* Carlsbad, CA :: CRM Films.
Shows how a California high school English teacher and a North Carolina staff development expert put into practice Dr. Margaret Wheatley's new educational ideas. Applies the theories of chaos in natural systems to education and learning. Uses the principles of information, relationships, identity and leadership in the educational environment.

Wheatley, M. J. (1999, June 10-13). *Navigating the Future: Servant-Leadership and Community Leadership in the 21st Century*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [1 videocassette (60 min.) also in audiocassette format]*. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.
Conference title: Navigating the Future: Servant-Leadership in the 21st Century. A keynote address at this annual Greenleaf Conference, the speaker says we cannot create the future we want by increasing the rate of change that we are on right now. It is a revolutionary act to reflect today but that gift of thinking is the greatest gift we have. She refers to Servant-Leadership as "natural." We do not exist as individuals separate from each other (Einstein called this an optical delusion) but we exist in community and we grow together and for each other. This goes back to Greenleaf's idea that servant-leadership begins with a feeling, a desire to serve others that then becomes a commitment to put that feeling into practice. The work of the servant-leader is to keep one's heart open to that feeling and to others. If we're going to serve others it takes enormous courage to part "the veil of indifference" that separates us from others, from the suffering in the world.

Wheatley, M. J. (1999., 12 June). *General Session*. In *Greenleaf Center Conference (9th : 1999 : Indianapolis, IN) [Audiocassette]*. Indianapolis, Ind.: Robert K. Greenleaf Center; National Association for Community Leadership.
General session. Conference title: Navigating the Future: Servant-Leadership in the 21st Century.

Wheatley, M. J. (1999.). *Leadership and the new science: Discovering order in a chaotic world* (2nd ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576751198 ; xvii, 197 p.

Updates the content of the 1992 edition addressing the changes in the world and within the author. Discusses the three sciences of quantum physics, self-organizing systems and chaos theory. Explores the implications of quantum physics in an early world view and today. Focuses on living systems and some new concepts emerging from biology and chemistry and how those introduce new ways of understanding disequilibrium and change. Discusses chaos theory and finally, discusses life's capacity to change, adapt and grow as required. A final and new chapter discusses the new scientific management and a new epilogue discusses some of the author's own personal changes. Includes bibliography and index.

Wheatley, M. J. (2002.). *The servant-leader: From hero to host; an interview with Margaret Wheatley*. Voices of servant-leadership series, booklet 7. Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: :24 p.

Wheatley recalls when she first encountered the work of Greenleaf and the impact on her own thinking about leadership. In this interview, Wheatley calls for a move from the leader-as-hero to the leader-as-host, to become conveners of people, to become leaders who have "fundamental and unshakeable faith in people."

Wheatley, M. J. (C1995.). *Lessons from the new workplace* [1 VHS videocassette (24 min.) + Leader's Guide]. Carlsbad, CA :: CRM Films. Looks at how three model organizations can turn chaos into positive force for change. Case studies deal with chaos and disorder in nature as models and application in organizational change. The emerging new workplace emphasizes relationship, values, shared visions, sharing information, teamwork and capacity for learning.

Wheatley, M. J. ([1999?]). *Twelve angry men: Teams that don't quit* [1 videocassette (25 min.)]. Encino, CA: Advanced Knowledge, Inc. Wheatley uses selected clips from the classic movie starring Henry Fonda. It presents a vivid example of a team fighting its way to success. There are intense interactions among members of a jury in a murder case. In order to do their duty, the jurors must work as a team in order to determine whether the accused is guilty or not guilty. Key ideas include accountability; not quitting until the team has made a decision all can support, no matter how hard that gets; and the principle of "one person, one vote," where the opinion of every team member carries equal weight in making a decision. The film and discussion illustrates the following: Leaders encourage inquiry; Vigorous pursuit of decisions; Conflict serves the group process; Benefit of varying backgrounds; and effective decisions result from different perspectives. Designed to support the work of teams and of individuals interested in teamwork in their organization.

Wheatley, M. J., & Katten, S. (1999). *It's a wonderful life: Leading through service* [1 VHS videocassette (22 min.) + 1 facilitator guide]. Encino, CA: Advanced Knowledge, Inc.

Wheatley interprets this classic film in light of the fundamental ingredients of servant-leadership. Key learning points are: encourage maximum potential through trust and caring; everyone can be a leader who serves; small acts of kindness make a big impact; benefit from your natural impulse to help; and create a legacy by being available to others. Comes with a facilitator's guide (43 p.) with participant exercises

Wheatley, M. J., & Kellner-Rogers, M. (1996). *A simpler way* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1881052958 ; 135 p. The authors explore the deeper elemental forms of life and how organizing could happen if vital individual lives could be joined together to work with others. The authors are experts in exploring new organizational forms and this book reflects what they have seen in their studies of complex organizations, intellectually, spiritually and visually. Includes bibliographical references, bibliography and index.

Wheaton, C. E. (1999). *Servant leadership and the public school superintendent*. [Ph.D. dissertation].

This study describes servant leadership and other similar emerging models of leadership, and explores the extent to which those working in a public school system in Washington state preferred a leader who exhibited elements of servant leadership. The key elements and the definition of servant leadership adapted by Spears from the work of Greenleaf, was used for analysis. The study examined the statements of participants from school districts concerning their assessment of effective superintendents and their identification of desired qualities in a superintendent, and compared their statements to the qualities of a servant leader.

Wheeler, P. M. (1992.). *Decision anchors for the senior executive service: An integration of ethical tradition, democratic, leadership, and influence value sets*. [D.P.A. dissertation].

This dissertation focuses on effective public leadership for career senior executives of the federal government. Senior executives, based on their own self assessments, espouse personal type values, such as honor, prudence, justice, equality and morally purposeful leadership at high levels. More cooperative types of values such as benevolence, public spiritedness, and servant leadership are believed to be present at lower levels.

White, D. H. (1998.). *The impact of co-curricular experience on leadership development*. Unpublished doctoral dissertation, East Tennessee State University.

This study investigated the impact of co-curricular activities on leadership development. College graduates recognized as community leaders were

selected from three communities in Georgia, Kentucky, and Tennessee. Through survey and interview techniques, the leaders were asked to reflect on high school and college experiences that led to their development as leaders. The study included a focus on differences in experiences of male and female leaders.

White, S. J. (2003). Power for public service: Servant leadership and the Virginia Beach Quality Service System. [Ph.D. dissertation]. This paper details a case study of the government of the City of Virginia Beach, Virginia as a model for local governments striving to adhere to New Public Service.

Whyte, D. (1995, October 20). The soul of leadership: Through the eye of the needle: Personal destiny and reimagination of work. In Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [1 videocassette (90 min.)]. Indianapolis, IN: Robert K. Greenleaf Center; copyright Many Rivers Company: Langley, WA. Conference keynote.

Poet and lecturer David Whyte delivers the keynote address to the 1995 Soul of Leadership conference. He combines poetry and his own personal reflections on the paradoxes of life and work and in the world.

Whyte, D. (1995., 19-21 October). Through the eye of the needle. In Greenleaf Center Conference (5th : 1995 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: The Soul of Leadership.

Wicks, J. (2000., 17 June). Keynote address. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [VHS videocassettes (44 min.); also in audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Conference keynote. Owner of the White Dog Cafe explores the concept of serving to make a living vs. serving people and the world. The White Dog Cafe is a full service company, not just serving the customers but fully serving each other as employees, fully serving our community, and fully serving the earth and our environment. True economic stability should not be based on hoarding but in re-distributing. When business becomes about relationships instead of about making money, values can be expressed at work. Conference title: Principles and Practices of Servant-Leadership.

Williams, L. E. (1998.). Servants of the people: The 1960s legacy of African American leadership. New York: St. Martin's Griffin. ISBN: 031216372X ; 031217684 (pbk.) ; xiv, 252 p.

The author gives an historical overview of the period between the Reconstruction and the emergence of the modern civil rights era of the 50s and 60s. In three groups, the forerunners, the negotiators and the provocateurs, she profiles 6 outstanding African American leaders who devoted their lives to service and to

the legacy of servant-leadership for the future generations of leaders. Includes bibliographical references, bibliography and index.

Williams, L. E. (1998., 6-8 August). *Servants of the people. In Greenleaf Center Conference (8th : 1998 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.*

Opening and keynote address. Conference title: Service -- Stewardship -- Spirit -- Servant-Leadership.

Williams-Scurlock, M. C. (2005). *Servants of all: Servant-leadership in a historically Black fraternity. [Ph.D. dissertation].*

Investigates how servant leadership attributes of pioneering, modeling, appreciation of others, empowerment and vision have been demonstrated in a college student organization, namely a historically Black fraternity in Illinois. Alumni who were initiated at least 10 years prior to the study were interviewed and divided into 3 groups covering 3 eras to see which functional servant leadership attributes they had in common.

Wireman, B. O. (2004). *Lesson from the big guys: What I learned from servant leaders Jack Eckerd, Bill Lee, Hugh McColl, and Adolph Rupp. Montgomery, AL: NewSouth Books. ISBN: 1588380866 ; 159 p.*

Relates how the author's four "movers and shakers" mentors influenced his education in leadership and demonstrated servant-leadership in action. Foreword by Dick Goode and Bob Whalen.

Woodward, G. D. (1988). *Two types of people-oriented leaders: An exploration of servant leadership in the Church Educational System using Gestalt Therapy. [Ph.D. dissertation].*

The purpose of this study was to discover some of the beliefs and behaviors that distinguish a leader who had integrated the concept of servant leadership from one who had not. Another purpose was to discover how servant leaders came to value their beliefs about leadership.

Working together; diversity as opportunity. (A. Arrien, Ed.) (1st ed.). (2001). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576751562; xii, 247 p. A collection of essays looking at diversity as opportunity rather than a problem to be solved. Writers include Mikhail Gorbachev, John O'Neil, Riane Eisler, Norman Lear, and others. Includes diversity bibliography and index.

Young, D. S. (1999.). *Servant leadership for church renewal : Shepherds by the living springs. Scottdale, Pa.: Herald Press. ISBN: 0836191080 ; 176 p.*

The author draws upon his experience as a pastor and professor in this practical perspective on the meaning, implications, and importance of servant leadership. He acknowledges Greenleaf as showing servant leadership, not as weak but as a strong model of leadership. Includes bibliographical references, bibliography and index.

Young, D. S. (2000.). *Foresight: The "lead" that the leader has*. In Greenleaf Center Conference (10th : 2000 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address. Conference title: *Principles and Practices of Servant-Leadership*.

Zemke, R. (1989). *The service edge: 101 companies that profit from customer care*. New York: Plume/Penguin. ISBN: 0453006477; 0452264936 (pbk) ; xviii, 584 p.

The author describes companies who value service, some of them being companies often associated with servant-leadership. Foreword by Tom Peters. Includes bibliography and index.

Zohar, D. (1997). *Rewiring the corporate brain: Using the new science to rethink how we structure and lead organizations* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576750221 ; xviii, 172 p.

The author offers a new way of thinking about organizations and their structures. After presenting the Western "Newtonian" model and the Eastern "Networked Self" models, Zohar bridges East and West with the Quantum model. The author believes that servant-leadership is the essence of quantum thinking and leadership. Includes bibliographical references and index.

Zohar, D. (2001, 8 June). *Spiritual intelligence & servant-leadership*. In Greenleaf Center Conference (11th : 2001 : Indianapolis, IN) [Audiocassette]. Indianapolis, Ind.: Robert K. Greenleaf Center.

Keynote address.

Zohar, D., & Marshall, I. N. (2000.). *SQ : Connecting with our spiritual intelligence* (1st U.S. ed.). New York: Bloomsbury : distributed by St. Martin's Press. ISBN:1582341311 ; 1582340447 ; 324 p.

The authors present a new model of the self, a synthesis of personality theory, motivational theory, brain research, and Eastern and Western philosophy. Identified are 6 potential "spiritual paths," including the path of duty; the path of nurturing; the path of knowledge; the path of personal transformation; the path of brotherhood; and the path of servant-leadership. Includes bibliographical references, bibliography and index.

Zohar, D., & Marshall, I. (2004). *Spiritual capital : Wealth we can live by* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576751384 ; xii, 171 p.

The authors assert that capitalism as we know it, with its single-minded focus on the accumulation of material capital, is ultimately not sustainable. They offer a vision of a spiritually based capitalism in which businesses act to promote the common good and ensure the sustainability of their enterprises. Includes bibliographical references, bibliography and index.