THE HINE
BIBLIOGRAPHY
OF SELECTED MONOGRAPHIC RESOURCES ON SERVANT LEADERSHIP
BY BETSY N. HINE
THE GREENLEAF CENTER FOR SERVANT LEADERSHIP
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Preface

For years, Betsy Hine has donated her time and expertise to develop this bibliography on servant leadership. She has continued to update it, adding entries and annotations. Fortunately, she has taken a broad view of her task. In addition to works on servant leadership, she has included works on values, ethics, personal development, leadership, management, organizational development, and the life of Robert Greenleaf. Taken together, these works establish a comprehensive framework for understanding servant leadership.

We enjoy seeing Betsy from time to time at the Greenleaf Center, when she comes to review the books in our catalog and delve into our archives. We know that her work has had a major impact, helping thousands of people conduct their academic research and continue to move forward on their journeys as servant-leaders.

This bibliography is Betsy’s gift to the servant leadership movement. We are grateful for this gift, and we are grateful to have her as a friend and colleague.

Kent M. Keith
Chief Executive Officer
Greenleaf Center for Servant Leadership

This study creates a comprehensive characterization of a servant leader by identifying key descriptors of the characteristics and behaviors of servant leaders and the work environments where they are effective. A three-round Delphi was used to gain consensus on responses to four key research questions around from (1) the characteristics that distinguish servant leaders, (2) the behaviors that distinguish servant leaders, (3) the work environments in which servant leaders are effective, and (4) the work environments in which servant leaders are ineffective. The groups represented on the panel of experts were: (a) appointed and elected officials, (b) authors, (c) business leaders, (d) clergy, (e) educators, (f) leaders of associations, and (g) leaders of volunteer organizations. Includes bibliographical references.


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,
oresight, 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.


Allen, D. B. (1991). Church leadership: The next generation. A model for promoting servant leadership for the 90's and beyond. [D.Min. diss]. 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. [PhD diss.]. 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, K. E. (2002). Redemptive leadership: Leading others into the Father's embrace. [D.Min.diss].
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.


Citing the influence of the Greenleaf essay, The servant as leader, in the USA, the author also discusses a few companies in the UK who have adopted the servant-leadership philosophy if not the name. Mentions the work of John Noble and the UK Greenleaf Centre. The author cites the globalization of business as one reason why interest in servant leadership is growing in the UK and in other parts of Europe although the recent scandals in the corporate world may also be a factor.

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.

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

Poetry

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: Seven principles of good management; managing diversity and coping with conflict; the truth about
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.


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Conference opening and keynote address. Conference title: The Soul of Leadership.

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.

Keynote address.

Includes index.
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.


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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.


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.
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.

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.

The author draws upon his experiences at Applied Energy Services (AES) Corporation and their mission to create a joy-filled workplace. A timely and inspiring book that challenges us to rethink the purposes of business in society. It is all the more important because the author's premise mirrors his personal life. Includes bibliographical references and index.


"... covers servant leadership; the 11 characteristics that identify a servant leader, including inherent traits and learned skills; and practical ways to develop the skills necessary for this leadership style"—P. [1].


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


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-quals.


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.


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.


“This monograph contains essays from students and alumni of Viterbo University’s Master of Arts in Servant Leadership program. Each essay reveals their struggle to become authentic in order to find their sense of purpose as a leader, as well as be

During his years as a senior executive at Starbucks, Behar helped establish the Starbucks culture, which stresses the importance of people over profit. Now he reveals the ten principles that guided his leadership—and not one of them is about coffee. Includes bibliographical references and index.

The author references several servant-leadership companies in her discussion of making changes in organizations. Includes bibliographical references and index.


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.


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. Geeks were influenced by the depression and Geezers 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.

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. [PhD diss.].
Examines the relationship between personality and retention of emergency telecommunicators. Studies individual characteristics, contextual performance, servant leadership, and person-job fit.

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.

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

This noted author draws upon the life of Jesus as he guides readers through the process of aligning four dimensions of leadership: heart, head, hands, and habits. These four dimensions form the outline for this book.

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.


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.


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.


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 Greenbrier Church.


Examines the perceptions of distinguished teachers in elementary through high school classrooms within the Monterey Peninsula area of California to determine in what ways they perceived themselves to be congruent with the ten characteristics of servant leadership in their professional practice.


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.
Selected Monographic Resources on Servant Leadership

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.diss].

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.

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 emptor” throughout (indexed) and his “twelve pillars of wisdom” as an epilogue. Includes bibliographical references and index.


“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.

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.

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 is also a 41 p. booklet of this title/author, apparently published ca. 1990]

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.

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.

The authors offers insights into leadership approaches coming from “Latino, Black, and American Indiana communities.” The book shows the importance of looking at other cultures for the wisdom of their leadership practices, many
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of which cultures having roots that pre-date western leadership models and offer bases of knowledge that can impact today’s American leadership models. Includes bibliographic references and index.


A workbook designed to assist in understanding and refining personal purpose, connecting that to the principles of Servant-Leadership. It utilizes the Native American vision quest metaphor to unfold “personal purpose.” Leads the reader to answer Greenleaf’s question, “What are you trying to do?”


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.


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.


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.


Peter Senge says of this book, “few changes promise to have more leverage in the long journey toward sustainability than aligning investment capital flows with sound social and environmental stewardship. Bragdon provides qualitative confirmation that such alignment can produce superior financial performance.”


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.


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


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


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 of an effective Board can make toward sustaining the vision and viability of any organization’s mission. Includes bibliographical references.


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. [PhD. Diss]. 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.


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

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.


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.

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.


A history of the Mead Corporation's strategic plan and its CEO James McSwiney's innovative management methods from 1968 to 1982, a perfect fit of leadership style with corporate culture and business goals. His innovative approach was greatly influenced by his relationship with Greenleaf. Includes index.
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The author, renowned 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.


“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.


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.


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.

Caughman, D. (2006). *Leadership and loyalty in enduring rock bands.* [Ed.D diss] Studied the leadership qualities and styles of leaders of enduring rock bands and the process that band members went through to establish and maintain loyalty to the bandleaders. Greenleaf’s theory of servant-leadership provided the theoretical rationale for one part of the study because one hypothesis was that leaders of bands would display many of the characteristics that are attributed servant-leaders.

A collection of chapters centered around 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.”


Chen, K. C.-C. (2002). *An exploratory case study of servant leadership in Taiwan Mennonite Churches.* [D.Min.diss]. 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.
Selected Monographic Resources on Servant Leadership


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.


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., offering a warm and personal look at the internal life of this servant-led company.


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.


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.


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 himself. The message is about the transforming power of dreams and the importance of listening.


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.

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.

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.

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.


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. (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 narratives relates how the principles of The 7 Habits of Highly Effective People were applied to produce positive resolutions.


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, 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, 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.

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.

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


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.

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


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.


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.


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.


Data were collected from individuals at a Midwestern higher education institution to examine the relationship between environmental attitudes and Servant Leadership and the moderating effect of motivation on this relationship. Findings support the notion that positive attitudes about the environment are important to the understanding of Servant Leadership.

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


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.

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.

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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.
real analogy of an organization that is a true expression of servant-leadership.


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. (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.

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. [PhD diss.]

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.


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


A study that measured evidence of organizational citizenship behaviors (OCBs) and servant leader behaviors (SLBs) in 3 high-performing Catholic parishes. Includes bibliography.


The authors integrate theory with practice in this book that focuses on interrelated elements that influence leadership in recreation, parks, and leisure service
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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. [PhD diss.]

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.


The American civil rights movement of the 1950s, and 1960s was spurred by innumerable heroes who earned small triumphs in the face of epic intolerance and terror. [This book] reveals what it meant to fight the most intractably racist bureaucracy of the Jim Crow era. [In the book, the editor] ha[s] created a vibrant portrait of an activist at work. The result is both a tribute to a civil rights hero and a living testament to the power of grassroots political action to change our lives for the better. -Dust jacket. Includes bibliographical references (p. 327-330)


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.
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.

The author argues that leadership is essentially an act of service as he weaves together the servant leadership ideas of Greenleaf with the management principles of Mary Parker Follett. The book presents a model for educational leadership that calls upon college administrators to see themselves as “servants first.” Includes bibliography and index.


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.

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.

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.

The author discusses his own journey with servant-leadership, first through the writings of Bennis, Covey, De Pree, Drucker, Blanchard and Senge and then through their foundational basis in the writings of Greenleaf. He highlights the Fortune Magazine list that mentions Southwest Airlines, TDIndustries, Synovus Financial, AFLAC and the Container Store and the positive feedback from employees of these organizations that practice servant leadership. The journey with servant-leadership takes time and is complex but the process can be beneficial by inspiring people to share their gifts in a culture of community.

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. [PhD. Diss].

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).


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.

Foster, B. A. (2000). Barriers to servant leadership: Perceived organizational elements that impede servant leader effectiveness. [Ph D diss.].

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.

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.

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.

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.

Contents include: Working in a group -- Discovering yourself -- Expressing yourself clearly -- Listening for understanding -- Problem solving in groups -- Preparing for discussion -- Guiding discussion -- Leading a group -- Building a cohesive group -- Managing conflict. Includes bibliographical references and index.

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.

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.

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.

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.

The CEO of Medtronics, 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. Includes bibliographical references and index. Also available as electronic book.

Includes bibliographical references.

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.

Green, T., & Hayes, M. A. (1994). Belief system: The secret to motivation and improved performance. Winston-Salem, N.C.: Beechwood Press. ISBN: 9780964004009; v., 116 p. Performance is the sum product of the team, but only by managing the individuality of team members is top performance achieved. There is a proven, highly effective methodology for managing the individuality of employees.

Greenleaf Center’s Reading & Dialogue Study Guide (1998). Indianapolis, Ind.: Robert K. Greenleaf Center; 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. (1976). The institution as servant. Indianapolis, Ind.: Robert K. Greenleaf Center; 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.

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 Cowlings; 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.

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.


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.


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.


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.


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.

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"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.


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.


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.


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
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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, Portuguese, Russian, Spanish, and Turkish.

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.

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. Includes bibliographical references 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.

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.


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.


Essays and articles written or talks given over 20 years by Greenleaf. With a foreword by Steven R. Covey and afterword by Peter M. Senge. 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.

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.


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.


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.


A compilation of a series of six monthly articles written by Greenleaf for the A.A. Grapevine in 1966. Greenleaf’s experiences with his mother's alcoholism shaped his awareness of the fundamental problems that disease causes in families and family relationships. These six articles are collected together into this essay for the first time.


The 2008 revised printing of 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, Portuguese, Russian, Spanish, and Turkish. This revision includes a section of “Questions for Reflection and Discussion.”

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.


Through the review of the literature this study discusses shared leadership models, values based and servant leadership, as well as an overview of large group interventions.


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.


Based on the original essay of 1996, 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.


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.
The authors present a view of empowerment that leads to a high performing organization and they discuss how to put that empowerment into practice. Includes bibliography, Empowerment Vocabulary and index.

This book (also available as an electronic book) has been translated in five languages. This book challenges Christians to follow the teachings of Jesus about servant leadership and to practice those teachings within the church as well as the larger society. Contents: Logue -- The control trap -- The siren call of stardom -- Transformed by acceptance -- The perils of favoritism -- On the receiving end -- No compromise -- Let your actions do the talking -- The meekness factor -- Having faith enough to trust -- Concluding remarks.

The author, a senior writer at Fortune magazine, has fashioned an inspiring book which tells the stories of numerous companies that are putting into practice servant leadership and related ideas. Among the companies profiled are Southwest Airlines, Starbucks, Tom’s of Maine, Herman Miller, and others. Includes index.

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.

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.


Case studies of companies including Servant-Leadership companies such as TDIndustries and Southwest Airlines. Includes bibliographical references and index.


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 underlying culture of care which drives four 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.


Includes bibliographical references (p. 365-375); filmography (p. 377-378)


Includes bibliographical references and index.

*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.

Hardegree, B. J. (2007). *Institutional dynamics that contribute to the viability of servant leadership initiatives within higher education: A Delphi study*. [Ph.D diss.].

Within the arena of higher education, servant leadership is employed secondarily compared to the business sector, and more traditional leader-focused methodologies are favored. The author shows that the current literature suggests a growing trend within colleges and universities to incorporate aspects of servant leadership, at least intra-departmentally if not also institution-wide.

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.


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.


It is important to get the right leaders on your team to ensure that your team is functioning efficiently and effectively. I will cover the leader competencies that are important to the team. Leader attributes are also determining factors for choosing subordinate leaders for the team. My project will also address the servant leader qualities and how a servant leader will benefit the team. Toxic leaders have an impact on the team. I will address how to avoid toxic leaders and how to deal with toxic leaders who are already on the team. Having a great team not only improves performance, but also makes people want to come to work.

Includes bibliographical references (p. 18-20)


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.


The author reveals why the keys to organizational success -- learning, loving, leading -- are frequently overlooked. Includes bibliographical references.
The Hine Bibliography

Heenan, D. A. (2002.). *Double lives: Crafting your life of work and passion for untold success; Stories of extraordinary achievement.* (1st ed.). Palo Alto, CA: Davies-Black. ISBN: 0891061673; The author, a former Citicorp executive and one-time captain in the Marine Corps, offers a convincing case for the importance of having a second vocation in life as a means to stay passionate. He offers a set of “20 keys to a double life” that anyone can use such as “learn from failure,” “reinvent yourself,” and “listen to your heart.” Includes bibliographical references 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.

distinguishing role from self; diagnostic versus strategic thinking; and resisting change versus resisting loss.


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.


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.


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 were lower degrees of servant leadership are being practiced.


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, both servant and leader, is both mesmerizing and profound.


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 concept and ideas that constructively challenge beliefs about the nature of leadership, business and society. Includes index.

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?


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.

Includes bibliographical references.


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. A biblical basis for servant leadership and the spiritual formation of the leader was developed.

Robert Greenleaf's work on servant leadership was reviewed, and his impact on current leadership practices and their congruence with Christian authors was assessed. John Ortberg's work was used to develop a scale to measure felt and observed leadership/servant qualities. The core values of the denomination provided a way to measure the theological commitments of its pastors. The study confirmed a correlation between the denomination's theology and the servant-leadership style of its pastors.


While research shows that transformational leadership (Bass & Avolio, 1990; Burns, 1978) is the style most conducive to achieving culture change and staff retention, the author of this dissertation shows that elements of Level 5 leadership (Collins, 2001) and servant leadership (Greenleaf, 1991) are also critical. Culture change and staff retention will be imperative to the vitality and success of the aging services field over the next 2 decades.


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.

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. Secondarily, servant-leadership concepts were also identified.


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. diss.].

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*. [PhD. Diss.]

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


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.

The author of *Dream Makers*, 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.


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.


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.


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.


This book provides leaders the means to enhance performance and profit by offering to pay their employees the non-monetary currencies of the “Hidden Paycheck.” Much of the old loyalty employees once had for their companies gone. Years of downsizing, mergers and other cost-cutting strategies have left employees feeling they are holding the short end of the stick in their relationships with their employers. Most companies have forgotten the most basic and fundamental rule in human relationships - “people give to get.” If you manage or lead people - even if it’s just one person - then you must realize that to get the performance and profit you want from your employees, you must be willing to give them what they really want and it’s not just about money. Includes bibliographical references.

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.


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 Fassell, Joseph Jaworski, Elizabeth Jeffries, Robert Kelley, Jim Kouzes, Ann McGee-Cooper, Ken McIvor, 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.


Academic journal devoted to research and writing on servant-leadership.


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.


Mentoring has been linked to leadership theories such as transformational leadership, servant leadership, emotional intelligence, and leader-member exchange.
Until this study, intercultural mentoring in international contexts has not received much attention. The author presents a multiple-case study that contributes to filling that void. He analyzes leadership behaviors of intercultural mentors based on the GLOBE--(Global Leadership and Organizational Behavior Effectiveness Research Program) construct of culturally endorsed implicit leadership theory (CLT).


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 effectiveness at the team level; love; empowerment; vision; humility and trust.


Focuses on leadership values and integrity. The author helps leaders and organizations reach sustainable success through the integration of purposeful leadership and his research and opinions have been featured in various media. Includes bibliographical references: p. 220-221.


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.


From the 5-part TV series, the author interviewed over 200 people, from ages 60-106, to find out their secrets for happiness and meaning in their lives.

A revision of the 2001 publication.


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.


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.


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.


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

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The Hine Bibliography
Selected Monographic Resources on Servant Leadership


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.


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.


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.

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.

A review of Greenleaf’s critical essay. Primarily includes extracts of key ideas helpful for newcomers to Greenleaf and the servant-leader concept.


Conference keynote. Presentation of music and storytelling.

In cooperation with Trafford. Includes bibliographical references.

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.

This study is an analysis of three servant leader higher education faculty self-identified as servant professors. The author hopes to contribute to discussions of servant leadership as an educational leadership model for faculty in higher education in the new millennium. Additional characteristics to the original 10 were found and synthesized into a list of eight themes of servant professors as demonstrated by the faculty participants.

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.

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.


The purpose of this study was to examine the extent to which servant-leadership exists among faith-based correctional jail volunteers in county jails and to
understand if there was an impact of faith-based correctional volunteers with those characteristics on county jail inmates.


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.


A companion volume to the author's best-selling book, *Anyway: The Paradoxical Commandments*, this volume is designed to help readers incorporate the Paradoxical Commandments into their daily lives.


The CEO of the Greenleaf Center makes the argument for servant-leadership as the most ethical, practical, and meaningful model of leadership.


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.


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.

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.


Keynote address. Conference title: The Soul of Leadership.


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.


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.

A companion to the book *Awakening corporate soul*: four paths to unleashing the power of people at work. Includes bibliographical references.

Knicker, C. M. (1998.). *The elementary school principal as servant leader*. [Ed.D.diss]. 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.

The author compares the servant-leadership concept practiced in companies such as Southwest Airlines, TDIndustries and Toro with a call to the ecclesiastical community of church leaders to regain its moral authority and heal the wounds created by the current scandals in the church. Old paradigms of leadership create stress and fear rather than trust and pleasing the heads of the church has become more important than the parishioners. Where but in the Church should this be more present as servant leadership has its roots in the person of Jesus, the Gospels and the early church. The ten characteristics of Greenleaf’s servant-leader further contrasts the servant-leader companies with the church’s need to rediscover those characteristics in its own leadership and leadership training, all of which can be found in the image and example of Jesus.

The book is organized around the seven classical virtues: courage, faith, justice, prudence, temperance, love, and hope. The authors utilize these virtues in making a convincing case that character-based leadership forms the core for both people and companies of integrity. Includes bibliographical references and index.

Koshal, J. N. O. (2005). *Servant leadership theory: Application of the construct of service in the context of Kenyan leaders and managers*. [PhD diss.]. 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.


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.


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.


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.


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;
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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.
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.

This was a study of a pharmaceutical organization that addressed whether the existence of servant-leadership in an organization could be a safety indicator by influencing individuals within the organization to care actively for safety. Specifically, the researcher looked at whether the presence of servant-leadership would shape psychological states of employees in a way that promotes engagement in safe behaviors. In addition, this study examined how both servant-leadership and actively caring would influence occupational safety outcomes (e.g., accidents and near misses) in an applied setting.

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.

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.

Keynote address.


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.


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.


Unpublished MA 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.


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.


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.


Includes bibliographical references.


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.


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


"Moving from the individual to the group to the [organizational] level, participants develop such disciplines as active listening, trust formation in groups, ethical use of power and learning through reflection on experience"—publisher. Project team: Natalie Abruzzo, Haris Aqil, Jackie Bahn-Henkelman, Angela Churchill, Katherine Elberfeld, Donald Frick, Kathleen Giles, Jan Day Gravel, Jim Henkelman-Bahn, Rayna Schroeder, and LuAnne Wohler.


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 it 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.


Includes bibliographical references and index.


The author examines this definition of Leadership and how its style is having a significant effect in some major UK companies. She discusses Flight Centre, named in the Sunday Times 100 Best Companies to Work For list, 2004, where the former director said, "my job is to create an environment where people can do their best work." She goes on to say that there are two basic elements, understanding the business environment to build a strong vision and strategy for the future and fully engaging the people in the organization to fulfill that strategy and vision. While this manner of management is challenging and means consistent honesty, openness and respect, it is an overall satisfying way to do business.


While the corporate world in the US claims more examples of servant-leadership
companies, it is also becoming a significant movement in the UK. Includes bibliographical references and index.

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

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.

Describes how new older adults can rekindle the good life, relight the fire within, and share the 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.

This book explores the future of leadership based on research analyzing the leadership styles of more than 5,000 leaders and managers worldwide. The author has developed a nine-part strategy for flourishing under the demands of inter-organizational relationships, joint ventures, and partnerships. Includes bibliographical references and index.

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.


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.


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


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 the servant leadership characteristics. A significant number of leaders' behaviors expressed more than one characteristic.


The author demonstrates how to apply solid personal values in developing the key elements of leadership though 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.

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.


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.


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.


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."


The author examined the extent to which leaders, staff, and volunteers perceived the characteristics of servant-leadership to exist within a Catholic Charities social service agency. Four leaders in the agency participated in an in-depth interview process to assess beliefs about what it is to be an effective leader and to reflect on their own leadership styles within the agency.


Provides inspiring snapshots of Servant-Leaders in action. Shows practical ways of putting Servant Leadership principles into practice in your organization. Foreword by Jack Lowe; afterword by Don Frick. Includes bibliographical references and index.

McGee-Cooper, A. (198-?). *Creative problem-solving* [Sound recording]. Expansive thinking series). Dallas, Tex.: McGee-Cooper Enterprises. ISBN:

On side one, Dr. McGee-Cooper introduces “conceptual re-patterning,” a method of creative problem solving, with applications in everyday life. Side two is geared toward the classroom teacher; she explains some classroom problems including discipline, teaching high achievers, and teaching the right or left brain student.
Selected Monographic Resources on Servant Leadership


McGee-Cooper, A. (1983). *Burnout, the super human syndrome* [Sound recording]. The Expansive Thinking Series). Dallas, Tex.: Expansive Thinking Series. ISBN:

McGee-Cooper, A. (2002.). *Servant-leadership: Does the “soft stuff” really work with tough problems?* [Sound recording]. Walthman, MA: Pegasus Communications. ISBN:

Ann McGee-Cooper, Gary Looper, and Kelli Miller discuss three companies that base their culture on servant-leadership, Southwest Airlines, TDIIndustries, and TXU used trust as a critical covenant when making business decisions about how to recover from market challenges after September 11, 2001. Compares the implications of traditional business models with a model based on servant-leadership in times of falling profits.

McGee-Cooper, A. (2006). *You don't have to go home from work exhausted! : A program to bring joy, energy, and balance to your lift* [DVD (51 min.)]. Dallas, Tex.: Ann McGee-Cooper & Associates.

DVD based on the best-selling book of the same title. A presentation with a live audience that summarizes research from the book.


Two skits illustrating diversity issues. Contents: Don't do anything you wouldn’t do if your mom were here -- Hey, that's not funny. The first skit illustrates that inappropriate language, certain magazines, and sexual/racial bias erode trust in the workplace and need to be replaced by respectful language and inclusiveness; the second deals with negative humor and how it can affect the attitudes of fellow workers and lead to hurt feelings.


The partners at TDIIndustries schedule “One-with-ones” every six months to keep lines of communication open between supervisors and staff. This video demonstrates this process. The viewer will learn the purpose of the sessions and questions that can be used in developing a healthy relationship.

Two skits. Contents: He said and she said -- Walk the talk. The first illustrates how gossip can lead to unforeseen consequences if participants don’t understand the effect of their words and actions; the second illustrates how understanding more fully the meaning of servant-leadership enables more respect and accountability.


Four skits comparing the traditional form of leadership to servant-leadership. Contents: Where's the sign? -- Stay at TTY -- Attendance -- Safety glasses.

McGee-Cooper, A., Looper, G., & Trammel, D. ([1998]). Awaken your sleeping genius: A journaling approach to personal growth and servant-leadership. Dallas, Tex.: Ann McGee-Cooper & Associates; 80 leaves

Contains ideas, suggestions, and quotes on servant-leadership from Greenleaf and others, centered around 20 themes, with space for journaling.


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.


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.

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.


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.


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.


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.

McGee-Cooper, A., Trammell, D., & Lau, B. (1990). *You don’t have to go home from work exhausted!: The energy engineering approach*. Dallas, TX.: Bowen & Rogers.
The Hine Bibliography

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

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Discusses the quality of work life and interpersonal relations. Author’s research is in the areas of attracting and retaining employees to specific corporate cultures.
Includes bibliographical references.

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.

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.

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.


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.


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.


An historical and conceptual overview of servant-leadership, together with an outline of the ten characteristics of the servant-leader.


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).


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.
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.

The premise is that servant leadership has potential as an intellectual and emotional bridge between Worldviews which would be useful for organizations entering new international markets. As these organizations must attend to the social and cultural norms of the peoples with whom they interact or face possible conflict between differing worldviews and probably failure in those markets. This study combines Hofstede's typology with Hebert's compression of Laub's six servant leadership subscores, namely values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership, into the single factor, servant leadership to arrive at filtering criteria for the World Values Survey (2006) dataset. The result is an instrument of 35 World Values Survey variables. These 35 variables are used to construct a Servant Leadership Index (SLI) intended to measure servant leadership at the general study level.

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.

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.

The authors demonstrate that everybody has something to contribute and that our ability to transform our lives is within our reach. This inspiring book is filled with stories of how people from all walks of life have found a deep sense of fulfillment through simple acts of service. Includes bibliographical references and index.


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.


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.


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.


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.


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.


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.


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.


Contents: Putting leadership into perspective -- Two requirements of the successful executive -- Managers and leaders are they the same? -- The foundations of leadership: character and personality -- The relationship between leadership and followership -- Examining the tasks of the manager/leader -- Setting demanding expectation levels -- The importance of self-management by the leader -- Developing and articulating a sense of mission -- Important traits and characteristics of the manager/leader -- Speaking clearly but first listening well -- Desire and capacity to manage change -- Are leaders born or made? -- The concept of the servant leader -- Managerial leadership styles -- Leading through other leaders -- Developing newmanager/leaders -- Responsibility for personal growth -- The role...
of ethics and value setting in leadership -- In summary, what does it all add up to? Also available as electronic book.


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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.


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.


The author identified and examined the leadership qualities and characteristics of the subject as evangelist, pastor, college president, denominational magazine editor, and General Superintendent in the Church of the Nazarene. The researcher evaluated Chapman's leadership qualities and characteristics in an effort to discover leadership traits and behaviors that provide a possible model for current and future educational and denominational leaders. Chapman's leadership characteristics were analyzed through the lenses of three prominent leadership models: servant-
leadership (Greenleaf), transformational leadership (Burns and Bass), and exemplary leadership (Kouzes and Posner).


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.


Discusses Greenleaf’s work as well as others who have written about or in the servant-leadership Model. Lifts up three of Fortune Magazine’s Best Companies to Work For in America, TDIndustries, Southwest Airlines, and Synovus Financial. While the corporate world in the US claims more examples of servant-leadership companies, it is becoming a significant movement in the UK according to Judith Leary-Joyce in her book, *Becoming an Employer of Choice* (2004). Includes bibliography.


This article explains that servant-leadership is neither an oxymoron nor a quick-fix leadership philosophy but is for leaders whose commitment is based on underlying principles of trust and faith, possibly the most effective approach since the Golden Rule! The author cites the work and writing of Toro CEO Ken Melrose whose belief in this concept is deeply ingrained in his personal philosophy of life and work and beyond. Melrose transformed the company from one who made lawn mowers to an industry leader in protecting the environment and conserving water. His book, *Making the Grass Greener on Your Side* (1995) chronicles his involvement in the servant leadership model.


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. (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.

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 (p. 185-189) and index.


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.


This study is an empirical investigation of the distinctions between transformational and servant leaders.


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.


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.


This study developed a strategy manual based on a specific leadership model.
Selected Monographic Resources on Servant Leadership

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.


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.


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.


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.


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.


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.


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. Forward by Warren Bennis.

The author explores the fundamental question of what it means to be a servant-leader and why it matters.

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.

Includes bibliographical references 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. Foreward 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.


This collection of survey instruments includes *The Servant Leadership Assessment Instrument* / Rob Dennis and Mihai C. Bocarnea and *The Leadership practices inventory* / Sharon Berry. "This book is the comprehensive reference source for innovative knowledge on electronic surveys. It provides complete coverage of the challenges associated with the use of the Internet to develop online surveys, administer Web-based instruments, and conduct computer-mediated assessments. This combination of how-to information about online research coupled with profiles of specific measures makes it an indispensable reference"—Provided by publisher.

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

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.


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 Wilkinson’s theory of interaction, McMillan and Chavis’ psychological sense of community theory and Weber’s illustration of social capital.


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.


Robert K. Greenleaf outlines the development of his philosophy of servant leadership, interspersed with background narrative on Greenleaf’s life.

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.


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.


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.


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.
Selected Monographic Resources on Servant Leadership


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.


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.


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.


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.


Concepts from the author's book *Inspire! What great leaders do*. Tracks are *Preparing for Meditation; A Divine Conversation*; and *The Calling Meditation*.


Drawing from inspiring leaders through the ages, the author identifies essentials of authentic leadership that lead to extraordinary effectiveness, personally and professionally. There is a companion workbook entitled Revealing your destiny, cause, and calling (2004?). Includes bibliographical references and index.


A workbook to be used with *Inspire! What great leaders do*.


A vision of leadership theory for the 21st century, the author connects the reader with the deepest human needs found in the CASTLE model of attributes, Courage, Authenticity, Service, Truthfulness, Love and Effectiveness. Combines practical exercises and reflections as well as life stories of people and organizations around the world. Includes bibliographic references and index.


A study of the sociology of culture and the dissemination of servant-leadership philosophy within present-day organizations. The study explores the applications of servant-leadership within corporate, non-profit, and educational institutions.


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.


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?


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.


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. Contents: How our actions create our reality ... and how we can change it. “Give me a lever long enough ... and single-handed I can move the world” -- Does your organization have a learning disability? -- Prisoners of the system, or prisoners of our own thinking? -- The fifth discipline: the cornerstone of the learning organization. The laws of the fifth discipline -- A shift of mind -- Nature’s templates: identifying the patterns that control events -- The principle of leverage -- The art of seeing the forest and the trees -- The core disciplines: building the learning organization. Personal mastery -- Mental models -- Shared vision -- Team learning -- Prototypes.
Openness -- Localness -- A manager's time -- Ending the war between work and family -- Microworlds: the technology of the learning organization -- The leader's new work -- Coda. A sixth discipline? -- Rewriting the code -- The indivisible whole -- Appendix 1: The learning disciplines -- Appendix 2: Systems archetypes. Includes bibliographical references and index.


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


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.

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. There are bibliographical reference throughout to related publications. Includes bibliographical references and index.


The team that wrote the Fifth Discipline Fieldbook—which showed business how to build learning organizations—now explains how to sustain organizational change to produce long-term results. Contents: Getting started. Orientation -- Generating profound change -- The challenges of initiating. Not enough time -- No help (coaching and support) -- Not relevant -- Walking the talk -- The challenges of sustaining transformation. Fear and anxiety -- Assessment and measurement -- True believers and nonbelievers -- The challenges of redesigning and rethinking. Governance -- Diffusion -- Strategy and purpose. Includes index.


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.


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.


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.

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

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.

Describes the authentic, adult conversations that need to characterize servant leadership if it is to succeed in the workplace. Includes bibliographical references and index.
Selected Monographic Resources on Servant Leadership


Discusses, among other criteria, servant leadership as an American Deaf Community criterion.


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. Diss].

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. Suggestions for future research are given.


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


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.


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.


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.


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. Includes bibliographical references.

Selected Monographic Resources on Servant Leadership

A leadership fable of personal transformation and learning a new way of relating to employees and leading an engaged workforce.

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.

Survey packets were mailed to two groups of Texas public school principals: one group nominated for Principal of the Year by their professional organizations, and one group not thus nominated. Self-perceptions of servant leadership were analyzed through the use of the Servant Leadership Profile-Revised (SLPR) instrument created by Page and Wong (2003). Total mean scores for self-perception of servant leadership as well as mean scores for seven factors of servant leadership were examined. Participants with the highest self-perceptions of servant leadership were interviewed to determine specific actions they employ as servant leaders to promote success in their schools. All of the principals surveyed moderately to strongly agreed with servant leadership concepts. Statistical tests revealed no significant differences in self-perception of servant leadership between principals nominated for Principal of the Year and those not nominated. Significant differences in self-perceptions of servant leadership were discovered between male and female principals, elementary and secondary principals, and among principals of different ethnic backgrounds. No significant differences in self-perception were found in the seven factors of servant leadership among the principals. The factors of “Humility” and “Serving others” realized the largest gaps between groups. The 12 principals who were interviewed spoke favorably of servant leadership as a successful leadership style, and 60 specific servant leadership actions were identified. This study confirmed that public school principals are likely to perceive themselves as servant leaders, and the study operationalized the construct of servant leadership by identifying and categorizing 60 specific actions that principals take in order to lead their schools to success. It is recommended that future research examine the success of servant leadership for other public school leaders including teachers. Future research could also focus on further defining the 60 servant leader actions established in this study.

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.


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.dis]. 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.


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.


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
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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.


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.


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.diss]

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.


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.”


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 an educational setting for the purpose of defining servant leadership in public schools.


Foreword by Robert A. Johnson. Includes bibliographical references and index.

Thompson, R. S. (2002). *The perception of servant leadership characteristics and job satisfaction in a church-related college*. [Ph.D. diss].

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).


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.


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.

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.


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.


Includes bibliographical references.


Includes bibliographical references (p. 287-291) and index.


Includes bibliographical references and index.


Includes bibliographical references index.
The Hine Bibliography


van Kuik, A. (1998). The meaning of servant leadership. [PhD diss.]. 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.
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.

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.

This research examined the relationship between senior pastors' perceptions and practice of Servant leadership. Biblical and secular literature was search. On the secular side Robert Greenleaf is referenced and on the Christian side there are numerous Christian authors referenced to derive the 12 characteristics that are identified in the research instrument.

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.


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.

A textbook for first year college students. Includes index.

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.

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.

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.

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.

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.


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.


Keynote address. Conference title: The Soul of Leadership.


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.


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. (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 :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. ([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 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.


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* [PhD diss.]. 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.

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. (Copies available exclusively from Micrographics Department, Doheny Library, USC, Los Angeles, CA 90089-0182.)


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.


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 re-imagination 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.


Keynote address. Conference title: The Soul of Leadership.


Conference keynote. Owner of the White Dog Cafe explores the concept of serving
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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.

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.


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.

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.

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.


A collection of essays looking at diversity as opportunity rather than a problem to be solved. Writers include Mikhail Gorbachev, John O’Neill, Riane Eisler, Norman Lear, and others. Includes diversity bibliography and index.

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.


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.

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.

Keynote address.


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.


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.
Hospitality in Italy and a booklist of that library’s holdings that the faculty and students use in their curriculum there. She continues to update that bibliography as well. She has led or co-led four groups of ISU and Eastern Illinois University students and friends on study abroad trips to Apicius.

In a 35-year career as a librarian, Betsy is proud of her professional accomplishments but she is most proud of her family—her husband, Dr. Will Hine; her two sons, Dr. Will Hine, Jr. and Dr. Charley Hine, their spouses, and their children. Betsy is thankful for the many colleagues in her career who have supported and nurtured her.
About the Greenleaf Center

The Greenleaf Center for Servant Leadership was founded in 1964 by Robert Greenleaf as the Center for Applied Ethics. It was renamed for him in 1985. The Center is an international non-profit organization dedicated to promoting the understanding and practice of servant leadership.

The Center’s website, www.greenleaf.org, provides information and resources on servant leadership. The Center’s Annual International Conference on Servant Leadership attracts learners and practitioners from around the world. Over the years, keynote speakers have included James Autry, Ken Blanchard, Peter Block, Stephen Covey, Max DePree, Joseph Jaworski, James Kouzes, Peter Senge, and Margaret Wheatley. The Center’s Speakers Bureau provides speakers for conferences and organizational workshops on servant leadership. The Center’s programs include the annual Leadership Institute for Education (LIFE) which offers information and encouragement to educational leaders who wish to practice servant leadership in their institutions.

To become a member or donor, or to learn more about our services, please contact us at:

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