Leadership, Ethics, and Trust

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By

Cam Caldwell

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FOREWORD

Cam Caldwell's book takes a unique approach. Dr. Caldwell takes a "secular" leadership model and uses examples from the ministry of Jesus Christ to show this model in action. The management theories and techniques covered by this book will be familiar to those in management and business. What is not as familiar, however, is how these theories and techniques are seen in the ministry of Jesus.

People have often said that "all truth is God's truth." In other words, if something is true, then it must have its foundation in the mind and heart of God. Further, such truth should display more of God and awaken more love for God in our hearts. As I have journeyed with Dr. Caldwell in this study, I have been amazed at how management and business principles, things that I would have heretofore considered "secular" and unrelated to Jesus, are seen in the leadership style of Jesus. Yet, what leader has started a larger, longer lasting, and more transformational movement than Jesus Christ, and who better exhibits trust and ethics in leadership than the incarnate Son of God?

As you read this work, you will find easily-reviewed lists and clear steps for implementation of the theories proposed. You will also find helpful illustrations of how these theories are visible in the life and ministry of Jesus. You may even find yourself drawn to studying the ministry and leadership of Christ in more depth. If that is the case, that study will be an added benefit to you.

As a pastor and leader of a local church, I often find myself trying to learn from the leadership style of Jesus. Several helpful books are available about Jesus' leadership. These include C. Gene Wilks, *Jesus on Leadership* (Tyndale, 1998); Michael Youssef, *The Leadership Style of Jesus* (Harvest House, 2013); Bob Briner and Ray Pritchard, *The Leadership Lesson of Jesus (*B&H, 2008); and Ken Blanchard, *Lead Like Jesus* (Thomas Nelson, 2006) and *Lead Like Jesus Revisited* (Thomas Nelson, 2016). With the exception of management expert Ken Blanchard's works, most leadership books about Jesus are written by pastors and for pastors. While other business leaders will glean insights from such books, pastors get the most benefit.

Join the movement of transformative leadership! Be trained by the King of kings, the Lord or lords, the Leader of leaders, Jesus Christ.

C. Stewart Holloway, PhD
First Baptist Church of Pineville, LA

PREFACE

Leaders, or those who wish to be, have a great opportunity as they relate to others. Leadership is, indeed, a relationship. It is based upon the ability to choose service to others over personal self-interest. It is achieved by treating others well and by helping them to become their best. Leaders empower others to achieve unprecedented outcomes. Leaders can change lives -- and help to create better organizations and a better world.

The leadership relationship is most effective when leaders honor what are often called "covenantal duties" – sacred obligations owed to their colleagues, to their customers, to shareholders, and to the greater community. This moral obligation to add value and to seek constant improvement is the foundation of ethical responsibility, and leadership and ethics are much like two sides of the same coin. By honoring this responsibility to serve others, to engage and empower them, and to assist them to have a more abundant life, leaders raise the bar and improve the quality of life for themselves and for others.

Trust is the commodity that leaders depend upon to improve performance and trust comes when leaders are worthy of others' best efforts. Trust is far more than just a willingness to collaborate or a desire to cooperate. The trust that others give to leaders is action – high commitment and extra effort because they have confidence that a leader cares about their welfare, treats them fairly, and is honorable and honest.

The model for great leadership in this book is Jesus of Nazareth. Throughout his life, this Jesus devoted himself to others' welfare, led by example, and taught others principles to live by that changed lives and brought others greater insight. Although we all might recognize that we have much to improve to become our best, the life of Christ inspires men and women everywhere to come to a greater understanding of their divine capacity and potential.

This book is intended to offer a promise to those who choose to read it. The principles contained herein and the examples from the life of Jesus Christ will help the reader to discover greater abilities than he or she had ever previously realized. Men and women who choose to improve, who seek to discover their greatness and to pursue their highest potential can do so by applying the principles of this book. In becoming the best possible

version of themselves, those who read this book and incorporate its ideas into their lives can discover a better self and can change the world.

CHAPTER ONE

LEADERSHIP, ETHICS, AND TRUST - FRAMING THE CONCEPTS

It is no secret that leaders and organizations have struggled throughout time to earn the confidence of others – whether those "others" be customers, colleagues, or employees[1]. Leading is tough. It requires the balance and ability to understand what needs to be done and the most effective way to sustain collaborative relationships to build team commitment and trust[2]. Leadership failures are common[3]. Successful and effective leaders are highly prized. Despite the many books and articles written about becoming an effective leader, there continues to be little consensus. Experts disagree. Leadership remains elusive as a relationship-based concept -- but there is no disagreement that trust in leadership has severely declined, employee engagement is low, and leaders are frequently perceived to be unethical. For these important reasons this new book has been written.

This first chapter introduces the book, documents the challenges facing leaders in virtually every type of organization, and presents the main thesis of the book: **"*The insights and principles demonstrated by the life of Jesus Christ can enable leaders to build trust with followers; honor ethical duties owed to both individuals and their organizations; and become better individuals who are more effective at helping themselves, their organizations, and their employees to achieve their highest potential*."** The chapter introduces the underlying concepts upon which this book is based, lays out the format for the remaining chapters of the book, and briefly summarizes the content which the reader will find in the remaining chapters. The theme prevailing throughout this book is that effective leadership relationships demand extremely high standards and those standards mirror the leadership example of Jesus Christ.

Leadership, Ethics, and Trust – A Christ-Centered Perspective

A main theme prevailing throughout this book is that effective leadership relationships demand extremely high standards and those standards mirror the leadership example of Jesus Christ. Throughout the remaining pages of this book, that basic theme will prevail from chapter to chapter.

This chapter begins with an introductory definition of leadership, ethics, and trust. Following that brief beginning, the chapter identifies four key elements contained in the thirteen remaining chapters and concludes with a synopsis of each chapter's contents to guide readers who may have a specific interest in one topic or another.

Defining Leadership

Of all the hazy and confounding areas in social psychology, leadership theory undoubtedly contends for top nomination. And, ironically, probably more has been written and less is known about leadership than about any other topic in the behavioral sciences.

Warren Bennis

Defining "Leadership"

Over 40 years ago, Ralph Stogdill observed that there are almost as many definitions of leadership as there are people who have attempted to define it [4]. Warren Bennis, one of the most well-regarded leadership scholars, similarly observed the following compelling observation.

Of all the hazy and confounding areas in social psychology, leadership theory undoubtedly contends for top nomination. And, ironically, probably more has been written and less is known about leadership than about any other topic in the behavioral sciences[5].

These observations by highly regarded scholars confirm the importance of studying leadership – and the difficulty involved in tying down its definition. Despite the differences of experts in defining leadership, there is consensus among many scholars that leadership involves four common factors: 1) cooperative effort, 2) relationships of trust, 3) the pursuit of desired goals, and 4) implementation of change[6]. Leaders succeed based upon influence, personal credibility, and their ability to demonstrate their commitment to others' needs[7].

Mary Parker Follett, an early 20th century Boston socialite and a highly respected founder of the organization behavior movement, noted that leaders are most effective when they emphasize "power with" rather than "power over" others[8]. This book includes insights from many experts who have recognized leadership's vital importance in the modern organization and takes the position that leadership is most effective when leaders treat others as partners rather than subordinates.

Defining "Ethics"

Almost without exception, each individual perceives that (s)he adheres to an ethical standard of conduct. Perspectives about what constitutes ethical behavior may vary greatly from person to person – but for each of us we see the world through the lens of personal experiences, perceptions about ourselves and others, and beliefs about expectations due to and from others[9]. Ethics consist of any of a broad number of philosophical perspectives about right and wrong behavior. All of those perspectives are based upon an underlying set of assumptions about rights, responsibilities, and relationships[10].

Ethics and one's assumptions about a leader's obligations are intimately related[11]. By understanding the beliefs and values of an individual and the goals that a leader is seeking to achieve, we can anticipate that person's ethical perspective and actions in dealing with others[12]. Because beliefs and values are unique and personal, the expectations and assumptions about ethical conduct vary from person to person. Thus, a wise leader will not only recognize the importance of his/her own ethical perspective but will also want to understand the ethical perspectives of others. In this book the ethical perspectives of leaders and those whom they lead are both addressed.

Defining Ethics

Because each individual is seeking his or her own goals and because (s)he has a background, beliefs, and values that are deeply personal, the expectations and assumptions about ethical conduct vary from person to person. Thus, a wise leader will not only recognize the importance of his/her own ethical perspective but will want to understand the ethical perspectives of others as well. In this book the ethical perspectives of leaders and those whom they lead are both addressed.

ETHICS

Defining "Trust"

The debate about the precise nature of trust continues[13], although trust is widely acknowledged to be critical in cooperative relationships and a key variable in organizational achievement[14]. The perspective of this book is that trust integrates an individual's beliefs, attitudes, and intentions and is ultimately manifest as behaviors[15]. Trust is, ultimately, the relinquishing of personal control to another in the expectant hope that the other party will honor perceived duties owed[16].

Trust involves uncertainty, risk, and vulnerability and requires a risk-taking perspective on the part of the person who trusts[17]. Leaders earn the trust of those whom they serve by being perceived as trustworthy, and the degree of that trustworthiness creates a subjective response that reflects the perceiver's individual commitment or compliance[18]. Trust, like religious faith, requires a willingness to act that must ultimately be carried out to be optimally effective in one's personal life, in relationships, and in organizations[19].

Defining Trust

The perspective of this book is that trust integrates an individual's beliefs, attitudes, and intentions and is ultimately manifest as one's behaviors. Trust is, ultimately, the relinquishing of one's personal choice and control to another in the expectant hope that the other party will honor perceived duties owed.

The Structure of this Book

The contents and structure of each chapter of this book follow the same basic model. Each of the remaining chapters will 1) introduce and explain key terms and concepts associated with leadership, ethics, and trust; 2) focus on the practical application of those concepts in daily life; 3) identify scripturally-based examples from the life of Christ about how those concepts were applied in his ministry; and 4) offer practical insights for self-assessment and reflection for readers interested in applying each chapter's principles.

The following is a brief summary of each of the remaining chapters for readers interested in a particular topic associated with effective leadership, a leader's ethical perspective, or the importance of trust.

Chapter Contents

Each of the remaining chapters will 1) introduce and explain key terms and concepts associated with leadership, ethics, and trust; 2) focus on the practical application of those concepts in daily life; 3) identify scripturally-based examples from the life of Christ about how those concepts were applied in his ministry; and 4) offer practical insights for self-assessment and reflection for readers interested in understanding or applying each chapter's principles.

Chapter Two: Beginning with the End in Mind – Understanding and Defining Reality

This chapter identifies why leaders must have a clear understanding of themselves, their goals, and the context in which they work. The chapter identifies twelve factors essential in the leader's responsibility to define reality. After explaining the implications of each of those reality-focused factors, the chapter examines how Jesus Christ applied each factor in clarifying to his followers the factor's importance in achieving a life of adherence to truth and personal excellence. The chapter concludes by emphasizing the importance of achieving a life of meaningful purpose – a life that begins with the end in mind.

Chapter Three: Why So Many Leaders Fail – Insights and Assumptions

Great leaders understand that their role is challenging, often unpredictable, and fraught with a broad array of problems. Leadership failure is a common occurrence and is often a result of faulty assumptions about relationships. This chapter describes problems facing modern leaders, explains why so few are effective, and provides insights from experts about what leadership is and what it is not. The chapter identifies ten root causes that make leading others so difficult and contrasts those leadership shortcomings with the principles and practices adopted by Jesus Christ as he led his followers – showing how Christ's insights and assumptions about the leadership relationship generated high trust, loyal followership, and deep personal commitment.

Chapter Four: Why Trust is the Glue to Competitive Advantage

The chapter defines trust as a complex concept and clarifies why it is so crucial to building relationships. The chapter explains trust as it relates to both ethics and leadership. After explaining the nature of trust, the chapter clarifies how and why trust creates distinct advantages in organizations and in relationships. Differentiating between secular trust and religious faith, the chapter identifies ten similarities between trust and faith and enumerates their subtle differences. Finally, the chapter presents examples of trust from the life of Jesus and uses those examples to explain how trust and faith apply in the modern day.

Chapter Five: Trustworthiness and Leader Effectiveness

Trustworthiness is defined as a subjective perspective measured on a continuum. The degree to which leaders understand the nature of that continuum is a key to leader effectiveness. In defining the elements of trustworthiness, the chapter explains the correlation between honorable leadership actions and the acquisition of trust. This chapter identifies five qualities upon which trustworthiness is based. After defining trustworthiness and its importance for leaders, the nature of a subjective mediating lens which assesses trustworthiness is explained – clarifying why perceived trustworthiness often varies within the same organization. Citing examples from the life of Jesus Christ, the chapter then identifies qualities in his life that demonstrate why he was considered trustworthy and that earned him the love and dedication of his followers.

Chapter Six: Integrity, Ethics, and Moral Choices

Although integrity and honesty are universally acknowledged as the leadership characteristics most desired by both peers and followers, the importance of ethical behavior is not fully understood. The chapter examines the nature of integrity as a critical quality of leaders and a fundamental element of ethical relationships and moral choices. The chapter also addresses the difficult challenges associated with ethical dilemmas and moral decision-making and identifies five questions that leaders should answer to demonstrate integrity. Turning to the life of Jesus of Nazareth, the chapter then identifies four examples of integrity demonstrated by him and encourages others to follow his example.

Chapter Seven: The Psychological Contract and Leader Insights

The psychological contract is a subjectively-viewed perception of obligations and commitments of each party – as viewed by both followers and leaders. Surprisingly, it is the unusual situation when the perceptions of the parties are perceived identically. The chapter identifies common errors that create a perceived breach in relationships and then offers specific suggestions for avoiding a breach. The chapter enumerates six common reasons why perceived duties owed are overlooked by leaders. Citing examples from the life of Jesus Christ, the chapter provides insights about the importance of effective communication in defining relationships with others. The chapter concludes by identifying ten ways in which

leaders can build trust, honor duties owed to others, and avoid the disappointments and deterioration of relationships that so often occur when psychological contracts are not clarified and honored.

Chapter Eight: Transformative Ethics and the Pursuit of Excellence

Transformative Ethics is a new ethical framework that integrates ethical commitments of twelve different ethical perspectives. In this chapter the importance of leaders modeling Transformative Ethics is identified as a resource for building employee trust. The chapter introduces the key characteristics of each ethical perspective that applies to Transformative Ethics and identifies the contribution of each perspective in the pursuit of excellence. Following that explanation, the chapter identifies how the life of Jesus Christ aligns with the principles of this new ethical framework.

Chapter Nine: Authentic Leadership and Building Trust

This chapter introduces key elements of Authentic Leadership that enable a leader to build high trust relationships and help a leader to honor obligations to society. The chapter defines Authentic Leadership and identifies its virtues from a relational perspective. Examining four qualities that are most commonly cited as elements of this leadership approach, the chapter explains how each of these qualities contributes to the leader's ability to build trust. Because building trust involves a high level of emotional intelligence, the chapter also incorporates that concept in clarifying how Authentic Leadership and each of the factors of emotional intelligence are related. Applying the qualities of Authentic Leadership to the life and mission of Jesus Christ, the chapter provides specific examples that demonstrate how his relationships with others incorporated Authentic Leadership concepts as he walked the earth. The chapter identifies six specific ways in which those who wish to become more effective leaders can apply Authentic Leadership in their own lives.

Chapter Ten: Leadership from the Inside-Out

This chapter explains the importance of a Six Beliefs Model as a tool for understanding one's core assumptions, ethical values, and personal priorities in creating relationships with others. The chapter begins with a review of the nature of identity, including the importance of self-

awareness in the leader's growth. Incorporating insights from other scholars, the chapter identifies how the servant leader perspective enables leaders to most effectively contribute to organizational success. The chapter concludes with examples from the life of Jesus Christ to identify how Jesus related to others in incorporating the principles associated with the chapter's theme.

Chapter Eleven: Ethical Leadership and Covenantal Relationships

This chapter explains a range of leadership governance perspectives and clarifies why leadership is a covenantal duty that leaders owe both organizations and followers. The chapter identifies the often-misguided assumptions of leaders and organizations in today's economic, political, environmental, and social context. After defining organization governance, the chapter presents a summary of five governance theories and each theory's impact and consequences for organization stakeholders. Relating this leadership obligation to examples from the life and mission of Jesus of Nazareth, the chapter explains how Jesus Christ honored his stewardship in creating covenantal relationships and concludes with five insights that today's leaders can apply as they reflect on practical implications of ethical stewardship and covenantal leadership.

Chapter Twelve: Leading with Meaning: Creativity, Innovation, and Constant Learning

Because leadership is often described as "the management of meaning," the importance of the leader clearly defining assumptions, explaining moral choices, and creating a learning culture is emphasized in empowering employees in the 21st century. The chapter begins with a brief summary of the factors that impact the leader's roles in managing meaning and an explanation of why the management of meaning is so important in the leadership process. Following that introduction, the chapter identifies the importance of creativity, innovation, and constant learning as requirements for organizational achievement and survival. Applying these insights to the life and mission of Jesus Christ, the chapter identifies how he managed, created, and inspired new meanings in the lives of his disciples – both during his sojourn on the earth and for followers today.

Chapter Thirteen: Organizational Culture and Leadership – Building Trust through Ethical Leadership

The roles of high trust and high-performance work systems are identified and the importance of duties owed by leaders and managers in creating aligned policies, programs, and practices is explained. Principles of Christ-centered leadership are explained in context with the philosophies of successful organizations. The chapter begins by defining organizational culture and three elements upon which culture is based. After identifying the leader's role in creating organizational alignment, the chapter identifies seven important qualities of high performing organizations. The chapter then emphasizes the relationship between ethical leadership and the creation of high trust and commitment. Relating the elements of organizations and their culture to the life of Jesus Christ, the chapter identifies his role in exemplifying ethical leadership in his ministry on the earth.

Chapter Fourteen: Leadership Without Guarantees

Despite a leader's best efforts, (s)he has no guarantees that the organization in which (s)he works will succeed. Despite that reality, this chapter identifies what individuals must do to become their best and to serve those whom they lead in a challenging and troubled world. This chapter examines eight challenges that have confronted leaders. Citing examples from the lives of men and women who struggled with adversity, the chapter identifies how leaders have successfully met those challenges. Each challenge is described, together with eight insights for would-be leaders as they confront the knotty issues that leaders must overcome. The chapter cites examples from the life of Jesus of Nazareth and describes his response in the face of the burdens he had to endure in his ministry and in his efforts to lead others to eternal truths. Drawing upon Christ's examples, the chapter concludes with a challenge to men and women to become great leaders – despite the risks, the uncertainties, and the absence of any guarantees.

The Challenge

The focus of this book enables leaders and those who wish to lead to reexamine who they are, why they lead, and how they can improve their effectiveness. Citing the examples from Jesus Christ, often cited as the greatest leader of all time, this book provides individuals with a challenge

to raise the bar of personal excellence and virtuousness in their own lives. Leadership, ethics, and trust are closely-related concepts and understanding their relevance in the service of others can build stronger relationships and create a better world.

Notes

[1] The struggles of leaders to earn the trust, commitment, and followership of others are chronicled in Kouzes, J. M. & Posner, B. Z., (2011). *Credibility: How Leaders Gain and Lose It, Why People Demand It*. San Francisco, CA: Jossey-Bass.

[2] The struggle of leaders is well described in Kouzes, J. M. & Posner, B. Z., (2017). *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*. San Francisco, CA: Jossey- Bass and in Caldwell, C. and Anderson, V. (2017). "Ethical Leadership in Troubled Times." *International Journal of Public Leadership*, Vol. 13, Iss. 2, pp. 54-58.

[3] Chester Barnard made this point eighty years ago in Barnard, C. I., (1938). *The Functions of the Executive*. Cambridge, MA: Harvard College.

[4] This citation comes from Stogdill, R., (1974). *Handbook of Leadership: A Survey of Theory and Research*. New York, NY: Free Press.

[5] This citation is found on page 259 of Bennis, W. G., (1959). "Leadership Theory and Administrative Behavior: The Problem of Authority. *Administrative Science Quarterly*, Vol. 4., Iss. 3, pp. 259-301.

[6] These four elements of leadership are identified in Bennis, W. G. & Nanus, B., (2007). *Leadership: Strategies for Taking Charge*. New York: Harper Business, in Covey, S. R., (2004). *The 8th Habit: From Effectiveness to Greatness*. New York: Free Press, and in Kouzes, J. M. & Posner, B. Z., (2017). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (6th ed.). San Francisco, CA: Jossey-Bass.

[7] This combination of qualities was identified half a century ago in Barnard, C. I., (1938), *op. cit.*

[8] Mary Parker Follett, frequently cited as the "Mother of Modern Management," was a visionary clearly fifty years ahead of her time who lived in Boston, MA in the early 20th century. She gained notoriety because of her family influence but was respected for her brilliance and insights. See Follett, M. P., (2013). *Dynamic Administration: The Collected Papers of Mary Parker Follett*. Mansfield Center, CN: Martino Fine Books.

[10] The nature of our individual lenses is described in Caldwell, C., and Hayes, L., (2007). "Leadership, Trustworthiness, and the Mediating Lens." *Journal of Management Development*. Vol. 26, Iss. 3, pp. 261-278.

[11] This perspective about ethics is explained in Hosmer, L. T., (1995). "Trust: The Connecting Link between Organizational Theory and Philosophical Ethics." *Academy of Management Review*, Vol. 20, Iss. 2, pp. 379-403.

[12] See, for example, the discussion of the close connection between leadership and ethics in Burns, J. M., (2010). *Leadership*. New York: Harper Perennial.

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[13] See Caldwell & Hayes, (2007) *op. cit.* and Hosmer, L. T., (1995) *op. cit.*

[14] *Ibid.*

[15] This perspective is widely agreed upon and emphasized. See Caldwell, C. and Clapham, S., (2003). "Organizational Trustworthiness: An International Perspective." ***Journal of Business Ethics***, Part 1, Vol. 47, Iss. 4, pp.349-364,

[16] The nature of trust and its relationship to ethics is identified in Gullett, J., Canuto-Carranco, M., Brister, M., Turner, S., and Caldwell, C. 2009. "The Buyer-Supplier Relationship: An Integrative Model of Ethics and Trust." ***Journal of Business Ethics***, Vol. 90, Supp. 3, pp. 329-341.

[17] *Ibid.*

[18] These key variables of trust are explained well in the classic article, Mayer, R. C., Davis, J. H., & Schoorman, F. D., (1995). "An Integrative Model of Organizational Trust." ***Academy of Management Review***, Vol. 20, Iss. 3, pp. 702-734.

[19] This trust relationship and its individual nature are clarified in Hayes, L., Caldwell, C., Licona, B. and Meyer, T. E., (2015). "Follower Behaviors and Barriers to Wealth Creation." ***Journal of Management Development***, Vol. 34, Iss. 3, pp. 270-285 and in Caldwell, C., and Hayes, L., (2007). "Leadership, Trustworthiness, and the Mediating Lens." ***Journal of Management Development***. Vol. 26, Iss. 3, pp. 261-278.

[20] Many of the similarities between trust and faith are identified in Caldwell, C., Davis, B., and Devine, J. A., (2009). "Trust, Faith, and Betrayal: Insights from Management for the Wise Believer." ***Journal of Business Ethics***, Vol. 89, Iss. 1, pp. 103-114.

CHAPTER TWO

BEGINNING WITH THE END IN MIND – UNDERSTANDING AND DEFINING REALITY

The clear evidence of today's world is that we are facing a new reality. Global competition, changing values, disruptive innovation, and a host of other factors have reconfigured relationships, challenged assumptions about duties owed, and undermined trust in leaders and confidence in once-sacred institutions. Questionable behavior has become so commonplace that the public no longer seems to be surprised by outlandish conduct. Actions once considered incredible and inappropriate now seem to be daily routines of life.

What seems most unsettling is that the standards that provided stability and reassurance have somehow evaporated -- with the distinctions between right and wrong, good and bad, acceptable and unacceptable becoming unclear to the degree that for many people any semblance of clarity is lost. Despite this new instability and confusion, a leader's role must still be "to define reality[1]" and articulate a clear vision of what is, what is not, and what needs to be if society is to function effectively in relationships and in organizations[2].

What seems most unsettling is that the standards that provided stability and reassurance have somehow evaporated -- with the distinctions between right and wrong, good and bad, acceptable and unacceptable becoming indistinct to the degree that for many people any semblance of clarity is lost.

The purpose of this chapter is to identify the importance of the leader's role in defining reality by articulating true principles, focusing on purpose, and beginning with the end in mind. Within the context of a troubled world there is no better example of a leader who has defined reality than the Man of Holiness, Jesus Christ. This chapter identifies ten factors that are essential in the leader's responsibility to define reality. After explaining the implications of each of those reality-focused factors, the chapter examines how Jesus Christ applied each factor to achieve a life of purpose, adherence to truth, and personal excellence. The chapter concludes by reemphasizing the importance of defining reality to achieve a life that begins with the end in mind.

Reality and the Leader's Duty

Effective leaders willingly confront the world in which they live and work--and by confronting they identify the problems that must be addressed and the often-difficult journey to resolving those problems[3]. The ability to accurately define problems is rare[4]. Henry David Thoreau declared that "there is a thousand hacking at the branches of evil to one who is hacking at the root[5]." Correctly identifying problems and developing solutions that address them properly requires clear vision, contextual understanding, and profound knowledge[6].

"Life is not a problem to be solved, but a reality to be experienced."
- Soren Kierkegaard
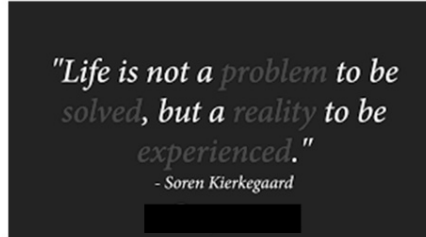
Soren Kierkegaard explained that life is a reality to be experienced[7] and it is by this experiencing of reality that we discover ourselves. By defining reality, leaders enlighten and empower others in the pursuit of their best selves. Stephen Covey described this best self as one's "voice" or the intersection of the passions that energize, the skills that are individual strengths, the innovations that add value, and the conscience that motivates each person to act[8]. Leaders help others to realize their unique personal significance – or that inherent greatness that is part of each individual's identity[9].

In serving others, providing clear direction, and facilitating change, leaders empower others to discover their highest potential. Leaders provide others with resources to pursue outcomes that benefit each individual, organization, and a greater society searching for solutions to the problems that confront a troubled world. It is by understanding their obligations in defining reality and articulating a shared vision that leaders enable others to "begin with the end in mind" in pursuing worthy goals and a noble purpose. In so doing leaders also provide others with virtuous standards and guidelines by which followers may refine their own lives.

Ten Realities of Leadership

As leaders throughout history have inspired others to achieve desired outcomes, they follow a repeating pattern that improves the ability of those whom they lead to become self-sustaining and self-directed. Truly great leaders empower those whom they serve to learn and grow. By modeling excellence and by teaching others, leaders throughout time have helped others to govern themselves. Each of these realities affects all of our lives, and by understanding them we are able to benefit by their enduring truths.

Defining Purpose

Effective leaders understand what needs to be accomplished and define a clear vision to guide organizations[10] and to frame employee efforts. However, the McKinsey Company found that only 37% of employees had a clear understanding of what their organization is doing and why, and only one in five had a clear line of sight between the tasks that they performed and the goals of their organizations[11]. This same survey found that just 40% of employees felt that a firm's most important goals are being emphasized regularly and only one-third felt that employee efforts at achieving goals get recognized and rewarded.

After an extensive study of the relationship between leadership and purpose, Underwood explained that a clear purpose provides both a guiding set of goals and a rational justification which unified others, increased commitment, and amplified meaning in life[12]. Leadership vision and purpose enable others to execute a plan of action, honor obligations to others, and respond to the demands of change more effectively[13]. Providing a clear vision facilitates individual success and organizational achievement, is a moral obligation of leaders[14], and is essential for individuals and organizations as they seek to achieve a noble purpose[15].

Throughout his ministry, Jesus Christ taught others what they needed to do to fulfill life's' purpose and attain eternal life[16]. The great work of his ministry was to reconcile man to their Father in Heaven and his entire life embraced that single objective[17]. Jesus of Nazareth raised the standard for human living--asking others to treat each other with kindness, consideration, and love. He sought to uplift and bless others and asked them to honor God and to keep God's commandments.

To his followers, Christ offered profound insights about the highest purposes of life. He declared without equivocation that their most important purpose was to come to know God and to honor his teachings[18] – promising that those teachings would bring eternal life and peace of mind[19]. As a leader, Christ sought to be an example that others should follow[20] and he devoted his life to helping others to become their best.

Enduring Trials

Leaders understand that the learning process often comes from overcoming failures as well as from achieving successes[21]. Leaders demonstrate great character and inspire others by the ways that they respond to difficult situations. Trials are, in fact, tests of character that reveal what we have become and who we truly are. When leaders courageously respond

to adversity and succeed despite difficult challenges, they model the resilience required in today's globally competitive world. Leaders demonstrate that "roadblocks, let-downs, and failed attempts at success[22]" need not define an individual or an organization. Grit, the integration of perseverance and passion, enables individuals to fight through obstacles and overcome the trials that confront every person and every organization[23].

When leaders courageously respond to adversity and succeed despite difficult challenges, they teach others great principles and model the resilience required in today's globally competitive world. Leaders demonstrate that "roadblocks, let-downs, and failed attempts at success" need not define an individual or an organization.

Jesus Christ endured his own personal trials throughout his life[24]. Not only did he model the ability to withstand adversity but he taught his disciples that they too must have the strength to endure hardships that would inevitably confront them. Challenging his followers to increase their faith, Jesus promised his disciples that they would have the power to do even greater things than the miracles that he had performed[25].

To fulfill his divine mission, Jesus struggled with the anguish of the Garden of Gethsemane and the agony of the cross in accepting his role to suffer for the sins of the world. His willingness to face hardships and his courage in accepting his fate demonstrated to his disciples the reality of trials in their lives – together with the promise that, despite those trials, the work of God not only must go on but would ultimately triumph. The transformation of the apostles from doubting and uncertain followers to courageous emissaries was motivated by Christ's example.

Embracing Hope

Leaders encourage others to hope – to desire a better condition than that of the past or present. Hope requires three critical elements: 1) the belief that the desired benefit that one values is worth its cost, 2) the confidence that one has the ability to achieve a desired task to achieve that benefit, and 3) the assurance that accomplishing that task will result in the desired outcome[26].

Despite a difficult economy, constant threats from competitors, and uncertainty about the future, great leaders instill the hope that a successful outcome is not only possible but probable. Hope empowers others to reset their belief system, despite overwhelming challenges that may be facing them, and to move forward with confidence in undertaking difficult tasks. By instilling hope, leaders inspire others to go the extra mile, to believe in themselves, and to discover their hidden potential[27].

In his interactions with others, Jesus understood that hope preceded faith and was typically motivated by an individual need. To the man whose son possessed a demon that had caused the boy to repeatedly harm himself, Jesus told the man that his son could indeed be healed if the man had faith. Filled with hope but recognizing that his faith was imperfect, the good man replied, "I believe. Help thou my unbelief". Respecting the man's hope for a miracle despite his imperfect faith, Jesus rebuked the spirit that possessed the man's son[28]. The message of Christ and the teachings of his gospel were a message of hope that gladdened hearts that struggled with the difficulties of life--and even today those teachings inspire millions of people.

Earning Trust

Leaders create relationships based upon trust. Trust is the glue that holds organizations together[29] and is the integration of ethics and organization achievement[30]. By being worthy of follower trust, leaders demonstrate the competency, capacity, conscience, character, and caring that earn them follower support[31]. Trust is ultimately measured by the actions of those who follow[32]. Only when leaders honor commitments, demonstrate vision and competence, pursue others' best interests, and achieve meaningful results do leaders demonstrate the trustworthiness that earns follower support. Trust is not demanded by position. It is not compelled by fiat. It is far more than compliance. Ultimately, trust is measured by the degree to which others act on behalf of a leader's interests and make those interests their own. Trust is the willing

demonstration of an individual's belief in a leader's authority, reflected by the degree to which that person acts in support of the leader's agenda[33].

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Trust is the secular equivalent of faith and both trust and faith are measured on a continuum[34]. Faith in God and in the mission of Jesus Christ as the Son of God and the long-awaited savior and redeemer was the first principle of the gospel[35]. Jesus of Nazareth earned the trust and faith of his disciples by his personal example, the wisdom of his words, and his ability to touch the minds and hearts of those whom he loved. Faith and trust are weak when uncertainty and doubt trouble the mind. Mark records that Jesus counseled, "Be not afraid, only believe[36]".

The author of Hebrews described faith as "the substance of things hoped for, the evidence of things not seen[37]. Although Jesus' miracles gave ample evidence of his divine calling, he urged his disciples to believe and to walk by faith – a faith that was even as small as the grain of a mustard seed[38]. Both trust and faith are born from the hope that what one believes will ultimately lead to a desired outcome and that the underlying belief is a true principle. Trust and faith drive out fear and give others the courage to honor duties, bless themselves, and bless the lives of others[39].

Honoring Identity

An individual's identity is his or her view of self in relationship to others[40]. One's identity is typically examined through a "comparator," an ideal standard by which individuals sub-consciously identify what they believe should be the standards of their personal conduct, their relationships with others, and how they apply their values in managing their lives[41]. Wise leaders understand the importance of empowering others to see themselves as possessing potential greatness – even if that greatness has not yet been discovered[42].

It is by treating people as they can become that others are able to transform their lives and magnify their ability to make a contribution to a troubled world. Thomas Carlyle suggested that man's unhappiness comes from his greatness and that each person implicitly understands that there is an infinite potential that lies within. Stephen R. Covey is one of many leadership scholars who advocated treating people so well that they come to recognize that inner greatness that is dormant within them. Treating people as they can become enables others to achieve that best version of themselves.

CHANGING LIVES

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Jesus Christ helped others to envision within themselves a potential that far exceeded anything that his followers had ever imagined. He affirmed that this higher standard of living was, in fact, the reality to which they could and must aspire in honoring their relationships with others and with God. "Come, follow me[43]," he invited them. "He that believeth on me, the works that I do shall he do also; and greater work*s* than these shall he do," Christ promised[44].

Jesus Christ recognized the divine nature and potential in others. He knew and understood their true identities and their almost limitless potential. Motivated by this love for others and this appreciation of others' great worth, Christ fulfilled his own divine role and honored his identity as the Son of God and Redeemer of the world. In every sense Jesus Christ achieved his highest potential and became a role model for his followers.

Applying Principles

Leaders understand that there are universal principles which inexorably affect each one of us as we make choices. In commenting about the