



WHO'S WRITING ABOUT SERVANT-LEADERSHIP: OR THE ART OF BIBLIOGRAPHY

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At the heart of research is knowing about what has been written or said about a given topic. This essay tells of a journey that culminates in putting together a body of such information. It also demonstrates a partnership between researchers who gather knowledge and librarians who organize that knowledge so that others might have access to it.

Several years ago a group of faculty, administrators and others at Indiana State University in Terre Haute, Indiana began a reading group around servant-leadership. It started out as a small and very informal group of people who gathered about once a month to read and discuss selected Robert Greenleaf writings, his management philosophy, and others' interpretations of that philosophy. We also explored how all that might affect us personally, in our work, in our lives, and particularly in the classroom since we were all working in a university setting. The group went on for a couple of years and ultimately formalized itself as the Alliance for Servant-Leadership under the leadership of former Indiana State University President John W. Moore. There was a steering committee which planned programs during the academic year, usually lunchtime "brown-bag" sessions, for reading and discussing around a given aspect of servant-leadership. Goals, objectives and a mission for the Alliance were worked on by the steering committee, and a webpage was created. To support this group and this topic, the Indiana State University's Cunningham Memorial Library ordered a considerable number of items for the collection in the area of servant-leadership. A summer online "class" for interested faculty was created and led by Professors John Moore and Josh Powers during which the ten character-



istics of servant-leadership were studied. Using those characteristics, each participant was to re-design a class that he or she taught into a servant-leadership model in the classroom. I was a participant in that class but, as a librarian and not having a class to re-design, I was a little perplexed at first as to what I could do to fulfill the final requirement of the class.

After giving considerable thought to the assignment, I decided that one of the best ways that librarians assist in the teaching/learning process is to gather together appropriate information for students and teachers to do their work and research their topics and then show them all how best to access that information. I decided that the project that I would work on and present at the class's final meeting would be to identify servant-leadership resources that the Indiana State University Library owned and to create a Research Guide that would point the researcher to those resources in the Indiana State University Library's Online Catalog and in the periodical literature through the major periodical databases ProQuest, EBSCOhost and ERIC. I would also pull together on this same guide some related webpages such as the Alliance for Servant-Leadership at Indiana State University, the webpage for the Greenleaf Center for Servant-Leadership and some other sites devoted to the topic. I discussed this idea with another librarian who helped put this idea into a webpage design in such a way that the site itself did not need much maintenance. The links to the library catalog and to the other databases were done in such a way that they were dynamic, and therefore every addition to the catalog or database would be accessible through the link. In other words, the link would do the search for the researcher!

Being a cataloger, I knew that information could be added to appropriate records that would allow this search to be done. In cataloging all over the world, Machine Readable Cataloging (MARC) is a mechanism used since the 1960s to create bibliographic records that could be the basis of online catalogs and databases. The largest of these databases is the OCLC database. Located in Dublin Ohio and founded in 1967, OCLC Online Computer Library Center is a nonprofit, membership, computer library ser-



vice and research organization dedicated to the public purposes of furthering access to the world's information and reducing information costs. More than 41,555 libraries in 112 countries and territories around the world use OCLC services to locate, acquire, catalog, lend and preserve library materials. This database, called WorldCat, is the world's largest and most comprehensive database of library materials. It is updated at a rate of nearly one new record every 10 seconds and contains more than 75 million bibliographic records and over 1 billion holdings as of this writing. Libraries all over the world put records into this huge database and other libraries use those records for their own local catalogs, attaching their unique symbol to the records to let other libraries know that they have a particular title. The development of the MARC record revolutionized libraries as cooperative and automated entities. This slight detour from the topic is just a brief explanation of how I felt I could contribute to this online class as a non-classroom teacher.

As I identified servant-leadership records in the catalog I added a searchable field to the record with the string "Servant-Leadership resource." This allows the hot link on the Research Guide to do a keyword search and pull up the records with that string in them. Originally there were about 136 records with this field; at this writing there are over 200 at Indiana State University. At the final class I demonstrated what I had done with the Research Guide and showed the participating faculty in the class how they could use this guide for their own research. Other libraries at universities where servant-leadership is a program, curriculum, major or other academic area could also develop a collection and create similar search tools to help the researcher associated with their campus.

Librarians at Indiana State University have full faculty rank and status including tenure, promotion and eligibility for sabbatical. Some time after this summer project I began to think about applying for a sabbatical leave and, as I had been continuing my work with servant-leadership, I decided that an interesting and useful project would be to work on creating an annotated bibliography of servant-leadership resources held not only at Indiana



State University, but at the Greenleaf Center in Indianapolis as well. I could also identify material in other library resources, primarily in OCLC's WorldCat database. At first I thought I would be able to list monographs in all formats (books, videos, audiocassettes, etc.), periodical articles, and individual chapters in books. In addition to the bibliographic citation, I planned to include brief annotations that would describe the work. I approached Larry Spears at the Greenleaf Center to see if he thought this would be a worthwhile and useful project, and he agreed that it would. I wrote my sabbatical application and it was approved by the University as a worthwhile academic project for the period of August 1, 2005 to February 1, 2006. At Indiana State University librarians may apply for six months, as they are twelve-month faculty. During this time I met with Larry Spears and his staff and we worked out some priorities and a plan for executing the project, hoping to finish the preliminary work before the headquarters moved from 86th St. to the new site in Westfield, Indiana.

I entered the titles from the Indiana State University catalog into a database/citation software package called Citation 9. Using this database, I could enter all the standard bibliographic information on the template and the other information that is also useful to researchers such as ISBN, pagination, whether or not there was an index or bibliographical references, and a brief description or annotation of the work. Then I could use that software to create a bibliography in any style such as MLA, Chicago Manual of Style, and so forth. I chose APA (American Psychological Association) because *The International Journal of Servant-Leadership* requires that. One of the hoped-for outcomes of this project was to have it published in that journal. Over the 6 months of the leave I entered and examined for purposes of annotations over 350 titles. Almost 100 were dissertations, the titles of which I gathered from *Dissertation Abstracts International*. I briefly summarized from the abstract to create the annotations for those. I experimented with entering a few periodical articles, but it was clear to me that listing the monographs was all that would be feasible for this particular project. Another bibliography of periodical articles and chapters in books



would have to wait for a later time. By May 1, 2006 I was able to have a bibliography complete with annotations for 356 items. It was introduced at the June annual conference in Indianapolis and was posted on the Greenleaf Center webpage in two versions, one with annotations and another without annotations about that same time. A logical goal will be to continue to add titles to the bibliography, depending on further investigation, new publications and information from those who see something missing from the May 1 bibliography. The nature of bibliography is such that it is never really done. New books and articles are published all the time and new entries are discovered that weren't included previously. This bibliographer will depend on others to help me know about what I missed and about new things as they are published. Another bibliography of periodical articles and individual chapters in books will add to the research resources and will probably be at least as large as the first attempt.

I want to thank Indiana State University for allowing me the time to pursue this project. I also want to thank Larry Spears and the whole Greenleaf Center staff for their assistance on this project and for helping me to focus on just what would be most useful for the Greenleaf Centers and servant-leadership communities worldwide. I look forward to continuing to work on this bibliography, to adding to it and to expanding its scope.

SELECTED MONOGRAPHIC RESOURCES ON SERVANT-LEADERSHIP

BY

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(MAY 1, 2006)

Cutting edge: Leadership 2000. (2000). (B. Kellerman & L. R. Matusak, Eds.). College Park, MD: Center for the Advanced Study of Leadership, James MacGregor Burns Academy of Leadership. ISBN:1891464213; ii, 162 p.

A collection of 26 current works in progress by leading leadership scholars such as James MacGregor Burns, Ronald Heifetz, James O'Toole, Katherine Tyler Scott, Peter Senge, Larry Spears and the editors themselves among others. Includes bibliographical references.



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

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

Advanced American Communications, I. (1999). *Servant leadership* [1 VHS videocassette (25 min.) + 1 leader's guide (21 p.)]. Buffalo Grove, IL: CorVision Media.

In two parts. The first part presents an historical and conceptual overview of servant-leadership, how Greenleaf was inspired to develop it and how it is currently defined; the second part presents an outline of ten characteristics of the servant-leader: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. Each characteristic is illustrated by anecdotal references to important historical figures. Provides an entry point to the servant-leadership discipline. Leader's guide provides exercises and topics for discussion to use after viewing.

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

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

Allen, D. B. (1991). *Church leadership: The next generation. A model for promoting servant leadership for the 90's and beyond*. [D.Min. dissertation]. This is a study of church leadership prompted by a "New Wave" of business leadership principles advocated by Tom Peters, Warren Bennis, and others whose conclusions and suggestions could be applicable to the local church.

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

This study focuses on how authority and power are displayed in religious



organizations, particularly in activities that occur in the context of three religious schools in Michigan. The challenge was that the servant leadership which the school administrators would like to model was frequently blocked by the need to fulfill organizational requirements.

Amos, J. H. (1998.). *Focus or failure: America at the crossroads: Where are you?* (1st ed.). Mechanicsburg, PA: Executive Books. ISBN: 0937539317; 145 p. The author, experienced CEO and founder of Mailboxes, etc., has as his premise that society needs to focus on the basics and the fundamental issues of fair play, unselfishness, courage, good will, faith, honesty, trust, integrity and truthfulness. Chapters include focusing on: attitude, dreams, goals, values, choices, leadership, relationships, forgiveness, love, death and time, family, and heroes and hope. Includes bibliographical references.

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

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

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

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

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

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

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

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



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

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

Poetry and reflections of the author.

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

Published in paperback by Avon Books, 1992

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

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

Conference opening session. The 1995 International Conference on Servant-Leadership opening session, introduced by Andy Morikawa and Larry Spears.

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

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

Originally published: New York: William Morrow, c1994.

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

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



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

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

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

Keynote address.

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

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

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

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

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

Autry, renowned author and consultant in leadership, and Mitchell, translator of the ancient *Tao Te Ching*, collaborate in this book which explores and compares the ancient and profound book of leadership wisdom with sound principles of people-centered management. Autry ties this partnership with servant-leadership, values-based leadership and leadership from the heart.

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

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



The complete and updated bibliography generated by Betsy Hine can be found online at www.greenleaf.org and at www.gonzaga.edu/servantleadership.

Betsy N. Hine, originally from North Carolina, has been a librarian in Indiana since 1973. She attended Christian Theological Seminary in Indianapolis, Indiana and received the MLS from Indiana University. She has worked in public libraries but since 1980 has worked in academic libraries and, since 1987, has been the head of cataloging at Indian State University in Terre Haute, Indiana.