

CHAPTER ONE

Who Will You Follow? How Will You Lead?

The world is in desperate need of a different leadership role model. Pick up any daily newspaper, and you will quickly find examples of abandoned values, betrayed trust, exploitation, and manipulation committed by people of power and influence. Corporate leaders exploit privileges of position, bringing ruin to employees and investors. Meanwhile, citizens of underdeveloped countries languish in poverty and hopelessness in a leadership vacuum. Church leaders experience crises of integrity, compromising their churches and breeding skepticism and disillusionment. Families and personal relationships drift away from mutual commitment and head toward battlegrounds of self-absorbed conflict over rights to individual fulfillment.

In one sense, the leadership model that people often experience is summarized by the popular opinion: “It’s all about me.” In all kinds of organizations and institutions, the rewards of money, recognition, and power increase as you move up the hierarchy. Self-promotion (pride) and self-protection (fear) are the reigning motivations that dominate the leadership landscape. Many leaders act as if the sheep are there only for

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the benefit of the shepherd. In personal relationships, leadership expectations of mutual respect, loving care, self-sacrifice, and openness are often undermined when pride, fear, and indifference replace intimacy with isolation. That's the bad news.

The good news is that there is a better way. There is one perfect leadership role model you can trust, and His name is Jesus.

There is a way to lead that honors God and restores health and effectiveness to organizations and relationships. It is the way Jesus calls us to follow as leaders: to serve rather than be served.

As you begin your journey of leading like Jesus, you have to answer the following three key questions, which we will explore in this chapter:

1. Am I a leader?
2. Am I willing to follow Jesus as my leadership role model?
3. How do I lead like Jesus?

Am I a Leader?

Leadership is a process of influence. Anytime you seek to influence the thinking, behavior, or development of people toward accomplishing a goal in their personal or professional lives, you are taking on the role of a leader. Leadership can be as intimate as words of guidance and encouragement to a loved one or as formal as instructions passed through extended lines of communication in organizations. Leadership can be

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nurturing the character and self-worth in children and promoting greater intimacy and fulfillment in personal relationships, or it can involve distributing diverse resources in an organization to accomplish a specific objective and task.

Each of the following situations describes someone engaged in an act of leadership:

- A mother with a child at any time of day
- A friend who risks alienation to confront a moral failure
- A corporate executive who rejects offers of inside information to gain a competitive edge
- A U.S. Navy SEAL commander who orders his troops into harm's way to succeed in their mission
- A husband and wife who seek mutual agreement on day-to-day finances
- A middle school teacher who excites curiosity in the minds of her students
- A rehabilitation nurse who patiently handles the anger of a stroke victim
- A missionary doctor who refuses to leave his patients to avoid capture by enemy forces
- A local pastor who avoids teaching on controversial issues for fear of rejection
- A high school coach who fails to confront rule violations by his star player

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- An adult who provides advice and guidance on living arrangements to his aging parent
- A terminally ill patient who demonstrates grace, confidence, courage, and calm to anxious loved ones
- A local government official who takes an unpopular political stand based on principle
- A dictator who hoards millions of dollars while his citizens are starving

Two things are evident in this list. First, each of these people is a leader because he or she is affecting or influencing others, either in a positive or negative way. This list reveals that some leadership actions are very specific in nature (a dictator hoarding millions), and others are more general (a mother with a child); some are overt (an official taking an unpopular stand), and some are covert (a pastor avoiding teaching on a controversial issue). The actions of a leader that create influence are not always obvious to those being led. We also influence people who may not choose to follow, such as the executive who refused insider information.

Second, these leaders are involved in making a personal choice about how and to what end they will use their influence. It is the same choice we are all called to make when we exert influence on people: do we seek to serve or to be served? If your driving motivations are self-promotion and self-protection, you will use your influence with others to fulfill these needs. If your actions are driven by service and dedication to a cause or a relationship, then you will model and encourage these values in others.

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As you think about the many ways you influence the actions of other people, you can see that you are a leader wherever you go, not just at work. Whether you serve others as parent, spouse, family member, friend, or citizen—or whether you have a leadership title and position like CEO, pastor, coach, teacher, or manager—you are a leader!

As we consider how we can lead like Jesus in our various leadership roles, we need to be aware of the difference between life role leadership and organizational leadership.

Life Role Leadership

Functions in enduring relationships (parent, spouse, sibling, friend, citizen)

Focuses on growing and developing people and supporting mutual commitment in life role relationships

Involves seasons of personal sacrifice to promote the spiritual and physical well-being of others to whom you are bound in an enduring relationship

Is based on duty, honor, and lifelong obligation

Is resilient based on the level of relational commitment

Anticipates love, loyalty, trust, mercy, forbearance, forgiveness, and sacrifice

Is seasonal in levels of influence based on maturity and growth

Values love, compassion, trust, commitment, honesty, and grace

Organizational Leadership

Involves positions and titles bestowed at the convenience of the organization to serve the perceived needs and culture of the organization

Measured accountability for long- and short-term results under constant scrutiny by a variety of stakeholders (investors, governing boards, employees, customers, analysts, alumni, unions, regulatory agencies, partners, congregations, constituencies)

At risk based on performance and preferences of governing bodies and stakeholders

Power and influence are prone to conflicting agendas and priorities (finance versus marketing, engineering versus manufacturing, church staff versus lay leadership, staff versus operations)

Sensitive to shifts in organizational structure, standards, and priorities (mergers and acquisitions, reorganizations, outsourcing, and alliances)

Reward delivered in the form of additional power, material rewards, and recognition

Operate in the realm of competition and marketplace standards and biases (globalization, technology, demographics, trends, and fashion)

Values competence, material results, vision, courage, diligence, confidence, conviction, and integrity

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The most dramatic difference between life role leadership and organizational leadership involves the permanence of the relationships the leader is trying to influence. Life role leaders function in enduring life-long relationships as parents, spouses, siblings, friends, and citizens, where duty and obligation cannot be easily relinquished or discarded.

Organizational leaders, on the other hand, operate for a season in an environment of temporary relationships and change. People in positions come and go in organizations for all sorts of reasons. Whom you will be working with or for in a given year can change in an instant! This lack of stability often breeds a degree of reserve and qualified commitment acted out in the arena of competitive office politics.

Most of the leadership that shapes our lives does not come from leaders with titles on an organization chart; it comes from leaders in our daily life role relationships. It is instructive to note that in the early church, a candidate's life role leadership was a prerequisite for assuming organizational leadership. In 1 Timothy 3:1–7, we read:

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap.

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One person who exemplified servant leadership in Jesus's life was His mother, Mary. The legacy of obedience, submission, faith, and service that Mary passed on to her son is the subject of a rich heritage of thought that we will not venture to add to at this time. Mary epitomized the essence of a servant heart. In her life role as a mother, she was positioned to have strategic influence on the life and spirit of her child. The relationship between mother and son—between a soul already tested and found willing and one to be nurtured, between spiritual teacher and student—was part of God's plan of preparation for Jesus's season of leadership.

◆ *Pause and Reflect*

Take a moment to think about the people who have most influenced your thinking, behavior, and life path. As you recall their names and faces, you will realize that leadership, titles, and positions of organizational authority are only part of the leadership landscape. Now think of all the relationships in which you have the opportunity to influence the thinking and behavior of others, and consider how often in any given situation you face the choice: "Am I seeking to serve or to be served?" The answer to that question will depend on whom we choose to follow.

That leads to our second key question.

Am I Willing to Follow Jesus As My Leadership Role Model?

You might say, "Before I look to Jesus as my leadership role model, I need to understand what leading like Jesus means." The essence, the

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core concept of leading like Jesus is encapsulated in the “not so with you” mandate that Jesus gave to His disciples regarding how they were to attain and carry out roles of leadership. In Matthew 20, we read,

Jesus called them together and said, “You know the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. *Not so with you*. Instead, whoever wants to be great among you must be your servant, and whoever wants to be first must be your slave—just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.” (vv. 25–28; emphasis added)

This call by Jesus to servant leadership is clear and unequivocal; His words leave no room for plan B. He placed no restrictions or limitations of time, place, or situation that would allow us to exempt ourselves from His command. For followers of Jesus, servant leadership isn’t an option; it’s a mandate. Servant leadership is to be a living statement of who we are in Christ, how we treat one another, and how we demonstrate the love of Christ to the whole world. If this sounds like serious business with profound implications—it is!

The exciting part of leading like Jesus is that He never sends us into any situation alone or with a flawed plan or a plan to fail. Jeremiah 29:11–14 tells us,

“For I know the plans I have for you,” declares the LORD, “plans to prosper you and not to harm you, plans to give you hope and a future. Then you will call upon me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart. I will be found by you,” declares the LORD.

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As in all things, when Jesus speaks to us about leadership, He speaks about what is right and effective. We can trust His Word as an expression of His unconditional love and sacrifice for our eternal well-being. As followers of Jesus, we can trust Him regardless of our circumstances, and we can freely ask Him to give us wisdom in all things, including our leadership roles. James 1:2–8 reminds us that Jesus wants to be intimately involved in all aspects of our lives:

When all kinds of trials and temptations crowd into your lives, my brothers, *don't resent them as intruders, but welcome them as friends!* Realize that they come to test your faith and to produce in you the quality of endurance. But let the process go on until that endurance is fully developed, and you will find you have become men of mature character with the right sort of independence. And *if, in the process, any of you does not know how to meet any particular problem he has only to ask God—who gives generously to all men without making them feel foolish or guilty—and he may be quite sure that the necessary wisdom will be given him.* But he must ask in sincere faith without secret doubts as to whether he really wants God's help or not. The man who trusts God, but with inward reservations, is like a wave of the sea, carried forward by the wind one moment and driven back the next. That sort of man cannot hope to receive anything from God, and the life of a man of divided loyalty will reveal instability at every turn. (PHILLIPS; emphasis added)

A friend of ours once had a counselor who kept reminding him, “Your intelligence has gotten you into this.” In other words, in a variety of situations he thought he was smart enough to figure it out on his own. But he wasn't. He was trying to play for the approval of all kinds of audi-

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ences, many of whom had conflicting views of what he ought to be doing and how he ought to be living his life. And he ended up pleasing none of them. He had yet to learn that he had but one audience, and that is God. In fact, God is not only the audience of his life, but He is also the director. God will guide and direct us to do exactly the right thing—if only we will let Him.

Is Jesus a Relevant Role Model for Us Today?

A common barrier to embracing Jesus as a leadership role model lies in skepticism about the relevance of His teaching to your specific leadership situations. We are, in many ways, faced with the same questions that Peter faced when Jesus asked him to do some highly unusual and unorthodox things regarding his fishing business.

Here was the situation as described in Luke 5:1–11:

One day as Jesus was preaching on the shore of the Sea of Galilee, a great crowd pressed in on him to listen to the word of God. He noticed two empty boats at the water's edge, for the fishermen had left them and were washing their nets. Stepping into one of the boats, Jesus asked Simon [Peter], its owner, to push it out into the water. So he sat in the boat and taught the crowds from there. When he had finished speaking, he said to Simon, "Now go out where it is deeper and let down your nets, and you will catch many fish." "Master," Simon replied, "we worked hard all last night and didn't catch a thing! But if you say so, we'll try again." And this time their nets were so full they began to tear! A shout for help brought their partners in the

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other boat and soon both boats were filled with fish and on the verge of sinking. When Simon Peter realized what had happened, he fell to his knees before Jesus and said, “O, Lord, please leave me—I’m too much of a sinner to be around you.” For he was awestruck by the size of their catch, as were the others with him. His partners James and John, Zebedee’s sons, were also amazed. Jesus replied to Simon, “Don’t be afraid! From now on you’ll be fishing for people!” And as soon as they landed, they left everything and followed Jesus. (NLT)

What do you think was going through Peter’s mind when he replied, “Master, we have been fishing all night and we haven’t caught a thing?” It sounds like he might have been thinking something along the lines of this: “I have been listening to Jesus address the crowds with great power and wisdom. I really respect Him as a teacher and for His knowledge of God’s Word. But now He has asked me to do something that goes totally against my own knowledge and instincts about how to run my business. He doesn’t know fishing. I know fish and fishing; it’s my business, and this is not a practical plan. If I do what He says, it is probably going to be a waste of time and energy, and my workers are going to wonder if I have lost my mind.”

Peter’s skepticism, however, did not prevent him from taking a leap of faith because of who gave him the instructions. Because of his faith, he experienced miraculous results, and he was overwhelmed by what he perceived was too great a gap between himself and what Jesus would require of him.

Jesus sought to calm Peter’s doubts and fears and issued an invitation to come and be transformed for a higher purpose. And He is issuing the

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same call to us. Jesus knows fish. He also knows your business, whether it is in the service of an organization or in a life role.

One way of putting Jesus to the test would be to apply the same criteria to His knowledge, experience, and success that you would to the hiring of a business consultant. Take a few minutes and consider if you would hire Jesus as your leadership consultant in your life role leadership or organizational leadership positions based on His earthly experience.

To help you in this decision-making process, reflect on the following leadership challenges you might be facing, and then ask yourself, “Does Jesus have any relevant practical knowledge or experience in dealing with the following types of leadership issues I face day to day?”

Yes/No

- _____ Working with or living and caring for imperfect people
- _____ Taking time to train, develop, and delegate
- _____ Under constant scrutiny and testing of commitment and integrity
- _____ Required to handle rejection, criticism, and opposition
- _____ Facing fierce competition and conflicting demands from friends and foes
- _____ Tempted by instant gratification, recognition, and misuse of power

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- _____ Facing serious personnel issues, including turnover and betrayal
- _____ Required to communicate in a multicultural environment
- _____ The need to challenge the status quo and hierarchy to bring about change
- _____ The need to communicate a radically new vision of the future
- _____ The need to call attention to poor leadership at great personal risk
- _____ The need to put career or relationships on the line to serve a higher purpose

Chances are you answered “yes” to every situation. Why? Because Jesus had experience in every situation you face. The book of Hebrews says of Jesus,

Because he himself suffered when he was tempted, he is able to help those who are being tempted. . . . For we do not have a high priest who is unable to sympathize with our weaknesses. But we have one who has been tempted in every way, just as we are—yet was without sin. Let us then approach the throne of grace with confidence, so that we may receive every mercy and find grace to help us in our time of need. (2:18; 4:15–16)

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In addition to His leadership resume, Jesus understood from years of personal experience the challenges of daily life and work. Although Jesus was God, He was not ashamed to do a man's work. He spent the first thirty years of His life on earth as a workingman—the carpenter of Nazareth. We can never sufficiently realize the wonder of the fact that Jesus understands a day's work and knows the difficulty of making ends meet. He knows the frustration of ill-mannered customers and clients who won't pay their bills. He knows the difficulties of living in an ordinary home and in a big family, and He knows the problems that beset us in the everyday world.¹

Think about how Jesus would do your job differently than you would. As the following scriptures suggest, Jesus wants to do His work in you and through you:

- “Come to me, all you who are weary and burdened, and I will give you rest. Take my yoke upon you and learn from me, for I am gentle and humble in heart, and you will find rest for your souls . . .” (Matthew 11:28–29).
- “I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing” (John 15:5).
- “If you remain in me and my words remain in you, ask whatever you wish, and it will be given you” (John 15:7).
- “If you love me, you will obey what I command. And I will ask the Father, and he will give you another Counselor to be with you forever—the Spirit of truth. The world cannot accept him, because it neither sees him nor knows him. But you know him, for he lives with you and will be in you. I will not leave you as orphans; I will come to you” (John 14:15–18).

◆ *Pause and Reflect*

If you are skeptical about adopting Jesus as your leadership role model, write down your reasons. What is it about Jesus that is causing you to doubt? What is it about you that is causing you to hold back?

How Do I Lead Like Jesus?

Even if you've come to the conclusion that you are a leader and that you are willing to follow Jesus as your leadership role model because He has the leadership resume to respond to the issues you face, you are probably asking, "How do I lead like Jesus?"

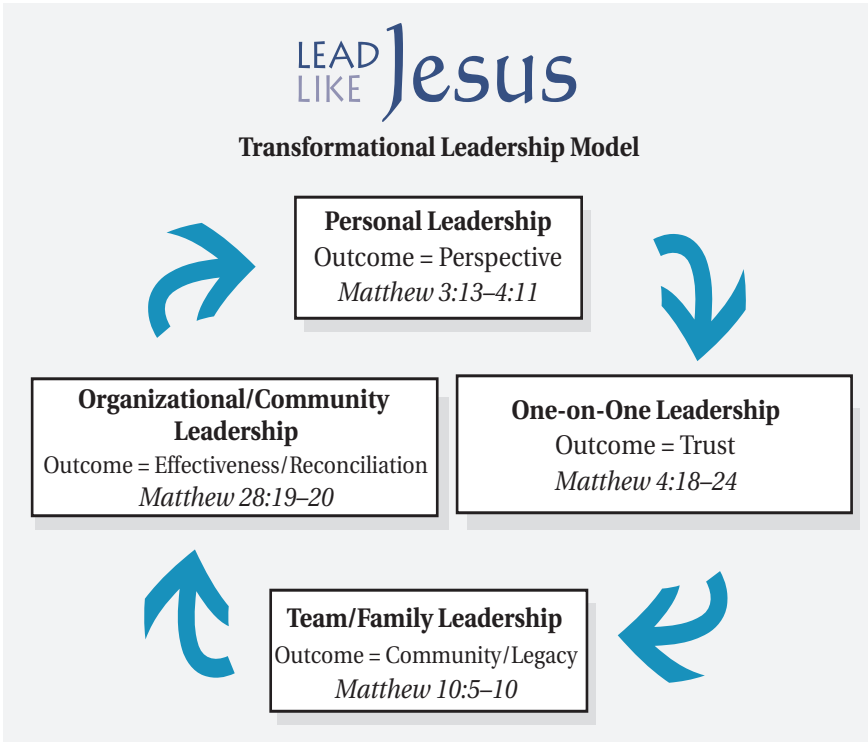
There are two aspects of leading like Jesus. The first is an understanding that leading like Jesus is a transformational journey. The second and most important, which is the essence of this book, is to learn and internalize the four domains of leadership.

Leading Like Jesus Is a Transformational Journey

Learning to lead like Jesus is more than an announcement; it is a commitment to lead in a different way. This change will not happen overnight. In fact, as the diagram on the following page shows, we believe leading like Jesus is a transformational cycle that begins with personal leadership and then moves to leading others in one-on-one relationships, then to leading a team or group, and finally, to leading an organization or community. We feel this sequence is true in both life role leadership and organizational leadership roles.

During His time on earth, Jesus poured His life into the training of

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His disciples in the first three leadership arenas: personal leadership, one-on-one leadership, and team leadership. During that process, He equipped them to follow His leadership mandate after He was gone as they moved to the fourth level: organizational leadership.

Personal Leadership

Effective leadership starts on the inside. Before you can hope to lead anyone else, you have to know yourself. We call this personal leadership because it involves choice.

Every leader must answer two critical questions:

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1. Whose am I?
2. Who am I?

The first question, “Whose am I?” deals with choosing the primary authority and audience for your life. In other words, whom are you trying to please? Leaders often demonstrate whose they are by how they define success in today’s world. They think success has to do with earthly power and position, as well as performance and the opinions of others.

You can state it any way you like, but Scripture teaches us that ultimately we are created to please God. In the personal leadership arena, you first have to choose whether or not you will please God.

The second question—“Who am I?”—deals with your life purpose. Why did the Lord put you on earth? What does He want to do through you? Scripture teaches that true success is the fulfillment of the life mission God planned for you. Your success in life depends on your relationship with Christ and what level of control you will let Him have in your life. Are you willing to surrender all to Him and to live as He would have you live, rather than how you want to live?

The natural outcome of deciding to please God as well as turning over control of your life to Him is a change in your *perspective*. If you live a life that is not designed to please God or give Him control, your perspective will be inward and focused on self. If you live your life to please God and put him in charge, your perspective will be outward and characterized by God-given confidence that will lead your life.

Early in His ministry, Jesus demonstrated His desire to please only the Father and to turn control of His life over to Him. Jesus made His choice public when He surrendered all to His Father and insisted that

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John baptize Him “to fulfill all righteousness” (Matthew 3:15). Jesus’s desire to please the Father was demonstrated even more dramatically after His baptism, when He went into the wilderness and was tempted by Satan. The events recorded for us in the Gospels show us that during this time Jesus had to decide whose He was and who He was. Would He live by the mission His Father had given Him for the accomplishment of His Father’s purpose or Satan’s purpose? In all these situations, Jesus chose the will of His Father.

A great example of transformational personal leadership is the apostle Paul. He was born in Tarsus, a pure Hebrew of the tribe of Benjamin (Philippians 3:5). He was educated as a rabbi and lawyer in Jerusalem under Gamaliel, one of the greatest teachers of the Law of the day (Acts 22:3). So he knew God’s Word. He zealously persecuted Christians and pursued them as they fled Jerusalem, even to Damascus, which was 130 miles away.

Then he met Jesus on the road to Damascus (Acts 9:5). During his dramatic encounter with Jesus, Paul was blinded by a light and remained blind for three days until Ananias laid hands on him as the Lord had commanded. Through the power of the Holy Spirit, Paul’s sight was restored. He was baptized and then began to declare boldly in the synagogues that Jesus was the Son of God. As a result, his life was threatened (Acts 9:20–25). He went alone into Arabia and after a time returned to Damascus (Galatians 1:15–19). After three years of preaching, Paul finally arrived in Jerusalem, where he met the other disciples, and his ministry to the Gentiles was confirmed.

Clearly, the apostle Paul had the knowledge he needed. He had gone through a long period of preparation. He knew the Word of God. When he finally met Jesus, he made a heart commitment. However,

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that did not mean he was ready to minister. His initial enthusiasm did not generate the results he hoped for. So he went to Arabia and spent time with God, completing the integration of what he knew in his mind with what he had experienced in his heart.

During his time in Arabia, Paul's personal leadership transformation became complete—he fully surrendered to God and God's plan for him, he began to trust in God's presence and provision, he became confident in God's unconditional love, and he accepted and abided in Jesus. He then returned to Damascus prepared to teach and equip.

A Personal Lead Like Jesus Perspective

After thinking, writing and teaching about leading like Jesus for several years, Phil began to feel personally disconnected from the message. One afternoon before presenting a Lead Like Jesus Encounter, he sat quietly in his hotel room to see if he could reconnect with what Lead Like Jesus meant to him. The following statements were the result of that time of reflection. It may be of help in framing your own personal perspective.

- I have been called and have accepted the invitation to enter into a special personal relationship with Jesus Christ as my Savior, my Lord, my teacher, and my friend.
- As a follower of Jesus, I enjoy great privilege in personal access to His wisdom and provisions for living in harmony with God's plan and purpose for me as an unceasing spiritual being with an eternal destiny in God's great universe.
- I am the object of God's affection and through the blood of Jesus

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enjoy an inexhaustible supply of unconditional love, acceptance, and value that is not at risk or dependent on my performance.

- I am a temporary steward of a wide variety of riches on loan from God to be enjoyed, maintained, and used for their intended purpose.
- I will be called to give account for my stewardship when all the things of this world are returned to the owner.
- All those I seek to lead are made in God's image and are the objects of His affection. He calls me to treat them as His special concern.
- By seeking to serve rather than be served as I lead others, I will make Jesus smile.
- Jesus never calls me to follow a flawed plan or a plan to fail, including how I am to lead others.
- I have been called not to success but to obedience as a witness to others and as an active agent of God's plan for His kingdom.
- I accept and find joy in the truth that apart from Jesus I can do nothing alone, but I can do all things through Christ who strengthens me.

One-on-One Leadership

Once leaders have life in proper perspective through self-examination, they are able to develop a trusting relationship with others. Without *trust*, it is impossible for any organization to function effectively. Trust

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is essential for two people to work together. It is important to note, though, that the outcome of trust will never be achieved or maintained if the first arena of development—personal leadership—has not been addressed. If a leader has a self-serving perspective, people will never move toward him or her.

We can turn to Jesus again as our example of servant-hearted one-on-one leadership. At the beginning of His ministry, after spending time in the wilderness, where His life purpose and perspective were refined by trials and temptations, Jesus began the process of calling His disciples. Once they agreed to follow Him, Jesus spent three years building a culture of trust with those men. This trust between Jesus and His disciples would not have developed if Jesus had not first spent time in the wilderness deciding whom He would follow in life and who He was going to be!

In life role relationships, trust is the stream on which vulnerability, caring, commitment, and grace flow between parents and children, husbands and wives, brothers and sisters, friends and fellow citizens. Trust pours first from loving hearts committed to serve and support one another, through promises kept, to encouragement and appreciation expressed, through support and acceptance, to repentance and apologies accepted, to reconciliation and restoration. Yet trust is a stream with a fragile ecological balance: once it is polluted, it will take time and effort to restore.

The always-present power to restore intimacy and broken trust is love. Read the following words from the apostle Paul, and ponder anew the cleansing and healing properties of love:

If I speak in the tongues of men and of angels, but have not love, I am only a resounding gong or a clanging cymbal. If I have the gift

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of prophecy and can fathom all mysteries and all knowledge, and if I have a faith that can move mountains, but have not love, I am nothing. If I give all I possess to the poor and surrender my body to the flames, but have not love, I gain nothing.

Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres. (1 Corinthians 13:1–7)

◆ *Pause and Reflect*

- List three ways you nurture trust in your leadership.
- List two things you do that put trust in your leadership at risk.
- Think of a time when you lost trust in a leader. How did you feel? How long did it last? When did you forgive him or her?

Team Leadership

As leaders develop a trusting relationship with people in the one-on-one leadership arena, they become trustworthy. Then they are ready for team development through empowerment. Effective leaders working at the team level realize that to be good stewards of the energy and efforts of those committed to work with them, they must honor the power of diversity and acknowledge the power of teamwork. As the saying goes, “None of us is as smart as all of us.”

Once again, we look to Jesus as a model for team leadership. After Jesus spent time personally teaching and modeling the type of leader-

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ship He wanted them to adopt, He sent out His disciples to minister in teams of two (Mark 6). In doing so, Jesus empowered them to act on His behalf to support one another in accomplishing the work they had been trained to do.

Trust is also a key factor in successful implementation at the team level. Without the trust developed in the one-on-one relationship, empowerment will never happen. Individuals in the group will not empower each other to accomplish an assigned task if they do not trust each other. Failure to empower is one of the key reasons that teams are ineffective.

When it comes to team leadership in the family, things really get interesting. In family leadership, the leader's efforts and aspirations to serve the best interests of others often come in direct conflict with his or her own immediate priorities and demands. The rewards of family leadership are most apt to be found in the subtle fashioning of loving relationships and the slow growth of personal character.

The family leader's example determines how family members treat people of all ages and conditions; how they view success, failure, and adversity; how they solve problems; and how they communicate love and self-worth. If a family leader believes that his self-worth is the result of his performance plus the opinion of others, he is likely to pass on those priorities and values to the next generation by how he treats them. On the other hand, if the family leader demonstrates humility, grace, and an open reliance on God, His Word, and His promises, these traits are likely to flow into the family members.

Sorting out in a family what needs to be done, by whom, by when, and for what purpose can be as challenging as any team leadership situation. In family leadership, the language of love will be taxed to

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express encouragement in the face of colossal, well-meaning failures and messes; patience in times of lost focus, lost keys, and lost phone messages; clear direction and purpose to the reluctant, the annoyed, and the clueless; manners and standards to the rebellious and the doubting; and sympathy and grace to the prodigal and wounded.

The outcome of family leadership is more than the income. The family leader passes on his or her values, priorities, heritage, and identity through behaviors and choices that allow interdependence and loyalty. Family leadership is expressed by the growth, development, and nurture of each member throughout the cycle of life. It is also where external circumstances have the least credibility as an indicator of success.

Coming from circumstances of privilege and opportunity does not guarantee success as God defines it, nor does being raised in circumstances of abuse and poverty consign someone to failure. In any circumstance, at any time, anyone can choose to follow Jesus. In that moment, the external circumstances pale in comparison to the inner resources that knowing and following Jesus provides.

◆ *Pause and Reflect*

How do you think the people in your family would describe your leadership in the following situations?

- a time of crisis
- a time of failure
- a time of victory
- a time of plenty
- a time of want

Do you like what you would hear? If not, why?

Organizational Leadership

Whether a leader can function well in the organizational leadership arena depends on the outcome of perspective, trust, and community attained at the first three levels in his or her transformational leadership journey. The outcome of focusing on this level is organizational *effectiveness*, both high performance and high human satisfaction.

It is important to note that when Jesus began His ministry on earth, He did not start at the organizational level. He could have come to the existing organizations of the faithful in His day and said, “OK, gentlemen, I’m here, I’m in charge, and this is the way we will change things!” Instead, Jesus chose to take the approach of a servant leader and quietly influence the lives of a small group of men whom He then trusted and empowered to impact the world.

By valuing both relationships and results, Jesus created the environment for developing an effective organization. In His own life, He was aligned with the purpose His Father had for Him. Jesus also clearly identified the purposes for His followers and their organizations when He gave us the Great Commandment and the Great Commission. But Jesus, in His incarnate form, never implemented the organizational level. He equipped His disciples in the first three levels and then sent the Holy Spirit to guide them at the organizational leadership level, a process that we see developing in the book of Acts.

When organizational leadership enters into the arena of community leadership, it calls for the leader to willingly extend service for the common good. Life role leadership in the community focuses on finding common ground and reconciliation with people of diverse opinions, backgrounds, priorities, and spiritual perspectives. Community

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leadership requires love to be spoken in truth and courage with good will and tolerance without wandering from moral and ethical conviction.

Jesus spent significant time interacting in positive ways with people who disagreed with Him. He did not isolate Himself from those who disagreed; He embraced those who disagreed. He did not change His message to gain approval, but He continued to love those who did not accept His message.

Community leadership is not restricted or defined by a formal position. It is the willingness to speak out for your values in a manner that recognizes the rights of others and the obligation to honor God in all you do. It means walking the extra mile, turning the other cheek, loving your neighbor, forgiving those who persecute you, and being salt and light.

The various how-tos of leadership in the community include informed, principle-based voting; standing up for what is right over what works; responding with honor when called to serve on juries; praying for all who stand in harm's way on behalf of the community; lending a helping hand to those in need; and seeking to understand those who are different from you.

The consequences of community leadership may come as a test of conviction when challenged or attacked. They may come as a temptation to compromise principle for practicality. They may come in the form of recognition that tempts pride. They call for the leader to answer the questions "Who am I?" and "Whose am I?" again and again and again.

A word of warning: because our life role relationships are based on loyalty and commitment for a lifetime, we can fall into the trap of relying too much on their resilience and our ability to regain lost ground,

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lost intimacy, and lost love. Life role relationships are worthy of daily renewal and nurture in light of the fact that we never know when and how they will end. As Ken's wife, Margie, often says, "We need to keep our 'I love you's' up to date."

One of the primary mistakes that leaders today make, when called to lead, is spending most of their time and energy trying to improve things at the organizational level before ensuring that they have adequately addressed their own credibility at individual, one-on-one, or team leadership levels.

The Four Domains of Leading Like Jesus

Leading like Jesus involves the alignment of four leadership domains: *heart*, *head*, *hands*, and *habits*. The internal domains—the motivations of your *heart* and the leadership perspective of your *head*—are things you keep inside or even disguise if it suits your purpose. The external domains—your public leadership behavior, or *hands*, and your *habits* as experienced by others—will determine whether people will follow you.

When your *heart*, *head*, *hands*, and *habits* are aligned, extraordinary levels of loyalty, trust, and productivity will result. When these areas are out of alignment, frustration, mistrust, and diminished long-term productivity will result. We have found that the biblical books of Matthew, Mark, Luke, John, and Acts are filled with rich examples of how Jesus functioned in each of these domains.

Heart

Leadership is first a spiritual matter of the heart. Whenever you have an opportunity or responsibility to influence the thinking and the behavior of

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others, the first choice you are called to make is whether to be motivated by self-interest or by the benefit of those you are leading. The heart question that Jesus asks is, “Are you a servant leader or a self-serving leader?”

It was clear time after time, whether it was when Jesus gave His “not so with you” instructions to the disciples after John and James’s mother requested a special place for her sons in heaven (Matthew 20:20–28) or when Jesus used a towel and a basin to wash the disciples’ feet (John 13:3–5), that He modeled leadership as first and foremost an act of service. The subtleties of the heart and the veils of justification we place over self-serving motives require brutal honesty to uncover and put right.

Head

The journey to leading like Jesus starts in the *heart* with motivation. Your intent then travels through another internal domain, the *head*, which examines your beliefs and theories about leading and motivating people. All great leaders have a specific leadership point of view that defines how they see their role and their relationships to those whom they seek to influence. Throughout His season of earthly leadership, Jesus continued to teach and emphasize His point of view, which was servant leadership. As Jesus said in Mark 10:45, “For even I, the Son of Man, came here not to be served but to serve others, and to give my life as a ransom for many” (NLT).

Hands

Others will experience and observe what is in your *heart* and *head* when your motivations and beliefs about leadership affect your actions (*hands*). If you have a servant heart and a servant leadership point of view, you will become a performance coach. That involves setting

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clear goals and then observing performance, followed by praising progress and redirecting inappropriate behavior.

We believe that if you apply what it means to lead like Jesus to your heart, head, hands, and habits, you will be in a position to radically transform your leadership.

A performance coach realizes that people who produce good results feel good about themselves. Jesus poured Himself into His disciples for three years so that when He left His earthly ministry, they would be able to carry on His vision. The principles of establishing clear goals and measuring performance are common concepts for all types of organizations and apply with equal power to life role leadership relationships. In a family, these principles apply to everything from setting values and behavior guidelines to describing what a clean room looks like to a preoccupied teenager.

Habits

Your *habits* are how you renew your daily commitment as a leader to serve rather than to be served. As a leader committed to serve despite all the pressures, trials, and temptations He faced, how did Jesus replenish His energy and servant perspective? His habits! Through a life pattern of solitude and prayer, knowledge of the will of God expressed in His Holy Word, and the community He shared with a small group of intimate companions, Jesus was constantly refreshed and renewed.

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Are You Willing to Lead Like Jesus?

We believe that if you understand that leading like Jesus is a transformational journey and you apply what it means to lead like Jesus to your *heart, head, hands, and habits*, you will be in a position to radically transform your leadership. We are confident in this claim, not because of any brilliance on our part but because of the One you will encounter—Jesus.

As you come to know Him in a new way as the ultimate teacher and model of effective leadership, we hope you will choose to answer His call to “Come, follow me” and learn to lead like Jesus. Are you willing? If not, pass this book on to someone else.

If you want to lead like Jesus, this book will help you discover the leader you already are and the one you can become by learning to lead with your *heart, head, hands, and habits* like the greatest leadership role model of all time—Jesus of Nazareth. These four dimensions of leadership form the outline for the rest of this book. Enjoy, learn, and become a servant leader like Jesus!

Summary

- If you want to lead like Jesus, you have to answer three key questions:
 1. Am I a leader?
 2. Am I willing to follow Jesus as my leadership role model?
 3. How do I lead like Jesus?
- There are two types of leadership: life role leadership and organizational leadership. Everyone is a leader in some part of life.

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- The process of transformational leadership moves from personal leadership to one-on-one leadership to team leadership to organizational leadership. This process applies to both life role leadership and organizational leadership positions.
- Leading like Jesus involves the alignment of four leadership domains: *heart*, *head*, *hands*, and *habits*.