

Yale University Library  
Yale Divinity Library

# Guide to the Robert K. Greenleaf Papers

RG 287



Andover Newton Theological School and Yale Divinity School Library staff

2018

409 Prospect Street  
New Haven, CT 06511  
(203) 432-5301

[divinity.library@yale.edu](mailto:divinity.library@yale.edu)

<http://web.library.yale.edu/divinity/special-collections>

---

## Table of Contents

Collection Overview .....	3
Requesting Instructions .....	3
Administrative Information .....	3
Immediate Source of Acquisition .....	3
Conditions Governing Access .....	3
Preferred Citation .....	3
Biographical / Historical .....	4
Scope and Contents .....	4
Arrangement .....	4
Collection Contents .....	5
Series I: Journal and Autobiographical Material .....	5
Series II: Correspondence .....	6
Of Greenleaf .....	6
Not to or from Greenleaf .....	6
Series III: Subject Files .....	7
Series IV: Unpublished Literary Manuscripts .....	10
Essays .....	10
Undated, arranged by title .....	10
Arranged chronologically .....	10
Series V: Publications .....	11
Series VI: Memorabilia .....	12
Series VII: Microfilm .....	13
Selected Search Terms .....	14

## Collection Overview

**REPOSITORY:** Yale Divinity Library  
409 Prospect Street  
New Haven, CT 06511  
(203) 432-5301  
divinity.library@yale.edu  
<http://web.library.yale.edu/divinity/special-collections>

**CALL NUMBER:** RG 287

**CREATOR:** Greenleaf, Robert K.

**TITLE:** Robert K. Greenleaf Papers

**DATES:** 1927–1991

**PHYSICAL DESCRIPTION:** 8 linear feet (19 boxes)

**LANGUAGE:** 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.

**ONLINE FINDING AID:** To cite or bookmark this finding aid, please use the following link: <https://hdl.handle.net/10079/fa/divinity.287>

---

## Requesting Instructions

To request items from this collection for use on site, please use the request links in the HTML version of this finding aid, available at <https://hdl.handle.net/10079/fa/divinity.287>.

Key to the container abbreviations used in the PDF finding aid:

b.        box

---

## Administrative Information

---

### Immediate Source of Acquisition

Transferred from Andover Newton Theological School Collection, 2017; Gift of Jeffrey D. Jones, 2023

---

### Conditions Governing Access

The materials are open for research.

---

### Preferred Citation

Robert K. Greenleaf Papers (RG 287), Special Collections, Yale Divinity 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 women and Black workers 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 1976, Paulist Press published a book of his essays titled "Servant Leadership." He died in 1990.

---

## **Scope and Contents**

The collection includes autobiographical material, correspondence, subject files, writings, and memorabilia. Correspondence from Jeffrey D. Jones dating from the 1980s was added to the collection in 2024.

---

## **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

Series VII. Microfilm

---

## Collection Contents

### Series I: Journal and Autobiographical Material

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

**Series II: Correspondence**

See more correspondence in the Subject Files.

Of Greenleaf		
b. 2	Letters	1931–1978
b. 3	Letters	1979–1981
b. 4	Letters	1982–1984
b. 5	Letters	1984–1985
b. 6	Letters	1986–1988
Not to or from Greenleaf		
b. 6	Correspondence concerning Greenleaf and the Greenleaf Center Includes Winter 1990-91 issue of The Servant Leader, newsletter of the Robert K. Greenleaf Center, with tribute to Greenleaf.	1982–1993

**Series III: Subject Files**

For a more detailed listing of contents of subject files see the original finding aid, which is linked to from <https://web.library.yale.edu/divinity/special-collections/andover-newton>.

b. 6	Articles and clippings Including on "Coercion, Manipulation & Persuasion", "Gandhi, Nehru, India", "Leadership, Trustee", "Servant Ideas"	
b. 7	Carleton College (3 folders)	1934-1967
b. 7	Catholic (3 folders)	1978-1984
b. 7	Center for Applied Studies (6 folders)	1968-1985
b. 7	Cheswick Center (2 folders)	1975-1976
b. 7	Church of the Saviour (4 folders)	1975-1984
b. 7	Council of Foundations	1973-1985
b. 8	Deurinck (3 folders)	1973-1985
b. 8	Fable (3 folders)	1983-1987
b. 8	Ford Foundation (2 folders)	1963-1970
b. 8	Ford Foundation - India (8 folders)	1963-1971
b. 8	Frost (Robert) ( 2 folders)	1961-1972
b. 9	Gandhi - John Woolman	1977
b. 9	Harvard Divinity School	1965-1971
b. 9	Gerald Heard (3 folders)	1955-1966
b. 9	Abraham Heschel	1973
b. 9	Hill Foundation (2 folders)	1973-1975
b. 9	Humanities Project (2 folders)	1958-1976
b. 9	Inner City Church (2 folders)	1984
b. 9	Intuition Seminar - MIT ( 2 folders)	1962-1963
b. 9	Leadership - College Programs	1968
b. 9	Lilly Endowment Fund (3 folders)	1972-1984
b. 10	Lilly Endowment Fund (5 folders)	1972-1984
b. 10	Loveless	1975-1979
b. 10	Mailing lists (2 folders)	
b. 10	Management Objectives Program	1963-1964

b. 10	Massachusetts Institute of Technology (2 folders)	1971-1977
b. 10	Mead Corporation	1970-1971
b. 10	Mentoring (3 folders)	1983-1985
b. 10	Nashville (Indiana) Conference (2 folders)	1977
b. 10	North Carolina Visit	1975-1976
b. 10	Northwest Area Foundation	1977-1978
b. 10	Ohio Bell Telephone (3 folders)	1929-1931
b. 11	Ohio Bell Telephone (1 folder)	1929-1931
b. 11	Ohio Bell Telephone - Henry Meade	1942
b. 11	Persuasion	1978
b. 11	Post Office	1966
b. 11	Quakers - Tom Brown (2 folders)	
b. 11	Quakers - Memoirs (3 folders)	1937-1969
b. 11	Quakers - Mission to the Quakers (3 folders)	1937-1986
b. 11	Quakers - Pendle Hill	1976-1979
b. 11	Quakers - Pendle Hill Conference (2 folders)	1976
b. 11	References to Greenleaf's work (3 folders)	1975-1987
b. 11	Seminaries (4 folders)	1979-1985
b. 12	<i>The Servant as A Person</i> (Jefferson House) (6 folders)	1975-1977
b. 12	<i>Servant Leadership</i>	1977
b. 12	<i>Servant: Retrospect and Prospect</i>	1980
b. 12	Bennett Sims (3 folders)	1983-1985
b. 12	Sisters of Mercy (3 folders)	1976-1983
b. 12	Strength (2 folders)	circa 1978
b. 12	Theology of Institutions (2 folders)	1978-1980
b. 13	<i>Trustees as Servants</i> (Revised) (2 folders)	1975
b. 13	Unitarians	1975-1977
b. 13	Wainwright House (2 folders)	1956-1978
b. 13	Washington Amherst Conference	1972
b. 13	E.B. White (2 folders)	1934-1987



---

b. 13	Whittier College	1972
b. 13	William Wolf	1960-1971

---

**Series IV: Unpublished Literary Manuscripts**

For a full list of titles see original finding aid, which is linked to from <https://web.library.yale.edu/divinity/special-collections/andover-newton>.

## Essays

Undated, arranged by title

b. 13	Untitled, "Abortion - "Notes on community in the Late Twentieth Century"
-------	--

b. 14	"Notes on Institute of Chairing" - "You Need To Be Human"
-------	---

Arranged chronologically

b. 14	Essays	1937-1987
-------	--------	-----------

## Meditations

b. 15	untitled, incomplete notes	No date
-------	----------------------------	---------

b. 15	Church as Servant	No date
-------	-------------------	---------

b. 15	Manager, Administrator, Statesman	No date
-------	-----------------------------------	---------

b. 15	An Opportunity for a Foundation Concern in the Field of Leadership	No date
-------	--	---------

b. 15	Reflections on Experience	No date
-------	---------------------------	---------

b. 15	A Sense of History	No date
-------	--------------------	---------

b. 15	What are you called to do? A sense of Vocation	No date
-------	--	---------

**Series V: Publications**

For a full list of publications by Greenleaf see the original finding aid, which is linked to from <https://web.library.yale.edu/divinity/special-collections/andover-newton>.

b. 15	Articles by Greenleaf	1951–1980
b. 16	Articles by Greenleaf	1981–1990
b. 16	Anonymous articles attributed to Greenleaf	1936–1974
b. 16	Collaborations	1927
b. 16a	Collaborations	1932–1995
b. 16a	Writings of others	1932-1995, no date

**Series VI: Memorabilia**

b. 17	Notebooks	1964–1968
b. 17	Date books	1963–1986
b. 17	Address book	No date
b. 17	International certificates of vaccination and personal health history: Robert K. and Esther H. Greenleaf	1962–1971
b. 17	Passports: Robert K. and Esther H. Greenleaf	1930–1979
b. 17	Bookmark: "The Marks of a Yokefellow"	
b. 18	Undated and childhood memorabilia Includes letter of Greenleaf to his mother, report cards	1914-1924, no date
b. 18	Memorabilia from college years Includes Carleton College handbook and directories, letters regarding summer employment and the Men's Glee Club	1923-1926, no date
b. 18	Miscellaneous memorabilia Includes documents re marriage license and certificate, poem to commemorate retirement from Dartmouth program	1968, no date
b. 18	Material re honorary degree awarded by Carleton College	1969
b. 18	Photographs	No date
b. 18	Obituaries and memorials of Robert K. Greenleaf Including by Ed Ouelette, Alfonso Narvaez, and memorial service program at Bangor Theological Seminary	1990–1991

## Series VII: Microfilm

- b. 19                    Microfilm prepared for preservation purposes by Andover Newton Theological School Library (9 positive and 9 negative reels plus one extra positive copy of reel 7)  
Labels on the microfilm correlate with the original finding aid for the Greenleaf Papers, which is linked to from <https://web.library.yale.edu/divinity/special-collections/andover-newton>.
-

## **Selected Search Terms**

The following terms have been used to index the description of this collection in the Library's online catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically therein.

### **Subjects**

Leadership

### **Names**

Greenleaf, Robert K.