

# THE SERVANT LEADER



The Newsletter of  
The Robert K. Greenleaf  
Center for Servant-Leadership

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**Ann McGee-Cooper** (*The Essentials of  
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**Larry C. Spears** (President/CEO, The Greenleaf Center)  
**Margaret Wheatley** (*Servant-Leader:  
From Hero to Host*)

## The International Journal of Servant-Leadership

*A Collaborative Publication of Gonzaga  
University and the Greenleaf Center*

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## Who is the Servant-Leader?

The servant-leader is servant first. . . .  
It begins with the natural feeling that  
one wants to serve, to serve first. Then  
conscious choice brings one to aspire to  
lead. . . . The difference manifests itself in  
the care taken by the servant — first to  
make sure that other people's highest pri-  
ority needs are being served. The best test,  
and difficult to administer, is: do those  
served grow as persons; do they, while  
being served, become healthier, wiser,  
freer, more autonomous, more likely  
themselves to become servants? And,  
what is the effect on the least privileged  
in society; will they benefit, or at least,  
not be further deprived?"

— from *The Servant as Leader*  
by Robert K. Greenleaf

## The Greenleaf Center's Mission

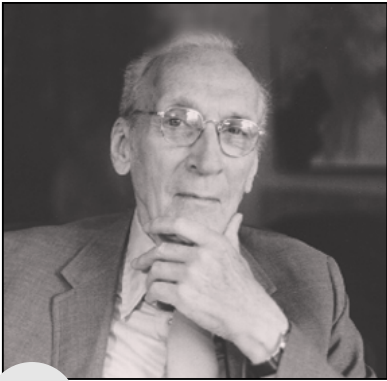
The Robert K. Greenleaf Center for  
Servant-Leadership exists to support  
those who, through the practice of  
servant-leadership, seek to create  
organizations in which individual  
stakeholders become healthier, wiser,  
freer, and more autonomous; and in  
so doing, build a better, more humane  
society which welcomes the full diversity  
of the human family.

## The Greenleaf Center's Goals

1. To make all institutions aware of  
servant-leadership and to deepen their  
understanding and practice of it.
2. To create a larger base of caring  
people from which servant-leadership  
can arise (i.e., CEO's, trustees,  
aspiring leaders and followers,  
external consultants).
3. To achieve widespread recognition,  
understanding and acceptance of  
spirituality in the workplace.
4. To create a new understanding and  
practice of moral persuasion toward  
organizational transformation, and to  
follow the methodologies of exemplary  
servant-leaders.

Originally founded in 1964 as the Center  
for Applied Ethics, Inc., the Center was  
renamed the Robert K. Greenleaf Center  
in 1985. The Center is an international,  
not-for-profit institution headquartered  
in Indianapolis, Indiana. ■

# Greenleaf Center Timeline • 1964-2004



1964: Robert Greenleaf retires from AT&T after 38 years and founds the Center for Applied Ethics, later to be named The Robert K. Greenleaf Center.

Throughout the 60s Robert Greenleaf serves as consultant to several institutions:

- The Richardson Foundation
- Ohio University
- The Ford Foundation
- MIT
- Fresno State College School of Business
- Dartmouth College

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

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

Throughout the 70s Robert Greenleaf serves as consultant to several institutions:

- Lilly Endowment
- University of Virginia
- Mead Corporation
- Northwest Area Foundation
- Sisters of Mercy Health Corporation

1974: Robert Greenleaf publishes *Trustees as Servants*

TRUSTEES <sup>as</sup> SERVANTS

1971: Robert Greenleaf publishes *The Institution as Servant*.

THE INSTITUTION <sup>as</sup> SERVANT

1970: Robert Greenleaf publishes *The Servant as Leader*. Initial shipment is 200. Half a million copies have been sold since.

THE SERVANT <sup>as</sup> LEADER

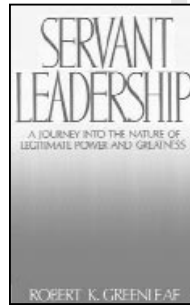
1975: Robert Greenleaf publishes *Advices to Servants*.

ADVICES TO SERVANTS

1968: The Center for Applied Ethics, Inc. changes its name to the Center for Applied Studies, Inc.

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

1977: Paulist Press publishes *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Despite modest initial sales, annual sales have increased each year since 1990.



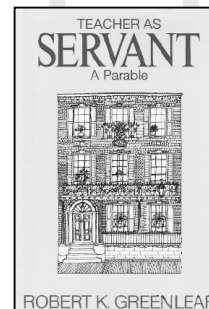
1982: Robert Greenleaf publishes *The Servant as Religious Leader*.

1983: Robert Greenleaf publishes *Seminary as Servant*.

1979: Robert Greenleaf publishes *Servant: Retrospect and Prospect*.

SERVANT <sup>Retrospect and Prospect</sup>

1979: Paulist Press publishes Greenleaf's second book, *Teacher as Servant*.



ROBERT K. GREENLEAF

1986: R...  
Life's Ch...

1985: Position of...  
is established an...  
the part time pos...

1985: The Center...  
changes its name...  
Center.

1964 1965 1966 1967 1968 1969 1970 1971 1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986



1990: The Greenleaf Center relocates from Massachusetts to Indianapolis. Larry Spears is hired as Director.

1990: Ad displays for *The Chronicle of Philanthropy*, *The Futurist*, and *The Non-Profit Times* magazines produced.

1990: Publication sales and memberships begin to increase.

1990: Membership program is launched.

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

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

1987: Robert Greenleaf publishes *Voices and Markers*

1987: Robert Greenleaf publishes *Old Age: The Ultimate Test of Spirit.*

1987: Robert Greenleaf publishes *My Debt to E. B. White.*



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

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

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

1987: Executive Director Dick Broholm fills position.

1988: Dick Broholm fills position for Applied Studies at The Robert K. Greenleaf Center.

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

1991: The "Robert K. Greenleaf and Servant-Leadership: A Celebration" event is held, launching the annual Servant-Leadership Conference.

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

1993: Michele Lawrence hired as program assistant.

1993: Marcia Newman hired as director of membership.

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

1994: Larry Spears publishes *Servant Leadership: Toward a New Era of Caring*, which appears in the book *Leadership in a New Era*.

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

1995: John Wiley & Sons publishes *Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers*.

1995: The W. K. Kellogg Foundation awards a four year, \$860,000 grant that led to the annual Leadership Institute for Education (LIFE).

1995: Fifth Annual Conference features James Autry, Tom Chappell, Robert Kelley, Meg Wheatley and David Whyte.

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

1992: *Fortune* Magazine does a feature story on the emergence of Servant-Leadership.

1992: Geneva Loudd hired as executive assistant.

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

1996: www.greenleaf.org established.

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

1996: Jossey-Bass publishes *On Becoming a Servant-Leader and Seeker and Servant*.

1997: First international branches founded in UK and Netherlands.

1997: Annual Conference features Peter Vaill, Jim Shannon, Isabel Lopez, and John Lore.

1998: Greenleaf Centre Australia/New Zealand opens.

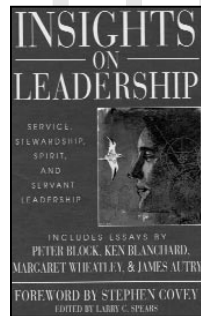
1998: Lilly Endowment awards \$300,000 grant for joint Conference with NAEL.

1998: Conari Press publishes *Stone Soup for the World*. Scholastic Press purchases 10,000 copies for use by junior high school students.

1998: Berrett-Koehler publishes *The Power of Servant Leadership*.

1998: Eighth Annual Conference features John Bogle, Frances Hesselbein, John Carver, Lea Williams, and Jim Kouzes.

1998: John Wiley & Sons publishes *Insights on Leadership: Service, Stewardship, Spirit and Servant-Leadership*.



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

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

2002: Twelfth Annual Conference features James Autry, Bill Guillory, Ann McGee-Cooper and Parker Palmer.

2002: Larry Spears edits and produces a 25th anniversary edition of Robert Greenleaf's book, *Servant Leadership*, with foreword by Stephen Covey and afterword by Peter Senge.

2002: Larry Spears and Michele Lawrence produce and edit *Focus on Leadership: Servant-Leadership for the 21st Century*.

2003: Thirteenth Annual Conference features Warren Bennis, Ken Blanchard, Diane Cory, Michael Jones, Ken Melrose, George Zimmer.

2003: Larry Spears, Hamilton Beazley and Julie Beggs compile and edit a book of Greenleaf's writings entitled *The Servant Leader Within*.

2003: Speakers Bureau is launched.

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



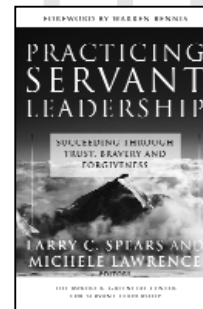
2004: NBC Dateline features a segment on Servant Leadership that's viewed by ten million people.

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

2004: NBC/Universal releases DVD/video entitled *The Last Days of Jesus* featuring a segment on Servant Leadership.

2004: Jossey-Bass publishes *Practicing Servant Leadership: Succeeding Through Trust, Bravery and Forgiveness*.

2004: The Greenleaf Center turns 40.



2005: Greenleaf Center builds permanent headquarters in Indianapolis area.

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

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

1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005

# On the Road and In the News with the Greenleaf Center

## On the Road

*The Greenleaf Center offers a wide array of programs, speakers and consultative services. Please contact Speakers Bureau Director Marcia Newman if you are interested in learning more.*

Gus Gustafson, GC Speakers Bureau, spoke on servant-leadership to the **Grocery Supply Company** in both **Sulphur Springs, TX** and in **San Antonio, TX** in August, 2004.

Ben Houston, GC Speakers Bureau, presented on servant-leadership to the **Jostens** company in **Bloomington, MN** in August, 2004.

Ann McGee-Cooper, GC Speakers Bureau, consulted with the **Grocery Supply Company** in **Dallas, TX** in August, 2004.

Greenleaf Center President & CEO Larry C. Spears gave a series of talks in September at **Baldwin-Wallace College**, in **Berea, Ohio**. Alan Kolp, Professor of Religion at Baldwin-Wallace College, wrote afterwards: "I have heard from so many people since your visit that they appreciated your presence. You were great in a number of different venues [students, faculty, community leaders, business leaders, clergy], and your visit is still rippling!"

Shann Ferch, GC Speakers Bureau, spoke to the River Valley Resources group in **Madison, IN** in September, 2004.

Larry Fidelus, GC Speakers Bureau, gave a presentation at **Goshen College** in **Goshen, IN**, in September, 2004.

Marcia Newman, GC Speakers Bureau Director, addressed the **Miami County Probation Department** in **Angola, IN**, in September, 2004.

Ann McGee-Cooper spoke at the **Pi Beta Phi** conference in **Gatlinburg, TN**, in September, 2004.

Elizabeth Jeffries, GC Speakers Bureau, addressed the **Palmetto Senior Care** gathering in **Columbia, SC**, in September, 2004.

Shann Ferch spoke to **Catholic Hospital East** in **Philadelphia, PA**, in October, 2004.

John Izzo, GC Speakers Bureau, made a presentation to **Orange County (CA) employees** in **Palm Springs, CA**, in October, 2004.

Charles Groce, GC Speakers Bureau, worked with **Grocery Supply Company** employees in **Sulphur Springs, TX** in October, 2004.

Larry C. Spears and John Noble, director of the Greenleaf Centre-United Kingdom, made a joint presentation on servant-leadership titled, "Practicing Servant-Leadership," at the **Greenleaf Centre-United Kingdom's** annual conference in **London, England** in

November, 2004. Charlie Foote, a conferee, wrote: "I found this to be a quiet, meditative session, and a valuable change from the rigours of the morning. Some of the deeper aspects of servant-leadership worked their way into my consciousness."

Ben Houston spoke with **Jostens** employees in **Visalia, CA** in November, 2004.

Don Frick, GC Speakers Bureau, gave a presentation at **Hampton House, Butler University**, in **Indianapolis, IN** November, 2004.

Marcia Newman was a featured speaker at the **University of Fairbanks** in **Fairbanks, AK** in November, 2004.

GC Board Chair Jack Lowe spoke on servant-leadership to a group of fifty administrators of the **Dallas Independent School District** in **Dallas, TX**.

Margaret Wheatley, GC Speakers Bureau, was a featured speaker at a gathering of **City of Anaheim, CA** employees in December, 2004.

## In the News

*The following is a selected listing of recent articles, books, and other resources featuring servant-leadership and The Greenleaf Center.*

The Fall 2004 issue of **Leader to Leader**, a publication of The Leader to Leader Institute and Jossey-Bass, included an excerpt from a chapter written by Larry C. Spears which is contained in *Practicing Servant-Leadership*. Both the book chapter titled, "The Understanding and Practice of Servant-Leadership," and the journal article titled, "Practicing Servant-Leadership," focus on the meaning of servant-leadership and current practices.

The Fall 2004 issue of **Reflections on Nursing Leadership**, the journal of the Honor Society of Nursing, Sigma Theta Tau International, included an article by Larry C. Spears. The article, titled, "Servant leadership: prescription for organizational health," provided an overview of servant-leadership, with an emphasis upon its relevance to healthcare. *Reflections on Nursing Leadership* has a circulation of 120,000 readers located in ninety countries around the world.

A November issue of **Connections**, a publication of the World Business Academy, featured an update on Larry's activities in 2004, including: his February 27th appearance on NBC's Dateline; receiving the International Leadership Network's 2004 "Dare to Lead" Award on April 30th; and, the September publication of *Practicing Servant-Leadership*.

## Upcoming

*The following is a brief listing of upcoming events and publications pertaining to servant-leadership and The Greenleaf Center.*

Greenleaf Center President & CEO **Larry C. Spears** is scheduled to travel/speak in the following locations and dates in 2005:

**Minneapolis, Minnesota (March 1)**

**Fairfax, Virginia (March 28-29)**

**Baltimore, Maryland (April 2-6)**

**Virginia Beach, Virginia (Aug. 1-2)**

**London, England and Stockholm, Sweden (early-November)**

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

**The Greenleaf Center's tenth annual Leadership Institute For Education (LIFE 2005)** will be held in Indianapolis on **March 31-April 1, 2005**. Designed for educators, administrators and staff in educational institutions, this two-day program is geared toward professionals who wish to deepen the understanding and practice of servant-leadership within their institutions. Over three hundred institutions have sent participants to this program since 1996. Many participants have subsequently launched or expanded a variety of servant-leadership initiatives at their institutions. **Dr. Margaret Wheatley** (author, *Leadership and the New Science* and *Turning to One Another*) will serve as a featured presenter at this event. **Drs. Shann Ferch** and **Mike Carey** (Gonzaga University) will facilitate the LIFE 2005 program. Brochures are available now. You may also find information at our website: [www.greenleaf.org](http://www.greenleaf.org).

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for Servant-Leadership  
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THE SERVANT LEADER • WINTER 2005

## Recent Commentary by Larry C. Spears



“Servant-leadership takes a toughness and strength of character because you are, in fact, making a commitment not just to the bottom

line financially, but to the bottom line when it comes to people. Effective servant-leaders take on this dual commitment to both. The feeling that comes from that kind of commitment is most often one of gratitude, and of love.”

—From NBC’s *Dateline*, Feb. 27, 2004

“Robert Greenleaf wrote, ‘The servant-leader is servant first.’ In so doing, he declared the primacy of serving others as the single best reason for anyone to seek a leadership position and to exercise legitimate power and authority. The work of the Greenleaf Center is focused on encouraging the understanding and practice of servant-leadership. To that end, my own declaration is that, ‘Anyone can be a servant-leader.’”

—From remarks given upon accepting the 2004 Dare-to-Lead Award from the International Leadership Network, St. Louis, MO, April 30, 2004

“We view the growing trend toward servant-leadership as a reflection of the slow but ongoing maturation of humankind. It reflects a deep yearning in the hearts and minds of many people to find a better, more caring way of working together. This sometimes conscious, sometimes unconscious seeking of wisdom owes much to the original writings of Robert K. Greenleaf, and to the countless practitioners, teachers, and writers who continue to carry forward

and to expand upon his crucial idea of ‘the servant as leader.’”

—From *Practicing Servant Leadership*, Jossey-Bass, 2004

“Numerous hospitals and healthcare systems across the U.S. are involved with servant-leadership and the Greenleaf Center today, including: Austin Medical Center (Austin, MN), Centegra Health System (McHenry, IL), Kingston Hospital (Kingston, NY), Parkland Hospital (Dallas, TX), Ascension Health (St. Louis, MO), St. Joseph’s Hospital (Chippewa Falls, WI), and St. John’s Hospital (Springfield, IL). Servant-leadership offers hope and guidance for a new era in human development, and a prescription for creating healthy organizations.”

—From *Reflections on Nursing Leadership Journal*, Fall 2004

“Servant-leadership serves to enrich and deepen relationships within most organizations where it has been embraced. I believe that the idea of servant-leadership is a source of strength for a great many people in the world today. Over the past fifteen years I have also come to view my own personal effort to understand and practice servant-leadership as being inextricably linked to my life as a spiritual seeker. While I have a great many questions (and not many answers), my own journey in servant-leadership continues to teach me much about the natures of both gratitude and humility, which I view as a very good thing, indeed.”

—From presentations at Baldwin-Wallace College, Berea, OH September 2004

“An increasing number of companies have adopted servant-leadership as part of their corporate philosophy or as a foundation for their mission statements. Among these are the Toro Company (Minneapolis, MN), Synovus Financial (Columbus, GA), ServiceMaster (Downers Grove, IL), the Men’s Wearhouse (Fremont, CA), Southwest Airlines (Dallas, TX), Starbucks (Seattle, WA), and TDIndustries (Dallas, TX).

TDIndustries, one of the earliest practitioners of servant-leadership in the corporate setting, is a heating and plumbing contracting firm that has consistently appeared every year on *Fortune Magazine*’s annual list of the ‘100 Best Companies to Work for in America’ since these rankings began in 1998”

—From *Leader to Leader*, Fall 2004

“International interest in servant-leadership over the past ten years has been truly remarkable. *The Servant as Leader* alone has been translated into ten different languages, most recently Japanese. *Reflections on Leadership* has even been translated and published in a Bahasa (Indonesian) edition. There are now ten Greenleaf Center offices located around the world. Because of these developments, and others like them, the daily practice of servant-leadership around the world is now spreading to many different people and institutions.”

—From a presentation at the Greenleaf Centre-U.K. conference, London, England, October 2004

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Newsletter of the Robert K. Greenleaf Center

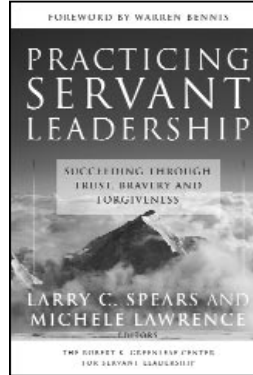
Winter 2005



## Practicing Servant Leadership Published by Jossey-Bass

**P***racticing Servant-Leadership: Succeeding Through Trust, Bravery, and Forgiveness* was published by Jossey-Bass on September 22, 2004. Edited by **Larry C. Spears** and **Michele Lawrence**, this powerful new book from The Greenleaf Center includes contemporary essays on the meaning and practice of servant-leadership by **Margaret Wheatley, James Autry, John Bogle, John Carver, Larry C. Spears**, and other contributing authors, with a foreword by **Warren Bennis**. Response to this book has been excellent and it is selling well, having reached as high as number 350 on amazon.com's ranking from among nearly two million books.

*Practicing Servant-Leadership* is the



hundred percent of all royalties and advances on each of these books goes directly to the Greenleaf Center in support of its ongoing work. Over the past ten years these nine books combined have generated an estimated \$500,000 in

ninth book to be created by Larry C. Spears since 1994 and published through one of our four publishing partners (**Jossey-Bass, John Wiley & Sons, Berrett-Koehler, and Paulist Press**). One

direct support of The Greenleaf Center (\$250,000 in royalties and advances, plus an additional \$250,000 in direct sales of these books by the Greenleaf Center itself). Well over one hundred thousand people have been introduced to servant-leadership and The Greenleaf Center through these books.

**Stephen Covey** (author of *The Seven Habits of Highly Effective People*) writes in *Practicing Servant-Leadership*: "I congratulate the Greenleaf Center for its invaluable service to society, and for carrying the torch of servant-leadership over the years." *Practicing Servant-Leadership* is available in many local bookstores and can also be ordered through the Greenleaf Center for \$35 (\$28 + \$7 shipping).

## Practicing Servant-Leadership

The Greenleaf Center's 15th Annual International Conference on Servant-Leadership  
Thursday–Saturday, June 2–4, 2005 • Westin Hotel, Downtown Indianapolis, Indiana

### Thursday, June 2

#### Pre-Conference Workshops

- *Repacking Your Bags*, presented by **Richard J. Leider**, author of *Repacking Your Bags: Lighten Your Load for the Rest of Your Life*
- *Putting Servant-Leadership into Action*, presented by **James C. Hunter**, author of *The World's Most Powerful Leadership Principle: How to Become a Servant Leader*
- Get-Acquainted Reception Thursday evening

### Friday, June 3

- Keynote by **Peter Block**, author of *Stewardship and The Answer to How is Yes*
- Moderated plenary panel on servant-leadership in community
- Concurrent breakout sessions which promote organizational and personal servant-leadership in a variety of contexts
- Keynote by LTC (retired) **Consuelo Castillo Kickbusch**, one of the "100 Most Influential Hispanics in America"
- Friday evening Reception

### Saturday, June 4

- Keynote by **Danah Zohar**, author of *Rewiring the Corporate Brain and Spiritual Capital*
- Moderated plenary panel on servant-leadership in organizations
- Concurrent breakout sessions
- Keynote by **Richard Leider**, author of *Repacking Your Bags* and *Claiming Your Place at the Fire*

**Plus:** An excellent on-site bookstore and the opportunity to network with other learners, authors, servant-leader practitioners and thought-leaders. Registration brochure and additional information are available online at [www.greenleaf.org](http://www.greenleaf.org).

**Hotel Reservation Information:** You must make your room reservations by April 30, 2005, and **mention the Greenleaf Center Conference** to obtain the special rates of \$149/\$155 plus tax per night for single/double occupancy. To reach the Westin Reservations Desk, call **317-262-8100** or **800-WESTIN1**. The Westin's mailing address is 50 South Capitol Avenue, Indianapolis, IN, 46204.



Peter Block



James C. Hunter



Consuelo Castillo Kickbusch



Richard J. Leider



Danah Zohar