

Self-Action Leadership (Volume I)

Self-Action Leadership (Volume I):

*A Theoretical Framework
for Existential Growth*

By

Jordan R. Jensen

Cambridge
Scholars
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A Theoretical Framework for Existential Growth

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To Lina Marie, Tucker Joseph,
Kara Marie, and Tyler Jordan



My Four Faves

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PRAISE FOR SELF-ACTION LEADERSHIP

“In Self-Action Leadership (SAL), Jordan Jensen has assembled a leadership masterpiece anchored steadfastly in true principles of philosophy and human behavior. In wonderfully written prose, Jordan reminds us of who we are and what it takes to live and lead with honor. Moreover, he challenges us to live up to the high calling of being human beings with a special mission on this Earth. To accomplish our mission, we must do two major things: grow in our sense of personal responsibility, and in turn, care for others and help them to do the same. I grappled with these two areas in a primal way during more than five years as a POW in Vietnam. Now I’m thrilled to see how Jordan has laid out SAL by using the vehicle of story to illuminate his own unique journey of transcending adversity. In so doing, he has inspired us all to become who we are capable of becoming. Bravo!”

—**Colonel Lee Ellis**

US Air Force (retired), president and founder of Leadership Freedom LLC and FreedomStar Media and author of *Leading with Honor: Leadership Lessons from the Hanoi Hilton*



“There is no more important contributor to your own effectiveness than how you lead yourself. If you want to learn a great deal about the latest thinking on self-leadership, read this 2-volume work.”

—**Charles C. Manz, Ph.D.**

Nirenberg Chaired professor of business leadership (*University of Massachusetts*), the father of the self-leadership field in academe, and co-author of *Self-Leadership: The Definitive Guide to Personal Excellence*



“Jordan Jensen has accomplished a task that is very difficult for any author to achieve, and that is to produce a single text that is highly relevant to multiple audiences at the same time. Because of the universal applicability of basic self-leadership principles, his message is germane not only to

persons struggling with OCD, depression, or other forms of mental illness, but to civic leaders, business professionals and workers of all kinds, educators, students, parents, and children—in short, to *everyone*. Indeed, I do believe that virtually anyone who reads these books will be able to take something away from it that will improve his or her life in a significant way.”

—**Christopher P. Neck, Ph.D.**

Associate professor of management (*Arizona State University*), leading self-leadership scholar, and co-author of *Self-Leadership: The Definitive Guide to Personal Excellence*



“Reading this 2-volume work may be the most worthwhile thing you do this year. I hope the message of Self-Action Leadership makes its way into the minds and hearts of students, parents, and business professionals everywhere. Its presence in the literature is a service to our nation and world.”

—**David G. Anthony, Ed.D.**

Former CEO of *Raise Your Hand Texas*, and former superintendent of *Cypress-Fairbanks Independent School District*, Texas, USA



“The model of Self-Action Leadership is a thought-provoking read of a topic vital for our day. While Dr. Jensen draws upon multiple disciplines, he manages to produce a broadly accessible book that shows how this type of leadership is attainable for anyone willing to accept responsibility and work at it.”

—**Matthew S. Holland, Ph.D.**

Former president of *Utah Valley University*



“While a number of books and articles have been written on the topic of self-leadership, Jordan Jensen’s Self-Action Leadership goes deep below the surface of basic self-leading strategies and accompanying examples. It provides an in-depth examination of how self-leadership processes can be woven effectively into the fabric of one’s life. A deeply personal and richly

emotive narrative, Self-Action Leadership takes the reader on a journey of self-discovery, providing one of the most detailed and applied treatments of self-leadership concepts currently available.”

—**Jeffery D. Houghton, Ph.D.**

Associate professor of management (*West Virginia University*), leading self-leadership scholar, and co-author of *Self-Leadership: The Definitive Guide to Personal Excellence*



“Jordan Jensen has written a thorough, intense, and illuminating autobiographical volume about how to lead oneself. His story, compounded by OCD and a determination to improve, will help others reflect on how they might best lead themselves—given whatever genetic endowment or mimetic inheritance they may have received. Jordan’s depth of analysis and self-insight will inspire others to take a similarly in-depth review of who they are and who they want to be—at least once before they die—a journey well worth the effort.”

—**James G.S. Clawson, Ph.D.**

Emeritus professor of management (*The Darden Graduate School, The University of Virginia*) and author of *Level 3 Leadership: Getting Below the Surface*



“Most of us have challenges that we seek to explain through our genetic predispositions. It is the select few who consider their internal resources and make the choice to master those challenges. Dr. Jensen, through his own experiences and research, has taken the latter path—*the road less traveled*. Anyone who seeks greater insight into their inner struggles, and desires the tools to overcome those struggles—to master self—will find this 2-volume work a must read!”

—**Bruce H. Jackson, Ed.M., MBA, MA, Ph.D., MPA**

Founder and CEO of *The Institute of Applied Human Excellence* and author of *Finding Your Flow: How to Identify Your Flow Assets and Liabilities—The Keys to Peak Performance Every Day*



“Jordan Jensen’s autoethnographic study is a comprehensive and detailed account of his personal journey in managing obsessive compulsive disorder (OCD), and the steps he took to fulfill his personal and professional goals. He intimately chronicles his struggle with the challenges of OCD and outlines a comprehensive self-leadership system for successfully managing it. These books offer hope for those with OCD and serve as a helpful guide for anyone who wants to unlock their own self-leadership potential.”

—**Rodney J. Beaulieu, Ph.D.**

Human Development Department (*California State University San Marcos*)



“Any student would benefit from the principles of Self-Action Leadership that Jordan Jensen teaches. Unfortunately, too many young people today don't learn these principles in their homes. If they don't pick them up somewhere, they are at a disadvantage in life.”

—**Joseph N. Jensen, Ed.D.**

Principal at *Timpanogos High School*, Utah, USA



“Dr. Jensen shares insightful stories and powerful principles to create an incredibly solid foundation of self-leadership knowledge, but he doesn’t stop there. The reader is also guided through the same process of self-discovery Dr. Jensen himself went through to become an effective self-action leader. The combination of sound philosophy and guided self-exploration make this work a truly unique and powerful tool in creating principle-centered self-leaders.”

—**Josh Rohatinsky, MPA**

NCAA Division I cross-country champion (2006), former professional distance runner (*Nike*), and current project manager for *Intermountain Healthcare*, Utah, USA.



“As a high school English teacher who also facilitates a student leadership class, I was thrilled to learn about this insightful guide to self-leadership that can be used as a resource in classes just like mine. Thank you, Jordan! As

an educator, it is encouraging to know there are people out there like Dr. Jensen who are working hard to support administrators, teachers, parents, and students alike. I am confident the message of Self-Action Leadership will help to provide the guidance our youth so desperately need to become effective self-leaders and productive members of society.”

—**Shannon Lindholm**

High school teacher, Texas, USA



“Dr. Jensen, through his experience teaching, brings to light the importance of teaching leadership and character inside the classroom. Teachers will feel empowered to impact youth outside of prescribed curriculum through an understanding of Self-Action Leadership.”

—**James Fraser**

High school teacher, Texas, USA



“If you find yourself in Hell, you might be lucky enough to come across these books. Psychotherapists, such as myself, can show you a pathway to healing, but Jordan outlines individual footsteps you can follow to personal freedom. Jordan approached his OCD and depression with unusual determination and proactivity. His story offers an inspiring model of a patient's full acceptance of responsibility for one's own treatment, which is paramount to a successful treatment outcome. His Self-Action Leadership Theory and Model—the result of keen self-awareness, reflection, and study—offer hope for those who struggle with mental illness and other life challenges. He has demonstrated the courage required to take the first steps, as well as the commitment to keep going.”

—**Irene Tobis, Ph.D.**

Professional counselor and former president of *OCD Texas*, an affiliate of the *International Obsessive-Compulsive Disorder Foundation* (IOCDF)



“Dr. Jensen’s narrative of his battle with OCD is brutally honest. He takes the reader inside the mind of a young man struggling to understand himself, to be accepted by his peers, and eventually how to overcome great odds and succeed. If you have OCD, know someone who has OCD, or counsel people with this devastating personality disorder, these books are a must read.”

—Lieutenant Colonel Stephen L. Jensen

U.S. Air Force fighter pilot—*F-15 Eagle*—and instructor (retired)



“Jordan Jensen’s empowering book shares candid personal insights into the challenges of living with OCD and the broadly applicable process he has been using to continually overcome it. We have read about several different mental health challenges, but never as a first-hand account written in such a detailed and self-disclosing fashion. The compelling narrative chapters make this self-help guide read like a page-turner novel that is coupled with a powerful process of improving one’s ability to self-lead. Jordan’s explanation of Self-Action Leadership is applicable to all. Thanks, Jordan!”

—Brad and Elizabeth Chappell

Father, mother, financial advisor, writer, entrepreneur

SPECIAL TRIBUTES

**“If I have seen further,
it is by standing on the shoulders of giants.”**

—*Sir Isaac Newton*
(1642-1726)

HYRUM W. SMITH

Hyrum W. Smith is a co-founder, along with Dr Stephen R. Covey, of *FranklinCovey* company, and an originator of the world-famous *Franklin Day Planner* and its accompanying time management philosophy and system. Brilliant in business, sales, and public speaking, Smith is one of the world’s premier authorities on time management and personal development. If it weren’t for Hyrum Smith, I might not be here today—literally. To explain why, I must turn back the clock more than a half-century.

In 1962, Smith crossed the Atlantic to serve a two-year, full-time, voluntary mission in the British Isles for his church. About a year later, my father—unknown to Smith at the time—traveled to England for the same purpose. During their concurrent service in England, Hyrum Wayne Smith and Rex Buckley Jensen served together as missionary companions on three different occasions in three different locations during three different calendar years. Meant to be? Coincidence? Either way, when my father returned home to attend *Brigham Young University* in 1965, Hyrum introduced his little sister, Pauline, to my father. The two were married in 1966. Fourteen years later, I was born—the sixth of seven children.

I was only seven or eight years old when I first attended one of “Uncle Wayne’s” time management seminars and obtained my first *Franklin Planner*. It was a pivotal event in my young life and planted early seeds that would eventually spring forth into my passion for personal development, my academic proclivities, and my choice of profession.

Hyrum Smith is a magnanimous man whose personal generosity has reached down to bless my life on many occasions. He also has a good sense

of when to say no. For example, he wisely declined my request for financial backing when I first incorporated Freedom Focused in the early 2000s. Knowing his own achievements were earned through self-reliance and successfully passing through the “School of Hard Knocks,” he knew giving me money would do more harm than good in the long run. He was right!

It was a bitter pill to swallow at a time in my life when I was being rejected at nearly every turn and everything *seemed* to be going wrong. But this was a good thing, because life has a way of prescribing a brimming bottle full of bitter pills to everyone, eventually. Those who seek to grow must choose to humbly consume, dutifully digest, and bravely withstand the poignant pungency and harrowing agony of each dose. It does no good to “kick against” the proverbial “pricks.”

Hyrum’s discretion, borne of experience-based wisdom, trumped my well-intentioned, but ultimately naïve zealotry borne of youthful inexperience. And now I am glad of it. In the famous words of country music legend, Garth Brooks: “Some of God’s greatest gifts are unanswered prayers.” Or as Dan Roberts, one of Brooks’ singer-songwriter friends, once put it: “Grace is when God gives you something you *don’t* deserve, and mercy is when God *doesn’t* give you something you *do* deserve.” Brooks has stated that his life has been chock-full of grace and mercy. So has mine! With a little hindsight, I have come to see that Hyrum’s rejection, along with countless other experiences being either rejected or ignored, turned out to be some of God’s tenderest mercies.

Instead of money, Hyrum gave me endorsement quotes and good advice. He even invited me down to his ranch for a weekend so I could pick his brain. Most valuable of all, rather than “giving me a few fish,” he “taught me how to fish” through his teachings, his example, and his invention of the *Franklin Day Planner*. He gave me everything I *really* needed, while wisely withholding what would only benefit me in the short run—and most likely hurt me in the long run.

Hyrum’s decision provided a golden opportunity to further apply the very principles and practices I ardently yearn to share with the world. Rather than retard my long-term progress, his wise declination actually accelerated it, lending greater credibility to the message of Self-Action Leadership, and further bolstering my credibility as its messenger.

Looking back, I am grateful for his judicious response to my short-sighted request. It was a key “course” I *had* to take and pass in my own existential education, where I paid the price to earn a degree in SAL from the University of Adversity. I am a better man for having been “schooled” in this manner. I am grateful to Hyrum for loving me enough to hurt me in the short run in order to help me in the long run.

Hyrum's life has blessed and inspired my own journey in countless ways. From my earliest memories of him, I always had a deep sense that he was a great man, and indeed he is. Thank you, Uncle Hyrum, for everything you have given and taught me—knowingly or unknowingly. Your life's example has played a vital role in shaping my own life's narrative.

I am grateful for an uncle *and* a father—whose friendship was a seedling of my mortal existence—who chose to teach me correct principles and then let me govern myself. Such liberty and opportunity, empowered by the lessons gleaned from their respective precepts and examples, has helped make me who I am today, and is something I will always cherish. It is one of the many proofs of the purview of Providence that has shone upon this project from inception to completion.

STEPHEN R. COVEY

While Hyrum and I share a blood relation, I may actually have more in common with *Franklin Covey's* other co-founder—Dr. Stephen R. Covey. This is because my native skill set—like Covey's—is rooted more in philosophy, teaching, writing, and administration than it is in sales, marketing, business, or profit. While I begrudgingly accept whatever duties I cannot delegate in the latter areas of activity, I welcome and embrace my opportunities in the former. In my heart of hearts, I am—and always will be—a philosopher, pedagogue, and poet first, and an entrepreneur and businessman second.

Many capable self-help authorities helped pioneer the modern self-help movement (e.g. Dale Carnegie, Norman Vincent Peale, Napoleon Hill, et al.). What place has Covey earned in the pantheon of self-help gurus? The answer is subject to history and opinion. In my analysis, Carnegie is the father, and Covey its more recent godfather.

I first read, listened to, and studied Dr. Covey's *The 7 Habits of Highly Effective People* when I was a freshman in college in 2001. I read the book to fulfil a requirement in a summer leadership course while attending Brigham Young University as a visiting student. Doing so profoundly impacted my life.

The lesser-known subtitle of Covey's classic is *Powerful Lessons in Personal Change*. As I hungrily consumed *The 7 Habits*, I became enthralled by a growing realization of the power I possessed to personally change and develop habits that would enrich my life and lead to personal and professional success. This broadening recognition of my freedom and potential to consciously design, purposefully direct, and meaningfully shape

my own life's journey and narrative resonated deeply in my mind, heart, and soul. I took particular interest in habits one, two, and three, which focus on personal leadership, at a time in my life when I desperately needed to lead myself through a series of deep and difficult personal obstacles.

Covey's words illuminated the personal inadequacies and character deficiencies that had been plaguing my life and were thwarting my success in key life arenas. At the same time, it created a vision of my possibilities, and enlivened my desire to overcome my weaknesses, achieve personal growth, and then teach others to do the same. Quite simply, his work changed my life and led directly to my writing this work. It was then that I found my life's calling, and I knew that my mission was to produce a personal leadership handbook that would be able to serve my generation as ably as *The 7 Habits* had served his. It was an audacious ambition and an incredibly difficult undertaking that has been fraught with failure, rejection (and being ignored), anxiety, disappointment, and deep frustration. Nevertheless, it has also proven to be an unspeakably rewarding goal as well as a personal duty from which I dared not shrink.

Once I had been touched by the power and profundity of Covey's principles, I became consumed with the meaningfulness and importance of promoting a *Pedagogy of Personal Leadership and Character Development* throughout the world. There was *no going back*. I have been on an almost obsessive mission ever since. I guess you might say that OCD has not been all bad for me, or at very least there is an upside to the obsessive and compulsive tendencies that have so plagued my health and happiness.

Aided by Covey's words, the inspiration of the ages, and the driving—albeit sometimes naïve—ambitions of youth, I zealously went to work. This tremendously challenging journey has produced an existential cornucopia of achievements, blessings, insights, elation and euphoria, and most importantly—personal growth—that has flooded my life and made me a very wealthy man—speaking personally, conjugally, familially, and existentially, more so than financially.

This multidecade project is now finished—or perhaps begun, depending how you look at it. Were Stephen alive to review this present manuscript, I hope he would find it to his satisfaction and choose to endorse it this time around.

After more than a decade of putting Stephen's teachings to work in my life on a daily basis, I continue to vouch unequivocally for their clarity, concision, cogency, and veracity. As I have worked with tens of thousands of business professionals in hundreds of audiences throughout the English-speaking world, I have quoted Covey and taught his material more than any other author or teacher. Few audience members leave one of my seminars,

regardless of the topic, without a clear understanding of my passion for the work of Stephen R. Covey, or at least learning something from *The 7 Habits* material.

Dr. Covey passed away in 2012. In the years since I first studied *The 7 Habits*, I have sometimes wished I could have spent more time with him personally. Despite two chance meetings—neither of which he would likely recall—and a generous phone call on Christmas Eve, 2003, in response to a letter I had written to my hero desiring to meet and learn from him, I did not know him personally beyond second-degree familial connections. Nevertheless, the ripples of his work have penetrated—and continue to reverberate powerfully throughout—the depths of my mind, heart, and soul in ways that proved providentially foundational to this work. For providing me with this essential stepping-stone in my personal life and career, I say from the bottom of my heart: “Thank you, Stephen.”

Another vital professor in my existential education, Stephen—like Hyrum—also taught me some invaluable, albeit just as painful, life lessons by saying “No.” I share the experience of one such rejection later in the second volume of this 2-volume text. Like the hard-knock lesson I learned from Hyrum, I would not change anything even if I had the power to do so. I am perhaps just as thankful for what Hyrum and Stephen *didn’t* give me as I am for what they *did* give me.

Such experiences taught me that many of life’s greatest blessings arise not from tangible assistance, but from the inspiration derived from the simple, but powerful, moral force of one’s example, teachings, and legacy. Instead of giving me a few fish I would have quickly consumed, Hyrum and Stephen both—and mostly without knowing it—taught me how to fish. This 2-volume work displays the results of my “catches” thus far. Whatever its weaknesses, I am proud of the harvest and grateful to my teachers. I hope they will be proud of it also.

I am, and always will be, profoundly grateful to Stephen for providing a vital substructure (theoretically and culturally speaking) to the SAL Theory and Model. I publicly acknowledge the import and impact of his life’s example on my own, as well as the profundity of his life’s work—a work I am confident that he continues in another realm. It is my intention for Self-Action Leadership to serve the world in coming decades as capably, if not more so, as *The 7 Habits* did throughout the turn of the century.

CHARLES C. MANZ

Dr. Charles C. Manz is the father of the self-leadership field in academe. His pioneering academic publications on the subject date back to 1983, when I was just four years old. I find it interesting that it took until the mid-1980s for universities to address this vital subject as a topic of legitimate scholarly inquiry. The credit for this academic legitimization—as well as for much of its subsequent proliferation—goes to Dr. Manz. Addressing self-leadership at the doctoral level would have been much more difficult without the pioneering efforts of “Chuck” and his capable colleagues around the country (e.g. Chris Neck, *Arizona State University*, Jeff Houghton, *West Virginia University*, Hank Sims Jr., *University of Maryland* [retired], et al.). The work of these scholars has provided a vital academic substructure to the superstructure of new ideas I put forth with the SAL Theory and Model.

Charles Manz is a highly accomplished, distinguished, and capable scholar and educator. He is also a man of integrity and a generous human being. I will forever be indebted to him for his foundational academic work in the field of self-leadership. I appreciate so very much all he has accomplished, and I am deeply honored he chose to endorse this work.

CHRISTOPHER P. NECK

Second only to Dr. Manz, Chris Neck, Ph.D., is the top scholar in the academic field of self-leadership. I won’t belabor his long list of teaching and publishing accomplishments here because his impressive bio is included along with the foreword of this book, which he generously provided.

Since January of 2011—shortly before I started my doctoral research on SAL, which led to the writing of these books—Chris Neck has been my closest non-familial friend, confidante, mentor, supporter, and cheerleader. I’ve never met anyone quite like him, and I’ve lived long enough to realize that friendships like his don’t come around very often in one’s life, so when they do, they are worth cherishing, protecting, and perpetuating.

From the numerous academic papers and projects we have worked on together to our shared love of College Football, distance running, and the American South, I will forever cherish and protect my friendship with this capable and prolific scholar who is, more importantly, a thoughtful, kind, and generous human being. Thank you, Chris, for believing in me like nobody else; and long *before* everybody else.

Geaux Tigers! Beat 'Bama!

And go Buckeyes! Beat that *Team up North*!

RODNEY J. BEAULIEU

I am a firm believer that God occasionally puts exactly the right person right in front of you at exactly the right time for a specific and important reason. Rodney Beaulieu was just such a person for me. He entered my life in the summer of 2010 in Tucson, Arizona, USA at one of Fielding Graduate University's *National Sessions*. I was one year into my doctoral studies and in need of a long-term academic mentor and Dissertation Chair. Rodney was the perfect person to fill this role, and I will forever be grateful our paths crossed when they did, and that he listened to me and took so much genuine interest in my work.

Dr. Beaulieu is a talented scholar and educator. More importantly, he is a kind and sensitive human being who genuinely cares about other people. He served as a personal and academic advocate for me at a time when support for my work was not always readily forthcoming. And as an action research practitioner and expert, he is the one who originally coined the term, *Self-Action Leadership*, a moniker that not only perfectly describes and ideally suits this work, but that I personally have grown very fond of.

Unlike many of my closest allies, colleagues, and friends, Rodney and I do not always see eye-to-eye on everything—especially culturally or politically—and that is okay! Because our background experiences and world views differ—sometimes significantly—we have been able to challenge each other, learn from each other, and test out the practical possibilities of creating the very kind of balanced alternative and *Golden Mean* that SAL is intended to animate in our desperately divided culture. And so far, I believe the experiment has worked; our continued friendship is proof of that. For all of these things, I am very grateful to Rodney, and express my admiration, appreciation, and love to my capable colleague and dear friend.

—JRJ

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- **Serendipity:** These books talk a lot about the concept and occurrence of Serendipity. I do not believe, as many do, that Serendipity is a synonym for mere coincidence, capricious happenstance, or arbitrary good fortune. Nor do I believe that its effects are brought about by the chance alignment of certain bio-rhythms in our physical bodies, or random astro-occurrences throughout the Universe—which may, in turn, end up creating random, yet felicitous, benefits in our lives. I believe Serendipity is a secular term for a personal God, in whose image I am created. I believe this God to be a thinking, feeling, seeing, all-knowing, and all-powerful God. I believe that They spiritually created me—and everyone else in the world. I also believe that They love me, and you, and everyone else with a perfect, omniscient love. I further believe that God, like any loving parent, seeks to promote the welfare, happiness, prosperity, and especially the Existential Growth of His and Her spiritual children, of which I am but one. I *cannot* prove scientifically that this, *my belief*, is True. Nor is it the explicit intent of this 2-volume work to try and persuade you to view Serendipity as I do. Nevertheless, I have seen, heard, felt, and discerned sufficient scriptural, spiritual, and anecdotal evidence of this, my belief, that I would bet my life upon its veracity; indeed, you might well say that I have already done so, although the full jury has yet to fully vindicate it, nor can it be fully vindicated in this life. It is my belief and perception that this Source has assisted me so thoroughly and completely in the multi-decade creation of this work that I would be ungrateful in the extreme if I did not acknowledge that assistance—and express my sincere and loving gratitude therefor.

—JRJ

FOREWORD

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David McCullough—that famous historian and author of our time—once remarked: “The only way to teach history, to write history, to bring people into the magic of transforming yourself into other times, is through the vehicle of the story. It isn't just a chronology. It's about people. History is human.” With these words in mind, Jordan Jensen's comprehensive work on self-leadership, built on the foundation of his own, unique self-leadership history is truly an exceptional work, and for two distinct reasons.

First, *Self-Action Leadership* applies the method of teaching outlined by McCullough. There are many good definitions and explanations of self-leadership out there, but Jordan's work stands apart because he teaches us the concept *through* the vehicle of storytelling. And the wonderment of the story is that it is his *own* and it is *true*. In the pages that follow, Dr. Jensen articulately chronicles his own self-leadership successes. In doing so, he does not withhold the painful details surrounding his countless struggles and failures preceding those successes. With unusual honesty and courageous self-disclosure, he opens our eyes to our own imperfect, yet determined, humanity by providing a fascinating look into his own. In the process, he inspires us to transcend whatever adversity comes our way to eventually realize the full extent of our own life's potential. But he does not stop at sharing his story. He goes on to utilize his narrative as a foundation for expanding self-leadership theory by introducing his own, original theory and model—the Self-Action Leadership Theory and Model.

Second, Jensen has accomplished a task that is very difficult for any author to achieve, and that is to produce a single text that is highly relevant to multiple audiences at the same time. Because of the universal applicability of basic self-leadership principles, his message is germane not only to persons struggling with OCD, depression, or other forms of mental illness, but to civic leaders, business professionals and workers of all kinds, educators, students, parents, and children—in short, to *everyone*. Indeed, I do believe that virtually anyone who reads these books will be able to take something away from it that will improve his or her life in a significant way.