The Hine Bibliography of Resources on Servant Leadership

3rd Edition, Revised and Expanded

Compiled by

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September, 2015

Foreword

The Hine Bibliography of Resources on Servant-Leadership, last published in 2008, has been revised and expanded significantly. **New material since the 2008 edition is marked with an *.** Editor, Betsy Hine, is being joined by Valentine Muyumba, Head of Technical Services at Indiana State University to finish this big job which includes updating the print monographs, updating the non-print monographs (media such as DVDs, CDs, etc.), updating the theses and dissertations, adding journal and periodical articles and adding chapters in books. We wanted to make this revised and expanded edition as complete as possible but it's likely that we have omitted some publications. Since this is now an electronic publication it is a dynamic document and will continue to be updated regularly. If you have published or have seen published any new books, media, articles or chapters in books, or if you have completed a master's thesis or doctoral dissertation, please let us know right away via email at the following:

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We may already know about your contribution to the literature but don't assume we do! Please let us know the citation in APA format that includes complete pagination, ISBN and whether it has a bibliography or references or index, glossary, etc., and whether it is also available as an e-book. In this greatly expanded edition we may not be able to provide annotations for everything as we did in the previous editions, but if you would also like to include a very brief synopsis we will try to include it.

Remember that, while there can be several interpretations of servant leadership, the scope of the bibliography is **Robert K. Greenleaf's Servant-Leadership**. We look forward to hearing from you all in the near future as we're hoping to keep this bibliography up to date electronically as we learn of new material.

Valentine K. Muyumba and Betsy N. Hine

Contents

Print Monographs on Servant Leadership

*(Abramovitz, R., McNamee, D. (eds.) (2012) *Servant-leadership: practice and application; selected proceedings of Marylhurst University's Pacific Northwest Regional Servant Leadership Conference, March 22-23, 2012.* Marylhurst, Ore.: Marylhurst University, Center for Servant Leadership. ISBN: 9781300613022 ; 132 p.

A collection of the presentations made at this conference. Includes bibliographical references.

Abrashoff, D. M. (2002.). *It's your ship : Management techniques from the best damn ship in the navy.* New York: Warner Books. ISBN: 0446529117 ; 0446690570 (pbk.) ; viii, 212 p.

The author's premise is that focus should be on empowering your people rather than on chain of command. Shifting organizing principles from obedience to performance increases productivity and the more people enjoy the process the better the results will be. Good leaders listen to the people under their command and use their ideas to improve operating procedures.

Addis, F. S. (2014). *Summit: Reach Your Peak and Elevate Your Customers' Experience*. (1st ed.). Austin, TX : Greenleaf Book Group. ISBN: 9781626340411 ; 9781626340428 (ebook) ; x, 181 p.

Chapter 6 in entitled "Cultivating Servant Leadership."

Alden, V. R. (1997). *Speaking for myself: The personal reflections of Vernon R. Alden, university president, corporate director, international entrepreneur.* Athens, OH: Ohio University Press. ISBN: 0965074323 ; 0965074331 (pbk) ; xii, 233 p.

The memoirs of long-time president of Ohio University including the development there of the Ohio Fellows Program, created by Les Rollins and Robert Greenleaf. That early vision became the nucleus of the Center for Creative Leadership, a training ground for leaders in all fields. Includes index.

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

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

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

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

Arbinger Institute. (2000.). *Leadership and self-deception : Getting out of the box* (1st ed. ; 1st paperback ed., 2002). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576750949 (hbk); 9781576750940 ; 1576751740; 9781576751749 (pbk) ; 9781576755020 (ebook) ix, 181 p.

Explains why self-deception is at the heart of many leadership problems.

Arrien, A. (Ed.) Working together; diversity as opportunity. (1st ed.) San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576751562; xii, 247 p.

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

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

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

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

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

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

Poetry.

Autry, J. A. (1991). *Love and profit : The art of caring leadership* (1st ed.). New York: Morrow. ISBN: 0380717492 ; 213 p. ; Published in paperback by Avon Books, 1992

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

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

Originally published: New York : William Morrow, c1994.

Autry, J. A. (1996). *Confessions of an accidental businessman : It takes a lifetime to learn wisdom* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576750035 ; xvi, 252 p.

Former Fortune 500 executive, author, consultant and speaker on leadership thinking, Autry writes in this book about caring leadership as he experienced it in his career. Includes index.

Autry, J. A. (2001). *The servant leader : How to build a creative team, develop great morale, and improve bottom-line performance* [Electronic resource]. New York: Three Rivers Press. ISBN: 9781400054732; xii, 266 p. Includes index.

Autry, J. A. (2001.). *The servant leader : How to build a creative team, develop great morale, and improve bottom-line performance* (1st ed.). Roseville, Calif: Prima Pub. ISBN: 0761535357 ; xvii, 269 p.

The author shows how to remain true to the servant-leadership model when handling day-to-day and long term management situations. Covers subjects from hiring, training, and firing employees to loyalty, conflict, and work/family/community balance. Foreword by Howard Behar. Includes index.

Autry, J. A. (2002.). *The servant leader.* New York; London: Random House International; Hi marketing. ISBN: 9780761535355; 256 p.

Autry, J. A. (2003). *El lider con vocacion de servicio : Como formar un equipo creativo, fomentar una magnifica moral y mejora de resultados.* [Spanish]. Barcelona: Ediciones Urano. ISBN: 978849578231; 233p.

Autry, J. A. (2004). *The servant-leader : How to build a creative team, develop great morale, and improve bottom-line performance* (1st paperback ed.). New York: Three Rivers Press. ISBN: 1400054737 ; xxi, 266 p.

The author shows how to remain true to the servant-leadership model when handling day-to-day and long term management situations. Covers subjects from hiring, training, and firing employees to loyalty, conflict, and work/family/community balance. Foreword by Howard Behar. Includes index.

Autry, J. A., & Mitchell, S. (1998.). *Real power: Business lessons from the Tao Te Ching.* (1st Riverhead paperback ed.). New York: Riverhead Books. ISBN: 157322720x (pbk.); 1573220892 ; xviii, 219 p.

Autry, reknown 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.

Bakke, D. W. (2005). Joy at work: A revolutionary approach to fun on the job (1st ed.). Seattle, Wash.: PVG. ISBN: 9780976268642; 0976268604; 0976268647 (pbk.) ; 314 p.

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 primise mirrors his personal life. Includes bibliographical references and index.

*Bamberger, T. (2008). *Stories from the field. ISBN: 9781605852645; 81 p.*

Presents the stories of more than thirty men and women who work for PPC Partners, an employee-owned holding company of electrical and mechanical services and construction companies. Electricians, linemen, supervisors, and managers talk about their upbringing and experience, their values, and the meaning they find in life, work, and family.

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

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

Barbuto, J. E. (2002). Becoming a servant leader : Do you have what it takes? (Vols. G02-1481-A). NebGuide). University of Nebraska - Lincoln. ISBN: ; [3] p

" ... 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]. State document.

*Barnes, G. P. (2006). Servant first: readings and reflections on the practice of servant leadership. Indianapolis, Ind.: Precedent Press. ISBN: 9780976308843; iii, 136 p.

A workbook designed to help readers become more effective in the practice of Servant Leadership. Each chapter is followed by group learning tasks and individual reflection activities, creating a complete curriculum for students and instructors in this area of thought.

Baron, T. (2010). The art of servant leadership: Designing your organization for the sake of others.. Tucson, AZ: Wheatmark. ISBN: 9781604943900 (pbk) ; 9781604944235.

A case study of Datron World Communications giving examples of leadership that is ethical and effective. The two parts move from discussing "The need for a new kind of leader" to "The formula for success, living for the sake of others." Notes and bibliographical references. An appendix cites a listing of books for Servant Leaders.

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

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

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

Behar, H. (2007). It's not about the coffee: Leadership principles from a life at Starbucks (with Janet Goldstein, Ed.). New York, NY: Portfolio. ISBN: 9781591841920; p. xix. 183.

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

Belasco, J. A. (1990). Teaching the elephant to dance : Empowering change in your organization. (1st ed.). New York: Crown Publishers. ISBN: 0517574780 ; x, 276 p.

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

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

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

Bennis, W. G. (2003,1989). On becoming a leader (Updated and expanded). Cambridge, MA: Perseus Books. ISBN: 0738208175 ; xxxv, 218 p.

A 2003 revision of the 1989 book, it updates the classic edition within the context of the changes in the world between 1989 and 2003 and how those dramatic changes influence leaders and leadership as well as what basics remain as important. Includes brief biographies of leaders discussed in the book, bibliographical references and index.

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

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

Bethel, S. M. (1990). *Making a difference : 12 qualities that make you a leader.* New York: Berkley Books. ISBN: 042512309X ; 288 p.

The author discusses her 12 qualities of leadership. Some are skills and aptitudes and some are philosophies and attitudes. She asserts that a leader: has a mission that matters; is a big thinker; has high ethics; is a change master; is sensitive; is a risk taker; is a decision maker; uses power wisely; communicates effectively; is a team builder; is courageous; and is committed. Greenleaf and servant-leadership are referenced in the chapters on sensitivity, risk taking and communication. Includes index.

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

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

Blanchard, K., & Hodges, P. (2005). *Lead like Jesus: Lessons from the greatest leadership role model of all time.* Nashville, Tenn.: W Publishing; Thomas Nelson. ISBN: 9780849918728; xvi, 239 p.

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.

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

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

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

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

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

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

Block, P. (1993). *Stewardship : Choosing service over self-interest (1st ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1881052281 ; (1996) 1881052869 (pbk printing) xxiv, 264 p.

The author's premise is that individuals who see themselves as stewards choose responsibility over entitlement and hold themselves accountable to those over whom they exercise power. References Greenleaf in the chapter that says "stewardship asks us to serve our organizations and be accountable to them without caretaking and without taking control." Includes bibliographical references and index.

Block, P. (2002.). *The answer to how is yes : Acting on what matters (1st ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1576751686 (alk. paper); 1576752712 (pbk.) ; 202 p.

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

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

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

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

"A keynote speech before the 1998 International Conference on Servant-Leadership, Indianapolis, Indiana, August 7, 1998"--p. 1.

Demonstrates that in the mutual fund industry, and throughout the business world, the central idea of first serving others is being proven in the marketplace. The author founded the Vanguard Group in 1974 and today it is one of the two largest mutual fund organizations in the world.

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

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

of those ideas on his own thinking and subsequent practice at Vanguard. Includes bibliography and index.

Bogle, J. C. (2003,1999). *On the right side of history. (Vol. Booklet 1). Voices of servant-leadership series, booklet 1).* Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. The 3rd printing of the first essay in the Voices of Servant-Leadership Series.

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

The author contrasts discussion with dialogue which he presents as the stream of meaning that flows through a group resulting in new understanding. Emphasizes real communication and growth. Includes bibliography and index.

[There is also a 41 p. booklet of this title/author, apparently published in 1990?]

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

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

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

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

Bordas, J. (2007). *Salsa, Soul, and Spirit: Leadership for a multicultural age. (1st ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 9781576754320 (pbk.); xvii, 226 p.

The author 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 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.

Bordas, J. (n.d.). *Power and passion: Finding your personal purpose.* [Denver, CO]: [Mestiza Leadership International]. 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?"

Bottum, C.E. (2010) *Within your reach: the beatitudes in business and everyday life*, selected writings edited by Dorothy L. Lenz, George SanFacon and Larry Spears. U.S. : Lulu.com. [6], 383, [19] p.

Includes bibliographical references.

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

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

Bragdon, J. H. (2006). *Profit for life : how capitalism excels : case studies in living asset management.* Cambridge, MA : Society for Organizational Learning. ISBN: 0974239038; 9780974239033. xix, 395 p.

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." Includes bibliographical references and index.

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

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

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

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

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

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

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

A leadership book intended for students, written from both theoretical and popular viewpoints, and structured with a framework students can use to practice leadership in their classrooms, communities and careers. Resource for high school and university students, recent graduates and life-long learners. The framework includes: envision; enlist; embody; empower; evaluate; and encourage. Includes bibliographical references and bibliography.

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

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

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

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

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

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

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

The authors present a comprehensive treatise on human rights, integrating political history with social and intellectual theory and history. They look at the great crusades that led to societal reforms as well as

at how individuals and groups influenced and were influenced by those reforms. Includes bibliographical references and index.

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

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

Campbell, L., Gilbert, M. A., & Laustsen, G. R. (2014). *Capstone Coach for Nursing Excellence.* FA Davis. Encourages you to put your mastery to use as a servant-leader devoted to quality patient care, safety and evidence-based nursing practice, Uses Servant Leadership as a model for nurses and faculty from contributions of high-profile leaders in nursing and business.

Carr, W. H. A. (1989). *Up another notch : Institution building at Mead.* New York: McGraw-Hill. ISBN: 0070101590 ; ix, 228 p., photos, ports.

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.

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

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

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

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

*Carver, J., Caroline Oliver (2002). *Corporate Boards that create value: governing company performance from the boardroom, a practical design for governance accountability.* San Francisco, Calif.: Jossey-Bass. ISBN: 0787961140 ; xxv, 201 p.

Topics covered include the value and designing the board's job, connecting to management, setting expectations for management performance. Foreword by Sir Adrian Cadbury. Includes bibliographical references (pages 187-192) and index.

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

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

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

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

Cheshire, A. (1987). *A partnership of the spirit : The story of Jack Lowe and TDIndustries.* [Dallas]: TDIndustries. ISBN: ; 182 p.

TDIndustries has been consistently listed in the top ten on Fortune magazine's list of the 100 best places to work. This book chronicles the evolution of the company under the leadership of Jack Lowe, Sr., offering a warm and personal look at the internal life of this servant-led company.

Cheshire, A., & Graham, J. ([1999?]). *A partnership of the spirit : The story of Jack Lowe and TDIndustries* ([revised ed.]). [Dallas]: TDIndustries. ISBN: 0961914203 ; 216 p.

TDIndustries has been consistently listed in the top ten on Fortune magazine's list of the 100 best places to work. This book chronicles the evolution of the company under the leadership of Jack Lowe, Sr., and in this revised edition, Jack Lowe, Jr., offering a warm and personal look at the internal life of this servant-led company.

Clemmer, J. (2003). *The leader's digest : Timeless principles for team and organization success.* Canada: TCG Press. ISBN: 0968467512 ; 224 p.

A collection of principles of personal or self-leadership with quotations and anecdotes from individuals, including Greenleaf, designed to help anyone who is responsible for leading people. Includes bibliographical references and index.

Coelho, P. (1998). *The alchemist (A. R. Clarke, Trans.).* New York: HarperPerrenial. ISBN: 0062502174 (cloth) ; 0062502182 (pbk) ; 167 p.

Translation of the Portuguese novel, O Alquimista. It is the story of one who journeys to find worldly goods only to discover the treasures found within himself. The message is about the transforming power of dreams and the importance of listening.

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

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

Covey, S. R. (1991). Principle-centered leadership. New York: Summit Books. 334 p.

Covey, S. R. (1997). *The 7 habits of highly effective families : Building a beautiful family culture in a turbulent world.* New York: Franklin Covey/Golden Books, 1997. 390 p. : ill. Includes bibliographical references (p. 365-368) and indexes.

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

A collection of stories about individuals who have dealt with challenges at work, in their communities, schools and in their families as well as within themselves. The 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., Merrill, A. R., & Merrill, R. R. (1994). *First things first : To live, to love, to learn, to leave a legacy.* New York: Simon & Schuster. ISBN: 0671864416 ; 360 p.

Covering such areas as conduct of life, time management and setting goals and objectives, this is a guide to managing time that shows why previous time-management attempts might have failed and how to overcome bad habits. There is discussion about the connection between time and money management as well as delegating and keeping resolutions. Includes bibliographical references and index.

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

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

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

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

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

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

*Davis, P. W. & Spears, L. C. (Eds.). (2008). *Scanlon EPIC leadership: where the best ideas come together.* East Lansing, MI: Scanlon Foundation. ISBN: 9780981598406 ; xxvii, 307 p.

Chapters by many well-known servant leadership writers. Foreword by Warren Bennis and afterword by Max De Pree. Includes bibliographical references.

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

The author is former CEO of Herman Miller, Inc. He was a servant-leader in his company and is both a teacher and practitioner of the Greenleaf concept. Leaders need to develop a concept of persons and an understanding of the diversity of people's gifts, talents and skills. Several themes run through the book

including integrity as one of the preserving principles of the free-market system; building and nurturing relationships to realize potential; and the crucial nature of community building.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*DeGraaf, D. G., Jordan, D. J., & DeGraaf, K. H. (2010). *Programming for parks, recreation, and leisure services: a servant leadership approach.* (3rd ed.) State College, Pa.: Venture Pub. ISBN: 9781892132871 ; xii, 372 p. +CD-ROM.

A revised and expanded edition of 2 earlier editions. Includes bibliographical references and index.

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

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

*Dierendonck, D. v. & Patterson, K. (Eds.) (2010). *Servant leadership: developments in theory and research* Basingstoke: New York: Palgrave Macmillan. ISBN: 9780230238268; 9780230299184 (e-book); xviii, 219 p.

A collection of essays by key writers in Servant Leadership theory including Spears, Prosser, Ferch, McGee-Cooper and Trammell. Includes bibliographical references and index.

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

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

Donnelly, J. F. (2009) *The human treatment of human beings,* Davis, P. W. & Spears, L. C. (eds.) East Lansing : MI: Scanlon Foundation. xxvi, 260 p. ISBN: 9780981598420.

Addresses social responsibility of business cultures.

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

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

Elberfeld, K. (2003) *To speak of love: reflections on servant-leadership in life and work*. Alexandria, VA: Kaahumanu Press; Distributed by Servant-Leader Development Center. 71 p.

The author founded the Center to bring together the vision, concept and philosophy of servant-leadership applying it to human behavioral science skill training.

*Farnsworth, K. A. (2007). *Leadership as service: A new model for higher education in a new century.* ACE/Praeger series on higher education. Westport, Conn.: Praeger. ISBN: 0275990923; ABC-CLIO: 9781282411807 (e-book); xiii, 153 p.

The author presents a model for 21st century educational leadership that calls upon college administrators, students, employers, and society as a whole to merge the Servant Leadership philosophy of Greenleaf with the management principles of Mary Parker Follett. The publication outlines a new, service-driven agenda of higher education and describes the characteristics of those who will successfully lead in the new century. Includes bibliography and index. Also available as an e-book.

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

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

Ferch, S. R. (2012 Forgiveness and power in the age of atrocity: servant leadership as a way of life. Lanham, MD: Lexington Books. ISBN: 9780739169483 (hbk.) ; 9780739169490 (pbk) ; 9780739169506 (ebook). xxiv. 251 p.

Foreword by Larry C. Spears; afterword by Margaret J. Wheatley. Chapters cover general discussions about present day servant leadership, forgiveness, grace, shame, love and other topics. Includes bibliographical references and index.

*Ferch, S. R. & Spears, L. C. (Eds.) (2011) *The spirit of servant-leadership* New York: Paulist Press. ISBN: 9780809105946; xxxviii, 203 p.

A collection of essays from authors such as the editors, Peter Block, Margaret Wheatley, James Autry and others. Includes bibliographical references and index.

Ferch, S. R., Spears, L. C., McFarland, M., Carey, M. R. (Eds.) (2015) Conversations on servant-leadership: insights on human courage in life and work.* Albany, NY : SUNY Press. ISBN: 9781438455075 (hbk) ; 9781438455082 (pbk) ; 9781438455099 (ebook) xiii, 275 pages

Chapters by and about Servant Leadership writers. Includes bibliographical references and index.

Fidelus, L. (2003, Fall). *Servant-leadership : Leading by serving.* Crossroads Center Program Catalog (Chicago, IL), pp. 20-21. 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.

Fiore, D. (2014). *Creating connections for better schools: How leaders enhance school culture*. Hoboken: Taylor and Francis. ISBN: 9781930556058 (pbk) ; 9781317919919 (ebook). 168 p.

Addresses the relevance of positive school culture through positive leadership.

Flewelling, W. (2014). *Directions of a Pastoral Lifetime: Part IV: Studies*. AuthorHouse.

The author stands idealistically upon the forefront of the kind of service leadership Greenleaf envisions; not by mass movements, but by each servant-leader demonstrating his own.

Fousert, D. (2001). *A new vision for HR professionals: To serve and to lead.* Indianapolis, Ind.: Robert K. Greenleaf Center. 276 p.

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

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

The story of Southwest Airlines, crediting the power of principle-centered and servant-leadership in its success. The company has been named twice as one of the ten best companies to work for by Fortune magazine. Foreword by Tom Peters. Includes bibliographical references, bibliography and index.

Frick, D. M. (2004). *Robert K. Greenleaf : A life of servant leadership* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1-57675-276-3; 9781576752760 ; 9781605097169 (e-book) ; xxi, 432 p., portraits.

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. Includes bibliographical references, bibliography and index.

*Frick, D. M. (2009). *Implementing servant leadership: Stories from the field.* La Crosse, WI: D.B. Reinhart Institute for Ethics in Leadership. ISBN: 9780981689623; xii, 120 p.

The author, biographer of Robert K. Greenleaf, looks at several organizations in the areas of business, healthcare, community, and a Christian mission in South Africa. He sums up with "An executive primer on Servant Leadership," based totally on the writings of Greenleaf. Includes bibliographical references.

*Frick, D. M. (2011). *Greenleaf and servant-leader listening: an essay.* Westfield, Ind.: Greenleaf Center for Servant Leadership. 36 p.

Includes bibliographical references.

Fujishin, R. (2007). *Creating effective groups : The art of small group communication* (2nd ed.). Lanham, Md.: Rowman & Littlefield. ISBN: 9780742553422; xii, 193 p.

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.

Gallos, J. V. (Ed.). (2014). *Business leadership: a Jossey-Bass reader*. (2nd ed.) Jossey-Bass business & management series. San Francisco: John Wiley & Sons. ISBN: 9780787988197. xxvi, 598 p.

Several chapters are by well-known Servant Leadership writers. Includes bibliographical references and indexes.

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

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

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

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.

Gilley, J. W. (2001). *The manager as change agent : A practical guide for developing high-performance people and organizations.* Cambridge, MA: Perseus Pub. ISBN: 9780738204628; xii, 268

Includes bibliographical references

*Gilster, S. D. (2006). *A way of life; developing an exemplary Alzheimer's disease and dementia program.* (1st ed.). Cincinnati, OH: Cincinnati Book Publishers/Jarndyce & Harndyce Press. ISBN: 0977272036 ; 97809772272037; 127 p.

A thoughtful approach to leadership in the health care business, particularly focusing on the Alois Alzheimer Center. There is a suggested reading list and a brief list of references on the topic.

*Glashagel, J. (2009). *Servant-institutions in business.* Westfield, IN: Greenleaf Center for Servant-Leadership. ISBN: 978098220137

The author presents 8 companies that are in various stages of development as Servant-Leadership companies. They are TDIndustries, DuBrook Concrete, First Fruits, SBLI USA Life Insurance, Festival Foods, Johnsonville Sausage, Toro, and PPC. The last chapter traces the characteristics that Servant

Institutions have in common. There are questions for discussion and reflection and some bibliographical references.

*Gozdz, K. (Ed.) (1995) *Community building : Renewing spirit and learning in business.* (1st ed.). San Francisco, CA: New Leaders Press, Sterling & Stone. ISBN: 0963039059 ; xix, 441 p.

A collection of essays by noted authors on re-establishing community in modern organizations, to renew the spirt 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.

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.

*Green, T. & Miller, M. (2012). *Servant leadership in hard times: the closing of the Delphi Brake Assembly Operations.* Westfield, Ind.: Greenleaf Center for Servant Leadership. ISBN: 9780982882559 ; 52 p.

Describes the history and background as well as the challenges of the closure of the plant in Indiana.

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

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

Greenleaf, R. K. (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 into Spanish.

Greenleaf, R. K. (1977, reprinted 1991). *Servant leadership : A journey into the nature of legitimate power and greatness.* New York: Paulist Press. ISBN: 080910220X ; x, 338 p.

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

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

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

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

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

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

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

Greenleaf, R. K. (1986). *Life's choices and markers.* Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. This pamphlet contains the text of the 1984 talk given at Alverno College which was delivered via video transmission.

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

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

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

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

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

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

*Greenleaf, R. K. (1988). *My life with father*. Newton Centre, MA: Robert K. Greenleaf Center. 20 p.

In collaboration with AT&T.

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

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

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

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

Greenleaf, R. K. (1988, 1980). *Servant : Retrospect & prospect.* Indianapolis, Ind.: Greenleaf Center for Servant-Leadership. 39 p.

Essay originally written in 1980 as a summary of reflections on Greenleaf's experience in writing and responding to reactions to his series of essays on the servant theme. Special emphasis in this publication is on Institutes of Chairing as the best available means to begin a movement by institutions toward a level of performance as servant.

Greenleaf, R. K. (1991). *Advices to servants.* Indianapolis, Ind.: Robert K. Greenleaf Center. 64p.

Originally written in 1975 as the fourth in his original series, Greenleaf collected these nine essays, plus a postscript, into four categories of institutions: universities, businesses, churches and foundations. Part of a set of 7 chapbooks entitled "A deeper understanding of servant-leadership," volume 2 of a series from the Robert K. Greenleaf Center. Includes index.

Greenleaf, R. K. (1991). *The servant as leader* ([Rev. ed.]). Indianapolis, Ind.: Robert K. Greenleaf Center. ii, 38 p.

The 1991 revision of Greenleaf's seminal 1970 essay. The author discusses the skills necessary to be a servant-leader; the importance of awareness, foresight, and listening; and contrasts between coercive, manipulative, and persuasive power. This essay has been translated into Arabic, Czech, Dutch, French, Japanese, Mandarin Chinese, Portuguese, Russian, Spanish, and Turkish.

Greenleaf, R. K. (1991, 1977). *Servant leadership : A journey into the nature of legitimate power and greatness.* New York: Paulist Press. ISBN: 0809125277 ; x, 338 p.

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

Greenleaf, R. K. (1996). *On becoming a servant-leader: The private writings of Robert K.* Greenleaf (D. M. Frick & L. C. Spears, Eds.) (1st ed.). San Francisco, CA: Jossey-Bass Publishers. ISBN: 0-7879-0230-6; xx, 394 p.; Includes bibliographical references and index.

Collection of essays by Greenleaf organized around the themes of power, management, organizations and ethics. The first part includes an unpublished book manuscript which Greenleaf had entitled The Ethic of Strength. The second part essays explore how to exercise power without violating the rights of others. Part three consists of "the Dartmouth Lectures" on Leadership and the Individual which were given prior to the 1970 publication of The Servant as Leader. The last part is an interview with Greenleaf by Joseph DiStefano. Foreword by Peter Drucker.

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

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

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

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

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

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.

Greenleaf, R. K. (2002). *Servant leadership : A journey into the nature of legitimate power and greatness (L. C. Spears, Ed.) (25th Anniversary Edition).* NY: Paulist Press. ISBN: 0809105543 ; x, 370 p.

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.

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

A revision of the 1974 essay which addresses the needs of senior executives for sustained, caring (but demanding) assistance from able trustees. Addresses the ambiguity of the trustee role and offers ideas on how each trustee group can claim its rightful functions. A general view of all governing boards of institutions, profit or not for profit.

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

Includes the original 1970 version of The Servant as Leader as well as Teacher as Leader and another essay, Life's Choices and Markers. Also contains additional commentary on those writings by Greenleaf

for use by those interested in the teaching and practice of servant-leadership. Foreword by Hamilton Beazley and an introduction essay on Understanding the Growing Impact of Servant-Leadership by Larry Spears. Includes Greenleaf bibliography and index.

*Greenleaf, R. K. (2009) (Rev. printing). *Trustees as servants.* Westfield, Ind.: Robert K. Greenleaf Center. ISBN: 97809822201251 ; 68 p.

A later 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. Third in a series of essays on the role of servant.

Greenleaf, R. K. (2003,1987). *Old age : The ultimate test of spirit -- an essay on preparation*. Indianapolis, Ind.: Robert K. Greenleaf Center. 25 p.

Along with Abraham Joshua Heschel : build a life like a work of art ; On being a seeker in the late twentieth century, Greenleaf reflects on 84 years of living, working, thinking and learning that weaves a definition of spirit as the driving force behind the motive to serve. Part of a set of 7 chapbooks entitled "A deeper understanding of servant-leadership," volume 2 of a series from the Robert K. Greenleaf Center.

Greenleaf, R. K. (2006). *Choosing life with a purpose. Voices of servant-leadership series, booklet 12).* Westfield, IN: Greenleaf Center for Servant-Leadership. ISBN: 19 p.

Bound with CommonStrength: Building leaders, transforming recovery / Tom Hill. 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.

Greenleaf, R. K. (2008). *The servant as leader (Rev.).* Westfield, IN: Greenleaf Center for Servant-Leadership. 60 p.

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."

Greenleaf, R. K. (2009, 1972). *The institution as servant.* Westfield, IN: Greenleaf Center for Servant-Leadership. ISBN: 9780982201213.

A revised reprint of the original 1972 publication. Section headings and a section with questions for reflection and discussion have been added.

Greenleaf, R. K. (2013). *Servant: Retrospect & prospect.* Westfield, IN: Greenleaf Center for Servant-Leadership.

Greenleaf summarizes his reflections on servant leadership during the 10 years after his seminal 1970 essay. Preface by Dr. Robert N. Thomas.

Guillory, W. A. (1996). *The living organization : "spiritually in the workplace"* (1st ed.). Salt Lake City: Innovations International. ISBN: 0933241135 ; 27 p.

A spiritually-based value system treats others with dignity, respect and love; views human equality as a context for ethical behavior; realizes that everything is interdependent and interconnected; and views organizations, communities, countries and world as one. The original essay on which the later publications are based. The author defines an empowered employee as an individual who is highly competent, self-managed and continuously learning, Service in the workplace comes from an unconditional commitment to customers and a willingness to learn continually to exceed their changing expectations.

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

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

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

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

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

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

Gunderson, D. (2005). *The leadership paradox : A challenge to servant leadership in a power-hungry world* (Rev. ed.). Discipleship essentials. Seattle, Wash.: YWAM. ISBN: 1576583791; 9781576583791 ;

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.

Gunther, M. (2004.). *Faith and fortune: The quiet revolution to reform American business.* (1st paperback ed.). NY: Three Rivers Press. 289 p. ISBN: 1400048931; 97814000048946 (pbk)

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.

Haas, H. (1992.). *The leader within : An empowering path of self-discovery* (1st ed.). New York: HarperBusiness. ISBN: 088730561X ; xxi, 247 p.

The author, former CEO of Sealy, Inc., looks at how top executives operate in the business world that they help to shape. Through his own business experience and in over 150 interviews, the author focuses on creativity, risk taking and flexibility. He includes several references to the influence and impact of Greenleaf. Includes bibliographical references and index.

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

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

Haasen, A., & Shea, G. F. (2003). *New corporate cultures that motivate.* Westport, Conn.: Praeger. ISBN: 1567206425 ; xi, 220 p.

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

Hall, T.M. (2007). (Ed.) *Becoming authentic: The search for wholeness and calling as a servant-leader.* South Bend, Ind: Cloverdale Books. ISBN: 9781929569366; xv, 119 p.

"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 present to those whom they serve"--Provided by publisher. Includes bibliographical references.

Hampden-Turner, C., & Fons Trompenaars. (2000). *Building cross-culture competence: How to create wealth from conflicting values.* New Haven, Conn: Yale University Press ; Chichester, West Sussex, England: John Wiley & Sons. ISBN: 9780300084979; 978047195277 ; xi, 388 p.

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

Heard, C. S. (2008). *Finding the right leaders for the team.* Carlisle Barracks, Pa.: U.S. Army War College. 20p

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 Biographical references (p. 18-20)

*Hebert, S. C. (2006). *Learning, loving, leading: Stepping down to the leadership challenge.* Mustang, OK: Tate. ISBN: 159865080; ISBN: 19885781 (pbk); 142 p.

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

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.

Heenan, D. A., & Bennis, W. (1999). (Co-Leaders) *The Power of Great Partnerships.* New York: John Wiley & Sons. ISBN: 0471361206; 0471316350 (pbk). viii, 312 p.

The authors offer a powerful model which suggests that "dynamic duos" as executive co-leaders in organizations mark an important trend toward collaborative leadership. The co-authors provide fascinating case studies in support of their contention, among them: Microsoft's Bill Gates and Steve Ballmer; University of North Carolina's basketball coaches Dean Smith and Bill Guthridge, an others. Includes bibliographical references and index.

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

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

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

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

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

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

*Hennessy, J. E. (2004). *Competitive servant leadership: a quality concept*. [Indianapolis: Robert K. Greenleaf Center]. 22 p.

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

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

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

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

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

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

Hill, T. (2006). *CommonStrength: Building leaders, transforming recovery. Voices of servant-leadership series, booklet 12).* Westfield, IN: Greenleaf Center for Servant-Leadership. ISBN: 45 p.

Bound with Greenleaf's (2006) *Choosing life with a purpose.*

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

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

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

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

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

Includes bibliographical references.

Hoover, A. B., & Bugg, B. (1993). *Nominating : Making decisions for the future : Nominating committees as change agents.* Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 101 p. (looseleaf)

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 Includes bibliographical references

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

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

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

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

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

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

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

Huseman, R. C., & Hayes, M. A. (2002.). *Give to get leadership: The secret of the hidden paycheck.* [s.l.]: Equity Press. ISBN: 9780971226005 ; xxii, 302 p.

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.

The International Journal of Servant-Leadership. (2005- (v.1-)) (S. Ferch, Ed.). Spokane, WA: Gonzaga University in collaboration with the Spears Center for Servant-Leadership and published online by SUNY Press.

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

Izzo, J. B. (2000.). *Values Shift : The new work ethic and what it means for business.* Toronto: Prentice Hall Canada. ISBN: 9780130286697; x, 228 p.

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.

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

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

*Izzo, J. B. (2008). *The five secrets you must discover before you die.* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 9781576754757; x, 178 p.

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.

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

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

Izzo, J. B. & Withers, P. (Eds.) (2007). *Values Shift : Recruiting, retaining and engaging the multigenerational workforce* (2nd ed.). Lions Bay, BC: FairWinds Press. ISBN: 9780978097400; xix, 309 p.

Updated and enlarged edition of their 2001 publication.

Jaworski, J. (1998, 1996). *Synchronicity : The inner path of leadership (B. S. Flowers, Ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 188105294X (hbk) ; 1576750310 (pbk) ; xiv, 213 p.

A guide to developing essential leadership capacity and collectively shaping our future. Crediting Greenleaf's essay as critical inspiration for his ideas on leadership, the author builds upon and broadens those insights, especially on the choice to serve. Introduction by Peter Senge. Includes bibliographical references and index.

Jeffries, E. N. (1996, c1993.). *The heart of leadership : Influencing by design, how to inspire, encourage, and motivate people to follow you* ([Rev. ed.]). Dubuque, Iowa: Kendall/Hunt Pub. ISBN: 0787220000; xix, 222 p.

The author emphasizes and references several of Greenleaf's characteristics of a servant-leader: listening; caring; and building trust. Topics covered in the four parts of the book are establishing a vision

and a mission statement; reducing turnover, developing a loyal staff and finding winners to work on your team; approaches to reducing resistance to change; developing self-directed workers; increasing the level of trust; and working more effectively with sales, professional and administrative staff. Includes bibliography.

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

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

Jensen, B. ([1998]). *A review of The servant as leader [Book review].* Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; pamphlet

A review of Greenleaf's critical essay. Extracts of key ideas helpful for newcomers to Greenleaf and the servant-leader concept.

Jones, M. (1995). *Creating an imaginative life.* Berkeley: Conari Press. ISBN: 9781573240116 ; x, 198 [6] p. + 1 CD

Re-published in 2006 by Trafford, Victoria, B.C.

Jones, M. (2006). *Artful leadership: Awakening the commons of the imagination.* Orilla, Ontario: Pianoscapes. ISBN: 1412085780; xv, 202 p.

In cooperation with Trafford. Includes bibliographical references.

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

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

Kaul, J. (2004). *Leading from the heart : Choosing to be a servant leader.* Westlake, OH: Jack Kaul and Associates. ISBN: 9780975864104; 113 p.

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

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

*Keith, K.M. (2003). *Do it anyway: Finding personal meaning and deep happiness by living the Paradoxical Commandments.* Novato, CA: New World Library. ISBN: 978-1-57731-628-2 (pbk.). 1st paperback printing; 198 p.

Expands on the vision behind the Paradoxical Commandments. Forty stories of living the commandments daily with examples and tools.

Keith, K. M. (2003). *Do it anyway : The handbook for finding personal meaning and deep happiness in a crazy world.* Makawao: Inner Ocean. ISBN: 9781930733317; 144 p.

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

Keith, K. M. (2008). *The case for servant leadership.* Westfield, In: Greenleaf Center for Servant-Leadership.

The CEO of the Greenleaf Center makes the argument for servant-leadership as the most ethical, relevant, practical, and effective model of leadership. Includes bibliographical references.

Keith, K. M. (2008; 2003.). *Do it anyway: Finding personal meaning and deep happiness by living the paradoxical commandments.* Novato, CA: New World Library. ISBN: 9781577316282 (pbk)

The author, based on his book *The paradoxical commandments*, designs this book to help individuals use those commandments in their own lives. He includes stories of people who live the commandments and he gives examples, tools, and encouragement to find personal meaning in everyday situations, good or bad.

*Keith, K. M. (2011). *Servant leadership in the boardroom: fulfilling the public trust.* Westfield, IN: Greenleaf Center for Servant-Leadership. ISBN: 9780982882504. X, 109 p.

Boards consisting of servant leaders can raise the performance of their organizations as servant institutions. Includes bibliographical notes, appendices and a bibliography.

*Keith, K. M. (2012). *The case for servant leadership.* (2nd ed.) Honolulu, Hawaii.: Terrace Press. xvi, 100 p. ISBN: 9780970752635.

The former CEO of the Greenleaf Center makes the argument for servant-leadership as the most ethical, relevant, practical, and effective model of leadership in this revision of his 2008 edition. Includes bibliographical references.

*Keith, K. M. (2012). *Questions and answers about servant leadership.* Westfield, IN: Greenleaf Center for Servant-Leadership. ISBN: 9780982882566.

The author has compiled in this work the most frequently asked questions he has been asked as he traveled around talking about servant leadership. The answers are those that he liked to give when asked these questions with some elaboration.

*Keith, K. M. (2013) *The ethical advantage of servant leadership: guiding principles for organizational success.* Singapore: The Greenleaf Centre for Servant-Leadership (Asia) Ltd. ISBN: 9789810765293. 29 p.

"Portions of this publication are based on *The Case for Servant Leadership.* Includes bibliographical references.

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

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

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

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

Kickbusch, C. C. (2003). *Journey to the future : A roadmap for success for youth.* Raleigh, NC: Liberty Publishing Group. ISBN: 1893095223 ; iii, 219 p.

Describes the core values necessary for a happy, healthy and successful life, built around the choices that determine success or failure. Addressed to young people, it encourages them to sift through false messages and find the real person within and with whom one can be happy. Based on the inspirational insights, life lessons and story of the author's own childhood and development into a decorated Army officer.

Kim, D. (2002.). *Foresight as the Central Ethic of Leadership. Voices of servant-leadership series, booklet 8).* Indianapolis, Ind.: Robert K. Greenleaf Center. ISBN: ; 22 p.

A founding member of the Society for Organizational Learning focuses in this essay on foresight and the failure thereof as an "ethical failure." The author lays a groundwork for understanding foresight as the

central ethic of leadership, bringing to this work his deep understanding of system dynamics and systems thinking.

Klein, E., & Izzo, J. B. (1998). *Awakening corporate soul: Four paths to unleash the power of people at work.* Lions Bay, BC : FairWinds Press. ISBN: 9780968214916 ; xii, 159 p.

Klein, E., & Izzo, J. B. (1999). *Awakening corporate soul: The workbook.* Lions Bay, BC: FairWinds Press. ISBN: 978096821947 ; 123 p.

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

Klein, R. H., Rice, C. A. & Shermer, V. L. (Eds.) (2009) *Leadership in a changing world : Dynamic perspectives on groups and their leaders..* Lanham, Md.: Lexington Books; a division of Rowman & Littlefield. ISBN: 978-0-7391-2396-6 ; 978-0-7391-3253-1 (electronic)

The editors compare several forms and styles of leadership in the modern time (21st Century). There is a brief discussion of Greenleaf's Servant Leadership. Includes bibliographic references and index.

*Koch, C. (2014). *Leading like Francis: building God's house*. Hyde Park, N. Y. : New City Press. ISBN: 9781565485754 ; 126 p.

Introduces the reader to the foundational principles of servant leadership and how they are clearly manifested in the life of St. Francis of Assisi. The book clarifies the ten characteristics of servant leaders as identified by Robert Greenleaf and seen in Francis, and now in Pope Francis. Includes bibliographical references.

Kolp, A., & Rea, P. (2006). *Integrity is a growth market: Character-based leadership.* Cincinnati, OH: Atomic Dog. ISBN: 9781592602476; 1592602479;

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.

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

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

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

The authors explore management and leadership in this groundbreaking work that shows how leaders use practices to turn challenging opportunities and organizations into extraordinary successes. The goal of the book is to assist managers as they develop abilities to lead by assessing strengths and weaknesses as leaders; by learning to inspire and motivate others; by acquiring the skills needed to build a cohesive and spirited team; and by learning to put those lessons to use more regularly. Chapters cover such areas as finding your personal best, the five practices and ten commandments of leaders at their best; what followers expect from leaders; enabling others; modeling the way; and encouraging the heart. Foreword by Tom Peters. Includes bibliography and index.

Kouzes, J. M., & Posner, B. Z. (1993). Credibility : How leaders gain and lose it, why people demand it. The Jossey-Bass management series). San Francisco :: Jossey-Bass Publishers. ISBN: 155542550X ; xxxiii, 332 p.

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

Kouzes, J. M., & Posner, B. Z. (1995). *The leadership challenge: How to get extraordinary things done in organizations (1st paperback ed.).   The Jossey-Bass management series.* San Francisco, CA: Jossey-Bass. ISBN: 0787902691 (pbk.) ; xxv, 405 p.

Paperback edition of the 1987 publication. The authors explore management and leadership in this groundbreaking work that shows how leaders use practices to turn challenging opportunities and organizations into extraordinary successes. The goal of the book is to assist managers as they develop abilities to lead by assessing strengths and weaknesses as leaders; by learning to inspire and motivate others; by acquiring the skills needed to build a cohesive and spirited team; and by learning to put those lessons to use more regularly. Chapters cover such areas as finding your personal best, the five practices and Ten Commandments of leaders at their best; what followers expect from leaders; enabling others; modeling the way; and encouraging the heart. Foreword by Tom Peters. Includes bibliography and index.

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

The authors maintain that people will aspire to higher standards of performance when they are appreciated for their dedication and publicly recognized for their achievements. Through stories of ordinary people in leadership roles, they prove their premise. They list 150 ways to accomplish their seven essentials: setting clear standards; expecting the best; paying attention; personalizing recognition; telling the story; celebrating together; and setting the example. Includes bibliographical references and index.

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

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

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

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

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

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

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

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

Leading by example. (2007). The Lessons learned series. Boston: Harvard Business School Press. ISBN: 9781422118597; viii, 100 p.

Leary-Joyce, J. (2004.). *Becoming an employer of choice.* London: Chartered Institute of Personnel and Development. ISBN: 9781843980575 (pbk) ; xii, 210 p.

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

Leary-Joyce, J. ([2005]). *Leader as servant (FORUM:Leadership).* Retrieved from www.thehrdirector.com.

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.

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

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

Lewis, R. & Noble, J. (Eds.) (2008) Servant-leadership: bringing the spirit of work to work Gloucestershire, UK: Management Books. ISBN: 9781852525712 ; 213 p.

Edited by the founders of the Greenleaf Centre for Servant Leadership in the UK, this is a collection of
 writings by leading practitioners in the field of servant-leadership. It explains the principles and shows how they can be put into practice. It also explains how and why businesses that adopt these principles become more successful and more profitable than those that don't.

Lipman-Blumen, J. (1996). *The connective edge : Leading in an interdependent world (1st ed.).* Jossey-Bass business & management series. San Francisco, CA: Jossey-Bass. ISBN: 0787902438 ; xx, 401 p.

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.

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

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

*Lopez, I. (2012). *The wisdom of servant leadership.* Westfield, Ind.: Greenleaf Center for Servant Leadership. ISBN: 9780982882528 ; 46 p.

An interview with the author and questions for reflection. Includes a list of Servant Leadership publications.

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

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

Managing in the new corporate culture: conversations with Bent Jensen (n.d.) [Indianapolis, Ind.: Greenleaf Center], 16 p.

An interview with Bent Jensen on corporate effectiveness at AT&T-C. Unknown interviewer and publication date.

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

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

Marquardt, M. J. & Berger, N. O. (2000.). *Global leaders for the 21st century. SUNY series in management-communication).* Albany, N.Y.: State University of New York Press. ISBN: 9780791446614 ; 9780791446621 (pbk) ; xi, 211 p.

Content: A new century requires new types of leaders -- Attributes and competencies of the twenty-first century global leader -- John Chambers: Leading Cisco Systems, the world's largest unknown company -- Ricado Semler: Semco and the world's leading maverick -- Kofi Annan: Leading the United Nations into the twenty-first century -- John Browne: Energizing BP Amoca toward world-class status -- Carol Bartz: Taking AutoDesk to the top -- Felipe Alfonso: Visionary director of the Asian Institute of Management -- Ken Chenault: Designated leader for guiding American Express in the twenty-first century -- Mary McAleese: Leading Ireland toward peace and prosperity -- Cheong Choong Kong: Flying high with Singapore Airlines -- William Carris: Servant leader of the Carris Community of Companies -- Nobuyuki Idei: Bridging electronics and entertainment at Sony -- Jorma Ollila: Taking Nokia from the twilight to the leading light in telecommunications -- Problems, pathways, and prospects for twenty-first century global leaders. Includes bibliographical references and index.

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

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

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

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

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

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.

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.

McGee-Cooper, A. (1982). *Building brain power.* Dallas,Tex.: Ann McGee-Cooper & Associates. 182 p.

McGee-Cooper, A. (1983). *Building brain power [Sound recording]. Expansive thinking series).* Dallas, Tex.: McGee-Cooper Enterprises.

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

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

Ann McGee-Cooper, Gary Looper, and Kelli Miller discuss three companies that base their culture on servant-leadership. Southwest Airlines, TDIndustries, 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. & Looper, G. (2001). The essentials of servant-leadership : Principles in practice. Innovations in management series). Waltham, MA: Pegasus Communications. ISBN: 1883823552 ; 16 p.

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

McGee-Cooper, A., Looper, G., & Trammel, D. (2002.). Foundations : The roots of servant-leadership. Servant-Leadership Learning Series). Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; various paging (looseleaf)

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.

McGee-Cooper, A., Looper, G., & Trammel, D. (2002.). *Life/Work balance : Creative ways to rediscover joy and purpose. Servant-Leadership Learning Series).* Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; various pagings (looseleaf)

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.

McGee-Cooper, A., Looper, G., & Trammel, D. (2002.). *Skills & Processes : Activities to experience and practice servant-leadership. Servant-Leadership Learning Series).* Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: ; various paging (looseleaf)

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., Looper, G., & Trammell, D. (2007). *Being the change: Profiles from our Servant Leadership Learning Community.* Dallas, Tex.: Ann McGee-Cooper & Associates. ISBN: 9780979514906 ; 87 p.

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., Trammell, D. (1994). *Time management for unmanageable people.* New York: Bantam Books. ISBN: 0553370715 ; xvi, 251 p.

As in their other works, the authors put together a practical and professionally proven approach based on research on brain function and stress reduction. Includes bibliography and index.

McGee-Cooper, A., & Trammell, D. (1998.). *Awaken your sleeping genius : A journaling approach to personal growth and servant-leadership.* Dallas, Tex.: Ann McGee-Cooper & Associates. 80 leaves

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

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

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

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

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

McGee-Cooper, A., Trammell, D., & Looper, G.. (2001,2004). *Leadership development one : A course in supervisory skills and servant-leadership.* Dallas, Tex.: Ann McGee-Cooper & Associates. 29 p. + forms

A manual plus additional forms that can be used by work groups or teams in a variety of organizations: business, education, nonprofit, healthcare, etc. Teaches six supervisory skills with a foundation in servant-leadership. A hands-on training manual around servant-leadership principles. References Greenleaf and servant-leadership as well as Covey's Seven Basic Habits of Highly Effective People throughout. Has been translated into Spanish.

McGee-Cooper, A., Trammell, D., & Looper, G. (2001-2005). *Leadership development three : Growing servant-leaders at TDIndustries.* Dallas, Tex.: Ann McGee-Cooper & Associates. 39 p. + forms

A manual for teaching numerous skills as well as stories chronicling the servant-leadership development at TDIndustries, awarded the Texas Quality Award and named to Fortune magazine's 100 Best Companies to Work For. The manual and the accompanying forms provide a guide for hands-on training in the areas of change, ownership, coaching, communication, and celebrations. References to Greenleaf and servant-leadership throughout.

Mclvor, O. (2006). *The business of kindness: Creating work environments where people thrive.* Vancouver, BC: FairWinds Press. ISBN:9780968214992; p. xvi, 241.

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.

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

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

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

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

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

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

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

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

*Mullen, C. A., English, F. W., & Kealy, W. A. (2014). *The Leadership Identity Journey: An Artful Reflection*. Lanham, MD: Rowman & Littlefield. ISBN: 9781475808575 ; 9781475808582 (pbk) ; 9781475808599 (ebook) ; xxii, 129 p.

Discusses educational administration, shared leadership, strategic leadership, transformational leadership, charismatic leadership, servant leadership and ethical leadership. Includes bibliographical references and index

Morgen, S. D. (1997). *Selling with integrity : Reinventing sales through collaboration, respect, and serving.* New York: Berkley Books. ISBN: 0425171566 ; xxii, 243 p.

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

Morsch, G., & Dean Nelson. (2006). *The power of serving others: You can start where you are. (1st ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 9781576753668 ; xii. 130 p.

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.

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

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

Nabruzzo, N. (Ed.) (2005) *Leading with skill and spirit : A resource guide for developing the skills to live out the vision of servant-leadership..* Alexandria, Va: Servant-Leader Development Center.

"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*.

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

The authors base this book on a new model of organizational leadership based on service to others. One cannot lead the change in organization without being the change. Key words throughout are loyalty, empowerment, changing from caretaking to caring for, altrupreneurship vs. entrepreneurship, throwing out the old managerial models, creating a mindset for change, and building community from complexity.

References Greenleaf and servant leadership in the section on "new leadership model emerging." Foreword by Warren Bennis. Includes bibliographical references, bibliography and index.

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

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

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

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

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

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

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

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

Neuschel, R. P. (2005, 1998). *The servant leader : Unleashing the power of your people.* Evanston: Northwestern University. ISBN: 9780810123397 (pbk); xvi 138 p.

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 new manager/leaders -- Responsibility for personal growth -- The role of ethics and value setting in leadership -- In summary, what does it all add up to?

Neuschel, R. P. (2006). *The servant leader : Unleashing the power of your people.* London: Kogan Page. ISBN: 9780749445331 (pbk) ; 176 p.

Nixon, B. (2000.). *Global forces : A guide for enlightened leaders--what companies and individuals can do.* Chalford, Goucestershire: Management Books. ISBN: 1852523530 ; 97818523534 (pbk) ; 259 p.

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

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

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

*Osborn, S. (1994). *The leadership explosion: a survival guide for public safety officials*. (1st ed.) (Management Series). Evanston, IL: Northwestern University, Traffic Institute. iii,28 p.

A section on personal leadership focuses on the importance of self-improvement, discusses the concept of servant leadership and the role of the leader as visionary, and compares the reforms and new styles of leadership. Case examples are presented from public safety innovations in several states, and the writings of Peters, Bennis, De Pree, Greenleaf and Deming. Includes bibliographical references.

*O'Toole, J. (2013). *The practical idealist: Gandhi's leadership lessons*. Singapore: Greenleaf Centre for Servant-Leadership (Asia) Ltd. ISBN: 9789810758318 ; 25 p.

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

Includes bilbiographical references

Palmer, P. J. (1981). *The company of strangers : Christians and the renewal of America's public life.* New York: Crossroad. ISBN: 9780824500962; 169 p.

Includes bibliographical references.

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

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

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.

Includes bibliographical references.

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

From the "inner life," the author focuses on its impact on the world of teaching and action. In this context he writes about The heart of a teacher : identity and integrity in teaching; A culture of fear : education and the disconnected life; The hidden wholeness : paradox in teaching and learning; Knowing in community : joined by the grace of great things; Teaching in community : a subject-centered education; Learning in community : the conversation of colleagues; and Divided no more : teaching from the heart of hope. Includes bibliographical references (p. 185-189) and index.

Palmer, P. J. (1999.). *The active life : A spirituality of work, creativity, and caring.* San Francisco, Calif: Jossey-Bass. ISBN: 0787949345 ; xii, 162 p.

Originally published by Harper & Row, c1990. The author, a writer, teacher and activist, explores spirituality for the extremely busy lives that many in society today lead. The stories come from a variety of religious traditions such as Taoism, Judaism, and Christianity. One doesn't have to abandon the world to gain a spiritual life, in fact living a spiritual life can allow one to become more fully engaged in the world, in an active life. Includes bibliographical references.

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

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

Pitino, R. (2000.). *Lead to success : 10 traits of great leadership in business and life.* New York: Broadway Books. ISBN: 0767903420 (pbk.); xvii, 216 p.

The great basketball coach says that great leaders aren't born great, they learn great leadership along the path of life. He shares ten traits of great leadership that he has discovered and cultivated for himself (including servant-leadership). He presents each trait, summarizes the key chapter points and illustrates each with a profile of an exemplary person who epitomizes that trait.

Pollard, C. W. (1996). *The soul of the firm.* New York; Grand Rapids, Mich: HarperBusiness ; Zondervan Pub. House. ISBN: 0310201039 ; 176 p.

Chronicles the reasons for the success of ServiceMaster as a leading service company, its commitment to the development of its people; to valuing not just what people produce but what they are becoming in the process. Workers are a team of thinkers who initiate improvements; Customers are partners in achieving excellence. Includes the 21 Principles of Leadership at ServiceMaster and index.

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

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

*Prosser, S. (2007). *To be a servant-leader.* New York: Paulist Press. ISBN: 9780809144679; xi, 94 p.

The author explores the fundamental question of what it means to be a servant-leader and why it matters. The main characteristics are examined from several key perspectives. There are questions to help focus discussion.

*Prosser, S. (2010). *Servant leadership: More philosophy, less theory.* Westfield, IN: Greenleaf Center. ISBN: 9780982201275; 48 p.

This essay addresses the questions, What is servant leadership? Is it a philosophy or a theory? Or a set of values? Or a list of characteristics? Or a series of practices? Or is it some combination of all of these? Includes bibliographical references.

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

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

*Redd, K.A. (2009). *Stand tall: essays on life and servant leadership.* Westfield, IN: Greenleaf Center for Servant Leadership. ISBN: 9780982201268; 9780982201237 ; ix, 85 p.

A collection of 34 of the author's essays that can serve as a guide to the reader on the journey toward becoming a servant leader. That journey becomes a reflection of being a servant leader each day rather than seeing "becoming" a servant leader as a goal and an ending.

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

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

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

Includes bibliographical references and index.

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

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

Reynolds, R., Woods, R., & Baker, J. D. (2007). *Handbook of research on electronic surveys and measurements.* Hershey, PA: Idea Group Reference. ISBN: 9781591407928 : 9781591407935 (ebook) ; xxiv, 378, 6 p.

Includes Servant Leadership Assessment Instrument /; Rob Dennis and Mihai C. Bocarnea and 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.

*Rieser, C. (1988). Claiming servant leadership as your heritage. Indianapolis, IN: Robert K. Greenleaf Center. 18 p.

"Remarks before the March Focus Meeting at the AT&T Special Needs Center, Chester, N. J., March 8, 1988." Publisher from label on title page.

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

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

*Sandelands, L. E. (2014). *Being at Work.* Lanham, MD: University Press of America. ISBN: 9780761863397 ; viii, 95 p.

Author is grateful to Tom Chappell, J. Robert Ouimet, Max De Pree, C. William Pollard, Dennis Bakke, and above all Robert Greenleaf who have struggled, each in their own way, against the grain of secular culture to create business organizations that are exemplary cultures.

SanFacon, G. (2007). *A conscious person's guide to the workplace.* Trafford Publishing. ISBN: 9781425166809.

The author addresses concepts from business management, organizational development, anthropology, biological science cosmology, psychology, quantum physics, sociology, human consciousness and various schools of spiritual practice. Notes and bibliography (p. 111-124).

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

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

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

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

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

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

Scheibler, S. (2007). *Leading by serving: Using your college years to their fullest advantage*. [Milwaukee, WI]: MSOE. Looseleaf binder. 107 p. Includes bibliography (p78-107)

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

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

*Scott, D. (2014). *Contemporary Leadership in Sport Organizations*. Champaign, IL: Human Kinetics. ISBN: 9780736096423 ; xv, 247 p.

Quotes **w**ell-known servant leadership expertsIncludes bibliographical references (pages 215-235) and index.

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

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

*Secretan, L. H. K. (2004). *Inspire! : What great leaders do.* Hoboken, N.J.: John Wiley & Sons. ISBN: 0471648825 ; xxxiii, 233 p.

Renown teacher and author of books about effective leadership. Former architect of Manpower Limited. Includes bibliographical references and index.

Secretan, L. H. K. (2004?). *Revealing your destiny, cause, and calling.* Ontario, Canada: The Secretan Center.

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

Secretan, L. H. K. (2006). *One : The art and practice of conscious leadership.* Ontario, Canada: The Secretan Center. 097331155X ; xviii, 201 p.

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.

*Selladurai, R. & Carraher, S. (Eds.) (2014) *Servant leadership: research and practice (Advances in human resources management and organizational development (AHRMOD) book series).* Hershey, Penn.: Business Science Reference. (Enhanced Credo Edition) Boston, MA : Credo Reference. ISBN: 9781466658400 ; 9781466658417 (e-book); 9781466658431 (print and perpetual access) ; xxvi, 405 p.

Includes a chapter by T. L. Beaver on the historical derivative of servant leadership and the untold story of the influence of Quakerism on Greenleaf's teachings. Includes bibliographical references and index.

Senge, P. M. (1990). *The fifth discipline : The art and practice of the learning organization (1st ed.).* New York: Doubleday/Currency. ISBN :9780385260947 ; 9780385260954 ; viii, 424 p.

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

Senge, P. M. (1994, 1990). *The fifth discipline : The art and practice of the learning organization.* New York: Doubleday/Currency. ISBN: 9780385260954 (pbk) ; viii , 423 p.

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

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

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

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

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

Senge, P. M., Roberts, C., Ross, R. B., Smith, B. J., & Kleiner, A. (1999). *The dance of change : The challenges of sustaining momentum in learning organizations (1st ed.).* New York, NY: Currency/Doubleday. ISBN: 9780385493222 ; ix, 596 p.

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.

Sergiovanni, T. J. (1991). *The principalship : A reflective practice perspective (2nd ed.).* Boston, MA: Allyn and Bacon. ISBN: 0205126979 ; x, 342 p.

Divided into six parts, the author covers the reflective practice in the principalship; principal leadership and school success; the mission of schooling; the development of human resources; the heart of the matter: teaching and supervision; and the moral dimension. There are references to Greenleaf and

servant-leadership in the chapter on "Administering as a Moral Craft" and the author affirms that Greenleaf's principles describe well what it means to be a principal. Contains inventories and questionnaires to help raise and clarity issues, stimulate thought, encourage reflection and provide a basis for discussion of concepts and ideas. Includes numerous references not in the 1st ed. Includes bibliographical references and index.

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

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

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

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

Shannon, J. P. (1998.). *Reluctant dissenter : A Catholic bishop's journey of faith.* New York: Crossroad. ISBN: 082451758X ; 0824518470 (pbk) ; ix, 228 p.

Autobiography of the former Bishop of St. Paul, Minnesota and social activist in the 1960s who was the first U.S. bishop to resign over a matter of conscience after the Vatican's landmark statement on artificial birth control. Refers to Greenleaf and servant-leadership in the discussion of his involvement on foundation boards and in his role as a foundation executive. Includes index of names.

Showkeir, J., & Showkeir, M. (2008). *Authentic conversations: Moving from manipulation to truth and commitment.* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 9781576755952;

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

*Sipe, J. W., & Frick, D. M. (2009). *Seven pillars of servant leadership*. New York: Paulist Press. ISBN: 9780809145607; xvi, 230 p.

The authors have identified the seven key qualities and principles that can lead an organization into servant leadership. They are person of character, puts people first, skilled communicator, compassionate collaborator, foresight, systems thinker, and moral authority. The last chapter shows how to implement those seven pillars. Includes bibliographic notes, bibliography and index.

*Sipe, J. W., & Frick, D. M. (2015). Seven pillars of servant leadership: practicing the wisdom of leading by serving. (Revised and expanded) New York: Paulist Press. ISBN: 9780809149261 (pbk) ; 9781587684906. xxiii, 256 p.

Revision (expanded) of the authors' 2009 publication. Includes bibliographical references and index.

Smith, M. A., & Lindsay, L. M. (2001). *Leading change in your world.* Marion, IN: Triangle Publishing. ISBN: 193128301X ; vii, 206 p.

The authors present practical ideas for each person to become a change agent in his or her sphere of influence, in their own world. Ideas discussed include increasing self knowledge, renewing and enlarging thinking, expanding vision, extending influence and inspiring a serving heart and mind-set. Elements of change are: deciding to change your world; determining the leadership strategies; collaborating with the team; conceptualizing the vision; developing the plan; and implementing, monitoring and assessing the results. Refers to Greenleaf in the chapter entitled, "Forever following, forever leading: determining the leadership strategies." Includes bibliography.

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

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

Solomon, L. D. (2004.). *Evangelical Christian executives: A new model for business corporations.* New Brunswick, NJ: Transaction Publishers. ISBN: 9780765802309; ix 177 p.

Includes some chapters on recognized servant-leadership companies. Includes bibliographical reference and index.

Spears, L. C. (Ed.). (1995) *Reflections on leadership : How Robert K. Greenleaf's theory of Servant-leadership influenced today's top management thinkers.* New York: John Wiley & Sons. ISBN: 0-471-03686-2; 9780471036889 (e-book); xv, 352 p.;

Includes essays by Greenleaf, M. Scott Peck, Peter Senge, Ann McGee-Cooper, Sheila Bethel and Walter

Kiechel as well as essays and articles by authors, executives, consultants and journalists. Also includes a newly-discovered essay by Greenleaf. Foreword by Max De Pree and afterword by Newcomb Greenleaf. *Essays explore the implications of servant-leadership in such areas as business ethics, team-building and servant-leadership, corporate risk-taking, spirit in the workplace, becoming a servant-leader and the future of servant-leadership.* Includes bibliographical references, recommending reading and index.

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

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

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

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

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

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 afterword by Larry Spears is a memoir of his visit with Greenleaf a week before Greenleaf's death.

Spears, L. C. & Lawrence, M. (Eds.) (2004). *Practicing servant-leadership : Succeeding through trust, bravery, and forgiveness. (1st ed.).* San Francisco, CA: Jossey-Bass. ISBN: 0787974552; xl, 291 p.

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. Includes bibliographical references, recommended readings and index.

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

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

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

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.

Stahl-Wert, J., & Jennings, K. (2007). *Ten thousand horses: How leaders harness raw potential for extraordinary results. (1st ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 9781576754504 ; xvi, 119 p.

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

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

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

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

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

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

Presenting John Carver's governance model and Greenleaf's servant-leadership model as well as their ideas, the authors produce a plan that guides board members and boards of nonprofit organizations into being more effective. Includes bibliography and index.

Stubbs, L., & Bailey, A. (2007). *Maximize your values: They count in everything you do*. Lincoln. NE: IUniverse. ISBN: 9780595422036; xxx, 73 p.

This book provides detailed, step- by-step exercises for discussing common values such as truth, forgiveness, and integrity. The authors use stories to encourage a better understanding of central values, with a goal of elevating our understanding of "ethical literacy."

Sullivan, J. J. (2004). *Servant first! : Leadership for the new millennium.* Longwood, FL : Xulon Press. ISBN: 159467227X ; 9781594672279. xiii, 259 p.

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

Takamine, K. S. (2002.). *Servant-leadership in the real world : Re-discovering our humanity in the workplace.* Baltimore: AmErica House. ISBN: 1591292077 ; 9781591292074 ; 145 p.

Takes a practical look at such topics as bringing love and spirituality into work, and changing your organization through transformative servant-leadership. Uses illustrations from cinematic, athletic, political, and spiritual arenas.

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

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

Thrall, B., McNicol, B., & McElrath, K. (1999.) *The ascent of a leader : How ordinary relationships develop extraordinary character and influence (1st ed.).* San Francisco, CA: Jossey-Bass. ISBN: 0787947660 ; xiii, 205 p.

The authors discuss becoming leaders influenced by character and values. They establish the essential framework for climbing the "character ladder," which includes environments and relationships. They explore the relationships between inner lives and what influences cause one to face deep issues of life and leadership. References to Greenleaf and servant-leadership are made throughout the book. Foreword by Ken Blanchard. Includes bibliographical references, bibliography and index.

Tichy, N. M., & Cohen, E. (1997.). *The leadership engine : How winning companies build leaders at every level (1st ed.).* New York: HarperBusiness. ISBN: 0887307930 ; xvi, 367 p.

The authors reference several servant-leadership companies including Southwest Airlines and ServiceMaster as well as numerous writers who have written on servant-leadership. Includes bibliographical references and index.

Tomey, A. M. (2004.). *Guide to nursing management and leadership (7th ed.).* St. Louis, MO: Mosby. ISBN: 0323028640 ; xvii, 501 p.

The author discusses Greenleaf and servant-leadership in the section of this book entitled "Theories of Leadership." Also discussed are other leaders who are often associated with servant-leadership. 6th edition has been translated into Spanish. Includes bibliographical references and index as well as sample activities and forms.

Trompenaars, F. (2004.). *Managing change across corporate cultures.* Chichester, West Sussex, England: Capstone. ISBN: 9781841125787; vi, 307 p.

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

Trompenaars, F. (2004.). *Managing people across cultures.* Oxford: Capstone. ISBN: 9781841124728; v, 376 p.

Includes bibliographical references and index.

Trompenaars, F. (2007). *Riding the whirlwind: Connecting people and organizations in culture of innovation.* Oxford: Infinite Ideas. ISBN: 9781905940363; 275 p.

Includes bibliographical references index.

*Trompenaars, F., & Voerman, E. (2009). *Servant-leadership across cultures.* Oxford: Infinite ideas. ISBN: 9781905940998 (hbk.); 9781282316416 (e-book); xvi, 190 p.

This practical book shows how servant-leadership works, both at home and across cultural boundaries using examples from business practice and reconciling those practices with cultural contradictions. Also available as electronic book. Addresses all who are interested in crossvultural management and servant leadership as defined by Greenleaf. Includes bibliographical references and index.

Trompenaars, F., & Woolliams, P. (2003). *Business across cultures.* Oxford: Capstone. ISBN9781841124742; v, 362 p.

Includes bibliographical references and index.

Trompenaars, F., & Woolliams, P. (2004.). *Marketing across cultures.* Chichester, West Sussex, England: Capstone. ISBN: 9781841124711; vi, 353 p.

Includes bibliographical references (p. 335-340) and index.

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

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

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

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

*Vanourek, R. (1987). *Servant leadership and the future. 8 p.*

Speech given at Wainwright House retiring trustees celebration, Apawamis Club, Rye, N.Y., December 3, 1987.

Vecchio, R. P. (Ed.) (2007). *Leadership : Understanding the dynamics of power and influence in organizations. (2nd ed.).* Notre Dame, Ind.: University of Notre Dame. ISBN: 9780268043674; xiii, 582 p

Includes bibliographical references.

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.

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

The author covers and analyzes the origin of 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.

Watts, M. M. (2003). *College : We make the road by walking.* Upper Saddle River, N. J.: Prentice Hall. ISBN: 9780130987563 ; xviii, 285 p.

A textbook for first year college students. Includes index.

Wheatley, M. J. (2002) *Turning to one another : Simple conversations to restore hope to the future. (1st ed.)* San Francisco, CA : Berrett-Koehler Publishers ISBN: 1576751457 ; 9781576751459

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. Includes bibliographical references.

Wheatley, M. J. (1992). *Leadership and the new science : Learning about organization from an orderly universe (1st ed.)* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 188105201x ; xvi, 164 p.

Explores a simpler way to manage complex organizations in an environment of uncertainty, chaos and confusion, using those factors to self organize and grow creatively. Includes bibliographical references and index.

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

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

Wheatley, M. J. (2002.). *The servant-leader: From hero to host; an interview with Margaret Wheatley. Voices of servant-leadership series, booklet 7.* Indianapolis, Ind.: Robert K. Greenleaf Center. 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 convenors of people, to become leaders who have "fundamental and unshakeable faith in people."

Wheatley, M. J., & Kellner-Rogers, M. (1996). *A simpler way (1st ed.).* San Francisco, CA: Berrett-Koehler Publishers. ISBN: 1881052958 ; 135 p.

The authors explore the deeper elemental forms of life and how organizing could happen if vital individual lives could be joined together to work with others. The authors are experts in exploring new organizational forms and this book reflects what they have seen in their studies of complex organizations, intellectually, spiritually and visually. Includes bibliographical references, bibliography and index.

*Wheeler, Daniel W. (2012). Servant Leadership for Higher Education: Principles and Practices (1st ed.). Jossey-Bass Resources for Department Chairs Series. San Francisco, CA: Jossey-Bass. ISBN: 978-1-118-00890-4 (hardback); 978-1-118-18136-2; 978-1-118-18137-9; 978-1-118-18138-6 ; 9781283401654 (ebks) ; xviii, 198 p.

A book with direct application to higher education with field tested examples and principles. Foreword by Kent Keith. Includes bibliography and index.

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

The author gives an historical overview of the period between the Reconstruction and the emergence of the modern civil rights era of the 50s and 60s. In three groups, the forerunners, the negotiators and the provocateurs, she profiles 6 outstanding African American leaders who devoted their lives to service and to the legacy of servant-leadership for the future generations of leaders. Includes bibliographical references, bibliography and index.

*Witzel, M. (2014). *Management from the Masters: From Confucius to Warren Buffett Twenty Timeless Principles for Business.* [n.p] ; London : A&C Black Business Information and Development ; Bloomsbury. ISBN: 9781306721219 ; 9781472904775 (ebk) ; 9781472904751 (hbk.)

The author writes from the belief that everything that is changing led to the disasters of the dotcom era. This book reminds us that some fundamental rules do still apply by taking readers through 20 imperatives derived from the thinking of great leaders and management theorists including Peter Drucker, Henry Fayol,
Andrew Grove and bankers and financiers such as Thomas Gresham and Warren Buffet. This entertaining
rundown of the fundamental laws, rules and principles business professionals should break at their peril is

complemented by case studies that document the consequences of ignoring these key laws.

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

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

*Wren, J. T. (Ed.) (1995) *The leader's companion: insights on leadership through the ages.* New York: Free Press. ISBN: 9780028740058; 9780028740911 (pbk); 9781439135976 (ebook). xiv, 554 p.

An anthology of writings, both classical and contemporary, that introduces diverse perspectives on leadership through the ages and around the world. Several chapters by Servant Leadership writers such as Greenleaf, Burns, Bennis, De Pree, *et al*. Includes bibliographical references and indexes.

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

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

Young, D. S. (2008). *The gift of dialogue.* Westfield, IN: Greenleaf Center for Servant Leadership. 20 p.

*Young, D. S. (2012). *The gift of dialogue.* Westfield, IN: Greenleaf Center for Servant Leadership. ISBN: 9780982882542 ; 48 p.

An expanded version of the 2008 publication. Some chapters included are Building healthy relationships, building healthy institutions, creating a process of leadership, establishing the disciplines of dialogue, etc.

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

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

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

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

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

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

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

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

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