



GUIDE TO THE ROBERT K. GREENLEAF PAPERS
— ANDOVER NEWTON THEOLOGICAL SCHOOL
AND YALE DIVINITY SCHOOL LIBRARY STAFF

OVERVIEW

Repository:	Yale Divinity Library <i>409 Prospect Street New Haven, CT 06511 Email: divinity.library@yale.edu Phone: 203 432-5301</i>
Call number:	RG 287
Creator:	Greenleaf, Robert K.
Title:	Robert K. Greenleaf Papers
Dates:	1927–1991
Physical description:	8 Linear Feet (19 boxes)
Language(s):	In English.
Summary:	The collection documents Greenleaf’s professional life, including as founder of the Servant Leadership movement and of the Greenleaf Center for Servant Leadership, which was first known as the Center for Applied Ethics.



- Finding aid link: To cite or bookmark this finding aid, use the following address:
<http://hdl.handle.net/10079/fa/divinity.287>
- Request materials: To view manuscript and archival materials at the Yale Divinity Library, please submit the request form
at <http://web.library.yale.edu/form/yale-divinity-library-mss-request-form>.
- Catalog record: A record for this collection, including location information, may be available in Orbis, the Yale University Library catalog.

ADMINISTRATIVE INFORMATION

Provenance

Transferred from Andover Newton Theological School Collection, 2017

Information About Access

The materials are open for research.

Cite As

Robert K. Greenleaf Papers (RG 287), Special Collections, Yale Divinity School Library

BIOGRAPHICAL / HISTORICAL

Greenleaf was born in 1904 in Terre Haute, Indiana. He attended Rose Polytechnic (an engineering school) in Terre Haute for several years, then transferred to Carleton College in



Minnesota. He graduated as a math major in 1926 and took a job with AT and T (telephone company). During his 38-year career with the company he served as Director of Management Development, originator of the world's first corporate assessment center, promotion of the first females and blacks to non-menial positions, a program to expose up-and-coming leaders to the humanities, even bringing in famous theologians and psychologists to speak about the wider implications of corporate decisions.

Greenleaf retired in 1964 and began his second career as a writer, consultant, and teacher. His seminal essay "The Servant as Leader" was published in 1970. In 1977, Paulist Press published a book of his essays titled "Servant Leadership." He died in 1990.

DESCRIPTION OF THE COLLECTION

The collection includes autobiographical material, correspondence, subject files, writings, and memorabilia.

ARRANGEMENT

Series I. Journal and Autobiographical Material

Series II. Correspondence

Series III. Subject Files

Series IV. Unpublished Literary Manuscripts

Series V. Publications

Series VI. Memorabilia



COLLECTION CONTENTS

Series I. Journal and Autobiographical Material

Box	Description	Date(s)
1	Journal	1940–1943
1	Dreams (3 notebooks & 2 folders)	circa 1958- 1962
	Notes from work with Jungian analysts Ira Progoff and Martha Jaeger	
1	Miscellaneous notes on autobiography project	No date
1	[Hole in the hedge philosophy]	1954
1	[Narrative of life and work through 1920s] - 2 drafts	No date
1	My work with AT&T - 2 drafts	No date
1	My work in education - draft	No date
1	My work with churches - draft	No date
1	My work with foundations - 2 drafts	No date
1	My work in India - draft	No date
1	Age 40-60: What I did with those years - draft	1986 March 15
1	[Narrative of life and work after age 60] - draft	No date
1	The institution as servant, reflections on experience - draft	No date



Series II. Correspondence

Box	Description	Date(s)
	Of Greenleaf	
2	Letters	1931–1978
3	Letters	1979–1981
4	Letters	1982–1984
5	Letters	1984–1985
6	Letters	1986–1988
	Not to or from Greenleaf	
6	Correspondence concerning Greenleaf and the Greenleaf Center	1982–1993

Series III. Subject Files

Box	Description	Date(s)
6	Articles and clippings Including on “Coercion, Manipulation & Persuasion”, “Gandhi, Nehru, India”, “Leadership, Trustee”, “Servant Ideas”	
7	Carleton College (3 folders)	1934–1967
7	Catholic (3 folders)	1978–1984
7	Center for Applied Studies (6 folders)	1968–1985
7	Cheswick Center (2 folders)	1975–1976
7	Church of the Saviour (4 folders)	1975–1984
7	Council of Foundations	1973–1985



8	Deurinck (3 folders)	1973–1985
8	Fable (3 folders)	1983–1987
8	Ford Foundation (2 folders)	1963–1970
8	Ford Foundation - India (8 folders)	1963–1971
8	Frost (Robert) (2 folders)	1961–1972
9	Gandhi - John Woolman	1977
9	Harvard Divinity School	1965–1971
9	Gerald Heard (3 folders)	1955–1966
9	Abraham Heschel	1973
9	Hill Foundation (2 folders)	1973–1975
9	Humanities Project (2 folders)	1958–1976
9	Inner City Church (2 folders)	1984
9	Intuition Seminar - MIT (2 folders)	1962–1963
9	Leadership - College Programs	1968
9	Lilly Endowment Fund (3 folders)	1972–1984
10	Lilly Endowment Fund (5 folders)	1972–1984
10	Loveless	1975–1979
10	Mailing lists (2 folders)	
10	Management Objectives Program	1963–1964
10	Massachusetts Institute of Technology (2 folders)	1971–1977
10	Mead Corporation	1970–1971
10	Mentoring (3 folders)	1983–1985



10	Nashville (Indiana) Conference (2 folders)	1977
10	North Carolina Visit	1975–1976
10	Northwest Area Foundation	1977–1978
10	Ohio Bell Telephone (3 folders)	1929–1931
11	Ohio Bell Telephone (1 folder)	1929–1931
11	Ohio Bell Telephone - Henry Meade	1942
11	Persuasion	1978
11	Post Office	1966
11	Quakers - Tom Brown (2 folders)	
11	Quakers - Memoirs (3 folders)	1937–1969
11	Quakers - Mission to the Quakers (3 folders)	1937–1986
11	Quakers - Pendle Hill	1976–1979
11	Quakers - Pendle Hill Conference (2 folders)	1976
11	References to Greenleaf's work (3 folders)	1975–1987
11	Seminaries (4 folders)	1979–1985
12	<i>The Servant as A Person</i> (Jefferson House) (6 folders)	1975–1977
12	<i>Servant Leadership</i>	1977
12	<i>Servant: Retrospect and Prospect</i>	1980
12	Bennett Sims (3 folders)	1983–1985
12	Sisters of Mercy (3 folders)	1976–1983
12	Strength (2 folders)	circa 1978
12	Theology of Institutions (2 folders)	1978–1980



13	<i>Trustees as Servants (Revised)</i> (2 folders)	1975
13	Unitarians	1975–1977
13	Wainwright House (2 folders)	1956–1978
13	Washington Amherst Conference	1972
13	E.B. White (2 folders)	1934–1987
13	Whittier College	1972
13	William Wolf	1960–1971

Series IV. Unpublished Literary Manuscripts

Box	Description	Date(s)
	Essays	
	Undated, arranged by title	
13	Untitled, “Abortion - “Notes on community in the Late Twentieth Century”	
14	“Notes on Institute of Chairing” - “You Need To Be Human”	
	Arranged chronologically	
14	Essays	1937–1987
	Meditations	
15	untitled, incomplete notes	No date
15	Church as Servant	No date
15	Manager, Administrator, Statesman	No date
15	An Opportunity for a Foundation Concern in the Field of Leadership	No date



15	Reflections on Experience	No date
15	A Sense of History	No date
15	What are you called to do? A sense of Vocation	No date

Series V. Publications

Box	Description	Date(s)
15	Articles by Greenleaf	1951–1980
16	Articles by Greenleaf	1981–1990
16	Anonymous articles attributed to Greenleaf	1936–1974
16	Collaborations	1927–1954
16a	Collaborations	1932–1995
16a	Writings of others	1932-1995, no date

Series VI. Memorabilia

Box	Description	Date(s)
17	Notebooks	1964–1968
17	Date books	1963–1986
17	Address book	No date
17	International certificates of vaccination and personal health history: Robert K. and Esther H. Greenleaf	1962–1971
17	Passports: Robert K. and Esther H. Greenleaf	1930–1979
17	Bookmark: “The Marks of a Yokefellow”	



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|----|---|--------------------|
| 18 | Undated and childhood memorabilia | 1914-1924, no date |
| | Includes letter of Greenleaf to his mother, report cards | |
| 18 | Memorabilia from college years | 1923-1926, no date |
| | Includes Carleton College handbook and directories, letters regarding summer employment and the Men's Glee Club | |
| 18 | Miscellaneous memorabilia | 1968, no date |
| | Includes documents re marriage license and certificate, poem to commemorate retirement from Dartmouth program | |
| 18 | Material re honorary degree awarded by Carleton College | 1969 |
| 18 | Photographs | No date |
| 18 | Obituaries and memorials of Robert K. Greenleaf | 1990-1991 |
| | Including by Ed Ouelette, Alfonso Narvaez, and memorial service program at Bangor Theological Seminary | |

ACCESS TERMS

Leadership

Greenleaf, Robert K.

PRINTABLE PDF LINK

<http://drs.library.yale.edu/fedora/get/divinity:287/PDF>