OVERVIEW OF THE COLLECTION:

Creator:
Title: Greenleaf, Robert - Papers
Date:
Donor:
Quantity:
Location: C.S. Mss. 1989-2
Box 1

Journal, 1940-1943

Dreams, c.1958-1962 (3 notebooks & 2 folders)
- Notes from work with Jungian analysts Ira Progoff and Martha Jaeger

Autobiography
- Miscellaneous notes on autobiography project
  [Hole in the hedge philosophy] - 1954
  [Narrative of life and work through 1920s] -
    2 drafts/undated
- My work with AT&T - 2 drafts/undated
- My work in education - draft/undated
- My work with churches - draft/undated
- My work with foundations - 2 drafts/undated
- My work in India - draft/undated
- Age 40-60: What I did with those years - draft-3/15/86
  [Narrative of life and work after age 60] - draft/undated
- The institution as servant, reflections on experience -
  draft/undated

Box 2

Correspondence

Undated
1931-1945
1946-1963
1964-1967
1968-1970
1971-1972
1973
1974
1975
1976 (2 folders)
1977 (4 folders)
1978 (3 folders)

Box 3
Correspondence
1979 (5 folders)
1980 (8 folders)
1981 (8 folders)

Box 4
Correspondence
1982 (8 folders)
1983 (7 folders)
1984 (folders 1-3)

Box 5
Correspondence (cont.)
1984 (folders 4-11)
1985 (8 folders)

Box 6
Correspondence
1986 (8 folders)
1987
1988

Correspondence Concerning RKG and the RKG Center (Not To or From RKG)
1982-1993

Subject Files
F. M. Alexander (1941-1952)
- correspondence with F.M. Alexander
- articles about work of F.M. Alexander
- photographs

Articles and clippings  (categories reflect Greenleaf's organization)
- Coercion, Manipulation & Persuasion*
- Gandhi, Nehru, India*
- Leadership, Trustee*
- Miscellaneous Papers*   (2 folders)
  - includes article "A Good Man Is Hard to Find"
    (Fortune [March 1946]) which Greenleaf notes was catalyst for his major work at AT&T
- Organization*   (2 folders)
- Quotes - Interesting People*   (3 folders)
- Quotes and Clips - Important*
- Servant Ideas*
- Servant or Competitor*

Box 7
Carleton College  (1934-1967)   3 folders
- correspondence with Donald J. Cowling, President of
Carleton College, concerning how educational institutions should serve the public good. Some of this correspondence contains information on Greenleaf's early involvement with The Cooperative League.
- correspondence with Henry Pratt Fairchild, Professor of Sociology at New York University, and E.R. Bowen, General Secretary of The Cooperative Society, concerning the work of The Cooperative League
- correspondence with John Nason, President of Carleton College, concerning a tribute to D.J. Cowling

Catholic (1978-1984) 3 folders
- correspondence with Archbishop Joseph L. Bernardin and others concerning a theology of institutions
- responses of Roman Catholic leaders to "Persuasion as Power" and other Greenleaf writings
- material from the National Catholic Educational Association pertaining to Catholic theological education
- clippings on leadership in the Catholic church

Center for Applied Studies (1968-85) 6 folders
- clippings on education in the United States
- memos and reports concerning Greenleaf's work as Executive in Residence at Fresno State College School of Business (1968)
- memos, business reports, correspondence, and other material pertaining to the Center which was renamed The Robert K. Greenleaf Center in 1984. (Initially it was organized as The Center for Applied Ethics, Inc.)

The purpose of the center was to study and publish material regarding the optimal structure of institutions. The Center published and distributed many of Greenleaf's works.
Cheswick Center (1975-1976)  2 folders
- summary report of the Secondary School Chairmen Seminar, a meeting to discuss the work of chairmen and the writings of Greenleaf. (Greenleaf was a staff member of The Cheswick Center.)
- transcripts of discussions
- biographical information on Center staff

Church of the Saviour (1975-1984)  4 folders
- correspondence and memos; includes information on church mission projects
- note cards from a talk presented by Greenleaf
- material from a "Money Event," including a paper on "Giving and Receiving Gifts of Money," which was presented by Greenleaf
- various publications and brochures*

Council of Foundations (1973-1985)
- material from the Council's 20th Annual Conference, at which Greenleaf led a session on "Issues and Answers About Trusteeship"

Box 8
Deurinck (1973-1985)  3 folders
- correspondence with Gaston Deurinck of Fondation Industrie-Universite, concerning social policies of Balamundi, a Belgian company; includes some correspondence with Roman Catholic administrators

Fable (1983-1987)  3 folders
- requests for the "Fable" which is referred to on the last page of the publication The Servant as Religious Leader (see the unpublished essay, "A Fable" [1983])
Ford Foundation (1963-1970) 2 folders
- memos and correspondence concerning Greenleaf's work with the Foundation - Department of Administration Public Affairs Program and South Asia Program; includes material on staff development, the role of a trustee, and education for public service

Ford Foundation - India (1963-1971) 8 folders
- memos, reports, and correspondence concerning Greenleaf's work in India with the Foundation; includes material on the Administrative Staff College at Hyderabad

Frost (1961-1972) 2 folders
- Greenleaf notes on Robert Frost
- responses to the Greenleaf writing "Robert Frost's Directive and the Spiritual Journey" (1963)
- clippings and articles about Frost*
- correspondence and material from Lesley Frost Ballantine, Robert Frost's daughter*

Box 9

Gandhi - John Woolman (1977)
- responses to the Greenleaf article "Overcome Evil with Good" (1977)
- background material and notes which compare John Greenleaf Whittier to Gandhi and address how their individual philosophies and strategies were shaped

Harvard Divinity School (1965-1971)
- correspondence pertaining to Greenleaf's work on the Visiting Committee of Harvard Divinity School

Gerald Heard (1955-1966) 3 folders
- correspondence with Gerald Heard, a writer and friend who shared Greenleaf's interests in spirituality and psychology; includes information on Greenleaf's experimentation with LSD
- obituary of Heard

Abraham Heschel (1973)
- responses to the Greenleaf writing "Abraham Joshua Heschel: Build a Life Like a Work of Art" (1973)
- clippings and other information on Heschel*

Hill Foundation (1973-1975) 2 folders
- correspondence and other material related to Greenleaf's work with the Hill Family Foundation (in 1975 renamed the Northwest Area Foundation); pertains mostly to programs to help private colleges

Humanities Project (1958-1976) 2 folders
- material from an AT&T program to identify and develop management potential. This project culminated in publication of The Study of the Humanities as an Approach to Executive Development by G.T. Bowden and Greenleaf.

Inner City Church (1984) 2 folders
- responses to the unpublished writings "The Center City Church as Servant to Its Community" and "The Inner City Church as Servant to the Community" (both undated)
- correspondence, memos, and other material pertaining to inner-city churches and community organization; includes information on the Near Eastside Church and Community Ministry Project
Intuition Seminar – MIT (1962-1963)  2 folders
- material from a course titled "Intuition in Strategy and Decision Making," taught by Greenleaf while a visiting lecturer at Harvard Business School and the Sloan School of Management at MIT

Leadership – College Programs (1968)
- essays and reports on leadership of college programs primarily at Ohio University, Brown University, and North Carolina State; work done in conjunction with the North Carolina Leadership Institute

Lilly Endowment Fund (1972-1984)  folders 1-3
- memos and correspondence related to Greenleaf's work with the Lilly Endowment Fund; includes material on philosophy of philanthropy, support for liberal arts colleges, State of Indiana Foundation, styles of teaching, administrative policies, trusteeship, use of staff resources, and community development

Box 10
Lilly Endowment Fund (1972-1984)  folders 4-8

Loveless (1975-1979)
- correspondence with William Loveless, President of Columbia Union College, concerning faculty-president relations, development of the faculty as leaders, and chairman's institute

Mailing lists*  2 folders
- various mailing lists
- lists of participants at various conferences

Management Objectives Program (1963-1964)
- material from the Management Objectives Program
  Greenleaf taught at Dartmouth College
- proposal for Dartmouth Fellowships in Administration

Massachusetts Institute of Technology (1971-1977)
2 folders
- correspondence with various administrators of MIT
- commencement speech delivered by Howard W. Johnson, written in collaboration with Greenleaf
- document from work of Program for Senior Executives (1959-1960)

Mead Corporation (1970-1977)
- memo, correspondence and position papers related to Greenleaf's work with the Mead Corp.

Mentoring (1983-1985) 3 folders
- correspondence and other material concerning a mentoring program for urban pastors

Nashville (Indiana) Conference (1977) 2 folders
- material from Conference on Undergraduate Leadership Potential conducted in 1977 in Nashville, Indiana, by the Center for Applied Studies

North Carolina Visit (1975-1976)
- correspondence with people at Salem College, North Carolina State University, and Warren Wilson College

Northwest Area Foundation (1977-1978)
- correspondence pertaining to Greenleaf's work with the Foundation (formerly Hill Family Foundation)

Ohio Bell Telephone (1929-1931) folders 1-3
- correspondence and photographs pertaining to
Greenleaf's work with Ohio Bell
- material from an Algebra course which Greenleaf developed and taught to Ohio Bell foremen

Box 11
Ohio Bell Telephone (1929-1931) folder 4

Ohio Bell Telephone - Henry Meade (1942)
- information on Henry L. Meade, an early supervisor of Greenleaf at Ohio Bell

Persuasion (1978)
- miscellaneous notes by Greenleaf
- responses to the unpublished essays "The Ethics of Strength" and "Persuasion as Power" (both undated)

Post Office (1966)
- memos and correspondence concerning Greenleaf's consulting work with the United States Post Office; deals with image problems

Quakers - Tom Brown 2 folders
- correspondence with Thomas S. Brown, Executive Director of the Friends Council on Education and Clerk of the Board of Managers at Pendle Hill

Quakers - Memoirs (1937-c.1969) 3 folders
- miscellaneous personal correspondence pertaining to the Greenleaf family's membership and involvement in Quaker meetings
Quakers - Mission to the Quakers (1937-1986)  3 folders
- statements by Greenleaf concerning his work with the Quakers
- material on the faith, practice, and history of the Quakers; written by Rufus M. Jones (who was a neighbor of Greenleaf in 1936)
- correspondence concerning articles published in the Friends Journal (see published writings)

Quakers - Pendle Hill (1976-1979)
- bulletins from Pendle Hill, a Quaker study center*
- writings of Parker J. Palmer, Dean of Studies at Pendle Hill
- correspondence with Parker Palmer and Thomas Brown

Quakers - Pendle Hill Conference (1976)  2 folders
- material from a conference for clerks of school committees, held at Pendle Hill on April 23-25, 1969; Greenleaf was a major participant
- unpublished essay, "The Future of Friends Secondary Schools" (draft, undated)

References to Greenleaf's work (1975-1987)  3 folders
- articles and essays which refer to Greenleaf's work
- book reviews of Greenleaf's writings
- letters

Seminaries (1979-1985)  4 folders
- papers and correspondence pertaining to Greenleaf's work with seminaries
- unpublished essay, "Religious Leadership for These Times: An Hypothesis" (undated)
Box 12

The Servant as A Person (Jefferson House) (1975-1977)
6 folders
- responses to early drafts

Servant Leadership (1977)
- responses to publication

Servant: Retrospect and Prospect (1980)
- responses to publication

Bennett Sims (1983-1985) 3 folders
- correspondence with Bishop Bennett J. Sims who started the Institute for Servant Leadership at Emory University
- newsletters from the Institute for Servant Leadership
- clipping on Bishop Bennett J. Sims

Sisters of Mercy (1976-1983) 3 folders
- correspondence, essays and memos pertaining to Greenleaf's work with the Sisters of Mercy Health Corporation

Strength (c. 1978) 2 folders
- responses to the unpublished essays "The Ethics of Strength" and "An Observer's View of the Chief Executive Officer's Role"
- material pertaining to the CEO's role
- material from the Business Roundtable Task Force on Economic Organization
Theology of Institutions (1978-1980) 2 folders
- material pertaining to a seminar on "The Bishop as Leader," held in Washington, DC, 1979; included is Greenleaf essay, "Note on the Need of a Theology of Institutions," written in response to the seminar
- writings by Richard Broholm on a theology of institutions

Box 13
Trustees as Servants (Revised) (1975) 2 folders
- responses to publication

Unitarians (1975-1977)
- material from a retreat of the UUA board of trustees in which Robert Greenleaf participated
- bulletin and correspondence concerning a Unitarian worship service at which Greenleaf spoke

Wainwright House (1956-1978) 2 folders
- material from the receptive listening course taught at Wainwright House; This course was originally designed by Greenleaf in 1953; innovations subsequently made by others.
- material from Laymen's Movement lay counselor training program, held at Wainwright House
- material from other Wainwright House programs

Washington Amherst Conference (1972)
- report by Greenleaf on a group relations conference held at Amherst College

E.B. White (1934-1987) 2 folders
- newspaper clippings about E.B. White
- correspondence with E.B. White
Whittier College (1972)
- memos and correspondence concerning the establishment of a Center for the Study of the Ethics of Leadership

William Wolf (1960-1971)
- notes which Greenleaf made on talks of Dr. William Wolf, a friend and guide on 3 LSD journeys
- correspondence with Dr. William Wolf ("Uncle Bill")

Unpublished Literary Manuscripts - Essays
Box 13
Incomplete papers/reflections* (3 folders)

folder 1
Undated
Untitled, concerning the McCarthy period
Untitled, concerning "assets and liabilities of our universities"
Abortion
The Center City Church As Servant to its Community
Center for Advanced Study in Administration: What It Might Be and Do
Change
[Christian-Jewish Relations]

folder 2
The Choice is Always Ours
Coercion, Manipulation and Persuasion: Reflections on a Strategy for Change
Community As Servant and Nurturer of the Human Spirit
[Community At Crosslands]
Conscience and Achievement
folder 3
   Direction in the University
   Ethics in Business
   The Ethic of Strength

folder 4
   Foundations As Servants
   [Greatness]
   Growing Greatness in Managers
   [Human Resources]
   The Identification of Management Potential  (memorandum for the Richardson Foundation)
   India: Persuasion as Power
   The Inner City Church As Servant to the Community
   [Introduction to unidentified book] (incomplete)

folder 5
   It Depends on the Person
   It's Your Life
   Leading vs. Structuring
   A Lifeline of Ideas
   Lost Knowledge
   [Managers]
   Meditation on Power
   Note on a Chairman's Institute
   Note to CEO of a large business, one that wants to build an exceptional institution that will stay exceptional for a long time
   Notes on community in the Late Twentieth Century

Box 14

folder 6
   Notes on Institute of Chairing
   [Organization]
   Persuasion As Power
folder 7
- Power - 2 separate manuscripts
- Power in the Executive Office
- The Prospect for a Servant-Led Society
- Report on a Journey
- Report on the Management Work Conference of National Training Laboratories
- A Sense of History
- A Set of Organization Ideas to Guide Committee on Governance
- The "Smokey Joe" Incident

[Society of Friends]

folder 8
- Some Thoughts About the Top Man
- Staff to Trustees: Their Role and Way of Working
- A Suggested Goal for the Richardson Foundation (memorandum)
- Suggested Introductory Notes on Ethical Implications of Business Action
- Talking With People
- Theology As Concern for the Conditions under which the Human Spirit Flowers
- 3200 A.D.; A Phantasy - 2 separate manuscripts
- Training for the Lay Ministry
- Training Laymen as Counselors
- Training Management People

folder 9
- The Use of the Undergraduate Years to Build a Life Style of Greatness
- Visits to Schools of Administration and a Concluding Observation
- What Makes An Institution Distinguished
- You Need To Be Human
1935
Industry's Means for Personality Adjustment

1937

1951
The Development of Influence Potential. Notes for a talk.

1952
To Joe. Poem.

1953
Proceedings of panel discussion: Greenleaf presentation: "Listening - a Basic Executive Skill." The 3rd Air Staff Management Development Conference, March 26, 1953, at the Pentagon.

1955

Behavioral Research: Factor in Tomorrow's Better Management (draft prepared as a basis for discussion at meeting of the Chicago Industrial Relations Association)

1959
Rough transcript of Talk before the professional staff of a management consulting firm

1960
Education and Maturity. A Talk before the faculty and students of Barnard College.
A View of Managerial Ethics

1962
Uniqueness, Paradox & Choice: Notes on strategy for potentially successful people (draft and final document)

1963
Revised Proposal for Executive Development for Church Leadership (prepared for The National Council of the Churches of Christ in the U.S.A. as basis for discussion)

1965
A New Religious Mission
Memorandum: The Shortage of Top Administrators
An Opportunity for a Powerful New Religious Influence
What Makes a Distinguished Management? A speech before the Merchants & Manufacturers Association

1966
Responsibility in a Democratic Society
The Search and the Seeker
Education for Leadership
Religious Seekers Anonymous

1967
Memorandum: A Possible Next Step for Negro Colleges

1970
An Issue of Management Talents: The Operator Versus the Conceptualizer (5/8/70; 2d draft-5/28/70)
Speech to the Fortune 500
folder 13
1973
Institutional Design: A Proposal for Recovery of Trust
A talk to the Person/Team Section of the National Council of Catholic Laity
Notes on the Use of the Olsson Endowment (to Dr. Charles S. Sheppard of the University of Virginia)

folder 14
1976
[Function of the Office of General Counsel]

1977
Proposal for a Chairman's Institute

1978
An Observer's View of the Chief Executive Officer's Role

folder 15
1979
Note on the Need for a Theology of Institutions
Supplement to Note on the Need for a Theology of Institutions
The Seminary as an Institution (Rough Draft)
The Seminary as an Institution (Final Draft)

1981
Spirituality As Leadership

1982
Critical Thought in the Seminary and the Trustee Chairperson's Role

1983
A Fable
folder 16
Reflections on Spirit (confidential to Bob Lynn only)

1984
Reflections From Experience on the subjects of Power, the Uses of History, Nurturing the Human Spirit

1985
Pope John XXIII

folder 17
Further Reflections on the Issue of Power/Imagination

1986
Reflections on the Idea of the Servant As Nurturer of the Human Spirit
The Idea of the Servant as Nurturer of the Human Spirit
Some Reflections on the Question: What Makes a City Great?
The Servant Leadership Idea: Where I Got It and Where I Want To Go With It
Pope John XXIII: Spirit Nurturer of the World

1987
Reflections on Ministry to the Strong

Unpublished Literary Manuscripts - Meditations
Box 15
folder 1
untitled, incomplete notes
Church as Servant
Manager, Administrator, Statesman
An Opportunity for a Foundation Concern in the Field of Leadership
Reflections on Experience
A Sense of History
What are you called to do?  A sense of Vocation

Publications* († these publications are not in this collection but the citations are included for research purposes)

Box 15

1951

1955

1958
A Forward Look at Management Development. Ann Arbor: Bureau of Industrial Relations, University of Michigan.

1962
Education and Maturity: a talk before the faculty and students of Barnard College at their fifth biennial Vocational Conference, November 30, 1960. S.l.: [The author].

1963
1965


1966
"Choose the nobler belief." A.A. Grapevine (October): 27-31 [pp. 28-29 missing].


"Choosing to be aware." A.A. Grapevine (June): 26-28.


"Two more choices." A.A. Grapevine (August): 22-23.

1967
Have You a Dream Deferred: a talk to freshmen at Ohio University, Athens, Ohio, April 19, 1967. Cambridge: Center for Applied Studies.
1971
† "The Problem and Challenge for Social Institutions."


1973
"Abraham Joshua Heschel: Build a life like a work of art."

"The Foundation Trustee."

Friends Schools and the Issue of Power and Authority.

"Now is the time to build anew." *Friends Journal* (May 15): 292-293.


† "The Trustee: The Buck Starts Here." *Foundation News* 14 (July/August 1973): 30-34.

1974

† "Organizing to Serve: The Distinguished Institution."
   School Sisters of St. Francis, Chapter of Mats publication (August 1974).

"Prudence and Creativity: A Trustee Responsibility." The

1975
Advices to Servants. Cambridge: Center for Applied Studies.

"On being a seeker in the late twentieth century." Friends Journal (September 15): 452-453.


"Trustees as servants." In The Role of the Voluntary Trustee, ed. W. Jack McDougall, 23-68. London, Canada: School of Business Administration, University of Western Ontario.

1976

"Is it more blessed to give than to receive?" Friends Journal (May 1): 267-268.
1977


1978


† Servant, Leader, and Follower. Paulist Press.


1979
Teacher As Servant, A Parable. New York: Paulist Press.

1980

† "Seminary as an Institution: the Work of the Trustees." Lily Endowment, Inc.

Servant: Retrospect and Prospect. Cambridge: Center for Applied Studies.
Box 16

1981

1982


"Spirituality as leadership." Studies in Formative Spirituality 3 (February): 53-64.

1983
(first published in 1980)


1984
A Conversation on Servant Leadership, with Philip A. Amerson (September 5, 1984). Videotape; 28:00.
1986

"Community as servant and nurturer of the human spirit."


The Servant As Leader Idea (September 18, 1986). Videotape; 28:44.

1987


† Old Age: The Ultimate Test of the Spirit. Robert K. Greenleaf Center.

1990


Publications - Anonymous/Attributed to Greenleaf*

1936


Greenleaf, Esther. "Let the package tell the story." Consumers' Cooperation 22 (March): 42. [Greenleaf note states that article was written at time when the nature of his work did not permit writing for publication.]

"The people's schools: education for life." Consumers'
Cooperation 22 (September): 133-136. [Greenleaf note states that article was written at time when the nature of his work did not permit writing for publication.]

1938
"Cooperative education in Sweden." Consumers' Cooperation 24 (May): 70-73. [Greenleaf note states that article was written at time when the nature of his work did not permit writing for publication.]

1960
Kappel, Frederick R. Vitality in a Business Enterprise.

1964
Parrish, J. F. Management Ability. [no publication information, probably published by AT&T]
[Greenleaf note re authorship]

1974

Publications - Collaborations*

Box 16
1927
Gifford, Walter S. A Statement of Policy of the American Telephone and Telegraph Company: an address delivered before the 1927 convention of the National Association of Railroad and Utilities Commissioners. [no publication information, probably published by AT&T]
1932
**Illinois Mechanical Worksample.** Chicago: Illinois Bell Telephone Co.

1954

Box 16A
1966
**Report of the Committee on Structure to members of Council of the American Institute of Certified Public Accountants.** New York: The Institute. [Greenleaf was consultant]

1969
**Cornell University Survey** conducted for Special Trustee Committee by Douglas Williams Associates. Ithaca, NY: The University. [Greenleaf was consultant]

[1970]
**Bowden, G. T. and RKG. The Study of the Humanities as an Approach to Executive Development.** [no publication information]
Unpublished and Published Material in Greenleaf Files*

Undated


Huxley, T.H. Liberal Education. [No Publication Information]


1932

1939

1940

1957

1958
1964

1966


1975
Scarvie, Walt. "Beyond Institutional Mediocrity." The Circle [No Publication Information]

1984


1986

1989
Smith, David H. Work Community and the Corporation. Indiana: Indiana University (Poynter Center).

1991

1995

Box 17
Memorabilia*
Notebooks:
  1964 trip
  Expense record Sept. 22-Dec. 31, 1964
  Daily expense 1965
  1966 trip
  1966 expense record
  1968 expense
Date books:

Address book (undated)

International certificates of vaccination and personal health history:

Passports:

Bookmark: "The Marks of a Yokefellow"
Box 18
folders 1-2
Undated and childhood:
- Photograph of Greenleaf coat of arms
- Letter of Greenleaf to his mother, 1914
- Boy Scout membership card
- Scrapbook of clippings re World War I
- Report cards, 1918-1924
- High school commencement announcement and invitation

folders 3-4
College:
- Carleton College handbook and directories
- Edwin Frost, The Expedition from the Yerkes Observatory - pamphlet re total eclipse of 1923
- Letters re summer employment and the Men's Glee Club
- The College Camper of 1926 (Lake Geneva, WI)
- Harmon Foundation certificates and letters re student loan

folder 5
Documents re marriage license and certificate
Poem to commemorate retirement from Dartmouth program
"My Most Unforgettable Character," reprint of article in Reader's Digest (June 1968); Greenleaf note states that he suggested the article and was paid $300 for the suggestion

folder 6
Material re honorary degree awarded by Carleton College, 1969 (commencement program, photographs, news releases)
folders 7-9
Photographs

Obituaries and Memorials of Robert K. Greenleaf

Undated
Perspectives on Robert K. Greenleaf – by Ed Ouelette

1990

1991
Memorial Service Program for RKG at Bangor Theological Seminary (June 14, 1991).