



What Makes a True Christian Leader? (Part II)

Matthew 20:26: (NASB) *It is not this way among you, but whoever wishes to become great among you shall be your servant.*



About a month ago we began talking about leadership - Christian leadership - and how important it is for a Christian community - any community - to have significant leadership. Without leadership, people tend towards their own way and more than that, without leadership people tend towards a self-centered and incomplete perception of the world around them. Our last conversation revolved around the *internal* aspects of leadership - what makes a leader from the inside out. Today we will talk about what makes a leader from the outside in.

Please refer to **Part I** of this program to review these important questions:

- What are the core values that guide me?
- What are the most important things, the "True North" that I focus on?
- What am I doing and how am I doing it right now?
- What am I growing towards and how am I feeding that growth?



The difference, Simon Sinek, TED Talk

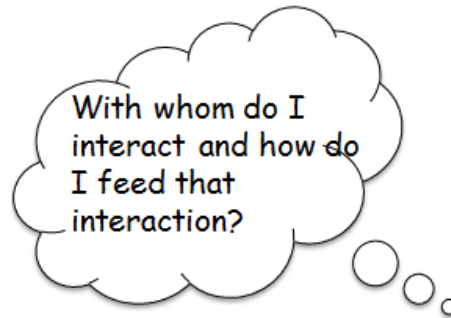
- *Why is it that Martin Luther King led the civil rights movement? He wasn't the only man who suffered in pre-civil rights of America. He certainly wasn't the great orator of the day. Why him? And why is it that the Wright Brothers were able to figure out control powered man flight when there were certainly other teams who were better qualified, better funded, and they didn't achieve powered man flight and the Wright Brothers beat them to it? There is something else at play here. As it turns out, there's a pattern. As it turns out, all the great and inspiring leaders and organizations in the world - whether it's Apple, Martin Luther King, or the Wright Brothers - they all think, act, and communicate the exact same way and it's the complete opposite to everyone else. All I did was codify it and it's probably the world's simplest idea. I call it the Golden Circle.*



Apple, Martin Luther King and the Wright Brothers all saw (or created) a need and fulfilled that need. What is the need Christian leaders fulfill? We believe it is to draw others to living a life of sacrifice for the purpose of the salvation of the world. It is the biggest objective ever imagined...to save the world!



Leadership the Christian Way Properly placing the pieces of the puzzle The Public Pieces #1: The Interactive Puzzle



AUTHORITY IS A POOR SUBSTITUTE FOR LEADERSHIP

Participatory leadership is not just leading by example; it is leading as a real and current "right now" example. It is getting your hands dirty alongside of those you lead. **Participatory leadership** is transformative, both for the leader and the follower, as it binds them together to the cause in a unique and real way.

Law of Awareness, Interview with John Maxwell

- If I have time I am going to talk about the Law of Awareness which says you have to know yourself to grow yourself. And I don't hear many people talk about that. And I am going to talk to them about the fact that the goal is not to grow in every area. The goal is to grow the area where you are gifted, where you are strong. And so you have to know what that is before you determine what areas you are going to grow in. I am going to talk to them about how do you discover, how do you become aware about what you do well so you can really work on that and really grow in that area to really go up to a whole new level.*

Once you figure out how to develop the areas in which you are strong, you are then equipped to help others figure out and develop the areas in which *they* are strong. You hope they are strong in areas that you are not - you can give them the principles for developing whatever their talent is. That is part of **Participatory leadership**. It is doing it first, then doing it alongside of others and showing others how to do what they can do. Leadership is not to develop people to be mirror images of you, but mirror images of the part of Christ that *they* can be that you may not be.

1 Corinthians 9:19-23: (NASB) *For though I am free from all men, I have made myself a slave to all, so that I may win more. ²⁰To the Jews I became as a Jew, so that I might win Jews; to those who are under the Law, as under the Law though not being myself under the Law, so that I might win those who are under the Law; ²¹to those who are without law, as without law, though not being without the law of God but under the law of Christ, so that I*

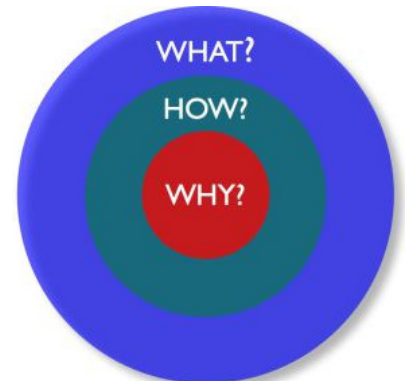


might win those who are without law. ²²To the weak I became weak, that I might win the weak; I have become all things to all men, so that I may by all means save some. ²³I do all things for the sake of the gospel, so that I may become a fellow partaker of it.

The Apostle Paul was able to work with people starting at their own level and background in order to draw them to Christ.

The Golden Circle, Why-How-What, Simon Sinek, TED Talk

- Why, how, what. This little idea explains why some organizations and some leaders are able to inspire where others aren't. Let me define the terms really quickly. Every single person, every single organization on the planet knows what they do one hundred percent. Some know how they do it. Whether you call it your differentiating value proposition or your proprietary processor or USP. But very, very few people or organizations know why they do what they do. And by "why," I don't mean to make a profit. That's a result. That's always a result. By why I mean what's your purpose, what's your cause, what's your belief? Why does your organization exist? Why do you get out of bed in the morning and why should anyone care?



WHAT IS YOUR "WHY" IN TERMS OF YOUR CHRISTIANITY?

Jesus constantly spoke of the several aspects of his own "why:"

John 4:31-34: (NASB) ³¹Meanwhile the disciples were urging him, saying, Rabbi, eat. ³²But he said to them, I have food to eat that you do not know about. ³³So the disciples were saying to one another, no one brought him anything to eat, did he? ³⁴Jesus said to them, my food is to do the will of Him who sent me and to accomplish His work.

Why? I don't care about what is for dinner. I am driven and nourished to accomplish the work of the ransom and restitution! He elevated the thinking of the disciples by his own example.

A leader should have the proper "why" visible on the outside where others can see the focus.

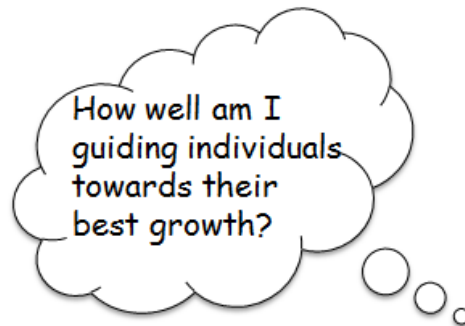
Jesus' approach was in contrast with that of the approach of the Pharisees:

Matthew 6:1-6: (NASB) ¹Beware of practicing your righteousness before men to be noticed by them; otherwise you have no reward with your Father who is in heaven. ²So when you give to the poor do not sound a trumpet before you, as the hypocrites do in the synagogues and in the streets, so that they may be honored by men. Truly I say to you, they have their reward in full. ³But when you give to the poor, do not let your left hand know what your right hand is doing, ⁴so that your giving will be in secret; and your Father who sees what is done in secret will reward you. ⁵When you pray, you are not to be like the hypocrites; for they love to stand and pray in the synagogues and on the street corners so that they may be seen by men. Truly I say to you, they have their reward in full. ⁶But you, when you pray, go into your inner room, close your door and pray to your Father who is in secret, and your Father who sees what is done in secret will reward you.

Why? Their "why" was to be noticed; to draw attention to themselves and not the Heavenly Father. Their "why" was to put distance between classes and to assert a self-proclaimed authority and place. This is idolatry personified!



DO WE DO THINGS IN OUR CHRISTIAN LIVES SO THAT WE CAN BE NOTICED?



NEVER TELL PEOPLE HOW TO DO THINGS.
TELL THEM WHAT TO DO
AND THEY WILL SURPRISE YOU WITH THEIR INGENUITY.

Patient leadership is founded in deep conviction. One can only be truly patient if they are so thoroughly convinced that their vision and their direction are true. It is okay to have to wait for people to "get it." **Patient leadership** knows how to prioritize its focus. It knows that some things and some people absolutely require more patience than others and it truly applies patience with the bigger picture in mind.

 **The brain/inside out communication, Simon Sinek, TED Talk**

- *When we communicate from the inside out we are talking directly to the part of the brain that controls behavior and then we allow people to rationalize it with the tangible things we say and do. This is where gut decisions come from. You know sometimes you can give somebody all the facts and figures and you say, I know what all the facts and details say but it just doesn't feel right. Why do we use that verb, it doesn't feel right, because the part of the brain that controls decision-making doesn't control language and the best we can muster up is I don't know, it doesn't feel right. Or sometimes you say you are leading with your heart or your leading with your soul. Well, I hate to break it to you - those aren't other body parts controlling your behavior. That's all happening here in your limbic brain, the part of the brain that controls decision-making and not language.*



A caller suggested that a person must be able to control their own ego in order to be an effective Christian leader.

We need to get the ego out of the way so that we can put our primary "why" in the way.



DOUBT AND CONTROVERSY ARE THE RICH SOIL IN WHICH PATIENT LEADERSHIP FLOURISHES!

Romans 14:1-4: (NASB) ¹Now accept the one who is weak in faith, but not for the purpose of passing judgment on his opinions. ²One person has faith that he may eat all things, but he who is weak eats vegetables only. ³The one who eats is not to regard with contempt the one who does not eat, and the one who does not eat is not to judge the one who eats, for God has accepted him. ⁴Who are you to judge the servant of another? To his own master he stands or falls; and he will stand, for the Lord is able to make him stand.

Luke 21:19: (KJV) *In your patience possess ye your souls.*

 **Samuel Pierpont Langley, Simon Sinek, TED Talk**



- Samuel Pierpont Langley was given fifty thousand dollars by the war department to figure out this flying machine. Money was no problem. He held a seat at Harvard, worked at the Smithsonian and was extremely well connected. He knew all the big minds of the day. He hired the best minds money could find and the market conditions were fantastic. The New York Times followed him around everywhere and everyone was rooting for Langley...then how come we've never heard of Samuel Pierpont Langley?

This sounds like the Pharisees, who were well funded, well educated, well connected and well supported for the task of building a spiritual environment in Israel:

Luke 18:9-14: (NASB) ⁹And he also told this parable to some people who trusted in themselves that they were righteous, and viewed others with contempt: ¹⁰Two men went up into the temple to pray, one a Pharisee and the other a tax collector. ¹¹The Pharisee stood and was praying this to himself: God, I thank You that I am not like other people: swindlers, unjust, adulterers, or even like this tax collector. ¹²I fast twice a week; I pay tithes of all that I get. ¹³But the tax collector, standing some distance away, was even unwilling to lift up his eyes to heaven, but was beating his breast, saying, God, be merciful to me, the sinner! ¹⁴I tell you, this man went to his house justified rather than the other; for everyone who exalts himself will be humbled, but he who humbles himself will be exalted.

The Pharisees really had no time or use for anyone, except to use them as examples of how low society was compared to themselves.

An example of patient leadership:

Acts 17:22-25: (NASB) ²²So Paul stood in the midst of the Areopagus and said, Men of Athens, I observe that you are very religious in all respects. ²³For while I was passing through and examining the objects of your worship, I also found an altar with this inscription, TO AN UNKNOWN GOD. Therefore what you worship in ignorance, this I proclaim to you. ²⁴The God, who made the world and all things in it, since He is Lord of heaven and earth, does not dwell in temples made with hands; ²⁵nor is He served by human hands, as though He needed anything, since He Himself gives to all people life and breath and all things.



Observations about Paul as a leader:

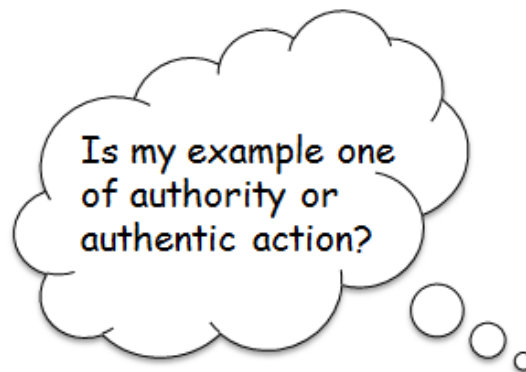
- Paul "beheld" their religious nature - he observed and looked for the patterns of where they were so he could identify with them.
- Paul examined their idols - he didn't turn his nose up at them in disgust;
- Paul sought to build on what was important to them by answering an important question;



- Paul gently proclaimed the Almighty;
- Paul gently informed them that the Almighty is above human ways and human hands, and
- Paul was patient! As a result, he was able to establish a Christian church in that area despite their Pagan perspective.

Patient leadership can effectively teach by giving the power of choice to those who follow:

Joshua 24:15:(NASB) *If it is disagreeable in your sight to serve the LORD, choose for yourselves today whom you will serve: whether the gods which your fathers served which were beyond the river, or the gods of the Amorites in whose land you are living; but as for me and my house, we will serve the LORD.*



A TRUE LEADER IS NOT DETERMINED BY HIS OR HER TITLE.

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

Passionate leadership is movement and it creates movement in others. **Passionate leadership** engages those around it because when it is expressed it creates a disturbance in the status quo of the moment. This disturbance brings discomfort and this discomfort causes a shift in those who are following. They must now make a choice - either move towards the passion, to draw from it and become a part of it, or move away from the passion to try and regain their previous level of comfort. In either case, the follower must move!

Here is the passion of the Pharisees:

Matthew 23:1-7: (NASB) ¹Then Jesus spoke to the crowds and to his disciples, ²saying: The scribes and the Pharisees have seated themselves in the chair of Moses; ³therefore all that they tell you, do and observe, but do not do according to their deeds; for they say things and do not do them. ⁴They tie up heavy burdens and lay them on men's shoulders, but they themselves are unwilling to move them with so much as a finger. ⁵But they do all their deeds to be noticed by men, for they broaden their phylacteries and lengthen the tassels of their garments. ⁶They love the place of honor at banquets and the chief seats in the synagogues, ⁷and respectful greetings in the market places, and being called Rabbi by men.



So, what was the object of their passion? What was the result? Their leadership was a self-absorbed approach to God.

The Wright Brothers' dream, Simon Sinek, TED Talk

- A few hundred miles away in Dayton, Ohio, we have Orville and Wilbur Wright. They had none of what we consider to be the recipe of success. They had no money. They paid for their dream with the proceeds from their bicycle shop. Not a single person on the Wright Brother's team had a college education. Not even Orville or Wilbur. And The New York Times followed them around nowhere. The difference was Orville and Wilbur were driven by a cause, by a purpose, by a belief. They believed that if they could figure out this flying machine, it would change the course of the world.

Here is the passion of Jesus - one of many different types of examples of his passion:

Luke 8:43-48: (NASB) ⁴³And a woman who had a hemorrhage for twelve years, and could not be healed by anyone, ⁴⁴came up behind him and touched the fringe of his cloak, and immediately her hemorrhage stopped. ⁴⁵And Jesus said, who is the one who touched me? And while they were all denying it, Peter said, Master, the people are crowding and pressing in on you. ⁴⁶But Jesus said, someone did touch me, for I was aware that power had gone out of me. ⁴⁷When the woman saw that she had not escaped notice, she came trembling and fell down before him, and declared in the presence of all the people the reason why she had touched him, and how she had been immediately healed. ⁴⁸And he said to her, Daughter, your faith has made you well; go in peace.

So, Jesus heals and as he does, it costs him something - but that is what he came for - to be spent in the service of the Gospel and to pay the ransom that cost him his life. He did not back

away from giving. The Pharisees wanted to look good; Jesus wanted to give to others so that they could be good.

Jesus being put to the final test that would stretch his human capacity:

Matthew 26:36-44: (NASB) ³⁶Then Jesus came with them to a place called Gethsemane, and said to his disciples, sit here while I go over there and pray. ³⁷And he took with him Peter and the two sons of Zebedee, and began to be grieved and distressed. ³⁸Then he said to them, my soul is deeply grieved, to the point of death; remain here and keep watch with me. ³⁹And he went a little beyond them, and fell on his face and prayed, saying, my Father, if it is possible, let this cup pass from me; yet not as I will, but as You will. ⁴⁰And he came to the disciples and found them sleeping, and said to Peter, so, you men could not keep watch with me for one hour? ⁴¹Keep watching and praying that you may not enter into temptation; the spirit is willing, but the flesh is weak. ⁴²He went away again a second time and prayed, saying, my Father, if this cannot pass away unless I drink it, Your will be done. ⁴³Again he came and found them sleeping, for their eyes were heavy. ⁴⁴And he left them again, and went away and prayed a third time, saying the same thing once more.

EVEN WHEN THE FOLLOWERS ARE NOT UP TO THE NECESSARY LEVEL OF ENGAGEMENT, THE LEADER STILL PLOWS THROUGH.

The result, Simon Sinek, TED Talk

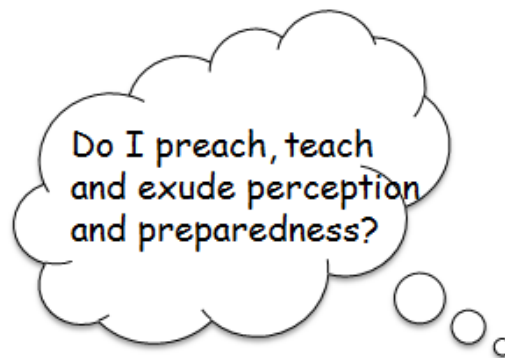
- Samuel Pierpont Langley was different. He wanted to be rich and he wanted to be famous. He was in pursuit of the result. He was in pursuit of the riches. And lo and behold, look what happened. The people who believed in the



Wright Brother's dream worked with them with blood and sweat and tears. The others just worked for the paycheck. And they tell stories of how every time the Wright Brothers went out they would have to take five sets of parts because that's how many times they would crash before they came in for supper. And eventually on December 17, 1903, the Wright Brothers took flight and no one was there to even experience it. We found out about it a few days later.

So much of Christianity today is about praying to God to make us rich. It is about a paycheck! But that is not the point of the Gospel, which is sacrifice for the sake of the world. Many people see God as a genie that will grant our wishes. This is not correct! We need to focus on what we can do for God through Christ. That is the correct "why" of Christian leadership.

Christian leaders shouldn't "nag" others into submission.



**A LEADER IS SOMEONE WHO BELIEVES IN YOU
AND GETS YOU TO BELIEVE IN YOURSELF.**

Pro-active leadership is really a culmination of all the previous elements. Pro-activity becomes instinctive if we understand and apply these things within:

The Personal Pieces:

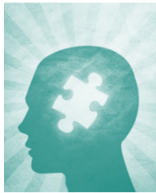


- *Principles - What are the core values that guide me?*
- *Priorities - What are the "most important things," the "True North" that I focus on?*
- *Performance - What am I doing and how am I doing it - right now?*
- *Potential - What am I growing towards and how am I feeding that growth?*



Pro-activity now becomes a tool of inspiration as we apply these things to the outside:

The Public Pieces:



- *Participation - With whom do I interact and how do I feed that interaction?*
- *Patience - How well am I guiding individuals towards their best growth?*
- *Passion - Is my example one of authority or authentic action?*

These all need to work together.

Attract those who believe as you, Simon Sinek, TED Talk

- *And for the proof that Langley was motivated by the wrong thing, the day the Wright Brothers took flight he quit. He could have said, "That's an amazing discovery, guys, and I will improve upon your technology," but he didn't. He wasn't first. He didn't get rich. He didn't get famous, so he quit. People don't buy what you do, they buy why you do it. And if you talk about what you believe you will attract those who believe what you believe.*

But even the Pharisees were pro-active...to capture and kill Jesus!

John 11:47-50: (NASB) ⁴⁷Therefore the chief priests and the Pharisees convened a council, and were saying what are we doing? For this man is performing many signs. ⁴⁸If we let him go on like this, all men will believe in him, and the Romans will come and take away both our place and our nation. ⁴⁹But one of them, Caiaphas, who was high priest that year, said to them, you know nothing at all, ⁵⁰nor do you take into account that it is expedient for you that one man die for the people, and that the whole nation not perish.

If we are driven by the right principles, we should all be working towards the same goal.

Leaders and those who lead, Simon Sinek, TED Talk

- *Leaders hold a position of power or authority, but those who lead inspire us. Whether they are individuals or organizations, we follow those who lead not because we have to but because we want to. We follow those who lead not for them but for ourselves. And it's those who start with "why," that have the ability to inspire those around them or find others who inspire them.*

Examples of the Apostle Paul leading Timothy on a path to learn to lead others:

2 Timothy 2:14-16: (NASB) ¹⁴Remind them of these things, and solemnly charge them in the presence of God not to wrangle about words, which is useless and leads to the ruin of the hearers. ¹⁵Be diligent to present yourself approved to God as a workman who does not need to be ashamed, accurately handling the word of truth. ¹⁶But avoid worldly and empty chatter, for it will lead to further ungodliness.

"I cannot give you the formula for success, but I can give you the formula for failure, which is: Try to please everybody." —Herbert Swope

Paul again encouraging Timothy to lead in spite of potential opposition:

1 Timothy 4:10-16: (NASB) ¹⁰For it is for this we labor and strive, because we have fixed our hope on the living God, who is the Savior of all men, especially of believers. (The "why") ¹¹Prescribe and teach these things. ¹²Let no one look down on your youthfulness, but rather in



speech, conduct, love, faith and purity, show yourself an example of those who believe. ¹³Until I come, give attention to the public reading of Scripture, to exhortation and teaching. ¹⁴Do not neglect the spiritual gift within you, which was bestowed on you through prophetic utterance with the laying on of hands by the presbytery. ¹⁵**Take pains with these things; be absorbed in them, so that your progress will be evident to all.** ¹⁶Pay close attention to yourself and to your teaching; persevere in these things, for as you do this you will ensure salvation both for yourself and for those who hear you.

Know the "why" and teach those things! *Be absorbed* in these things because you will live what you believe and will become a living epistle to those around you.

Christian leadership, by definition, has to be the most well-rounded leadership in all of the world. It is not just about accomplishing a business goal but a life goal for the leader's life, the followers' lives and the salvation of the world. That is what Christian leadership is about. We need to participate in such a way so that others will want to follow.

*So, what makes a true Christian leader?
For Jonathan and Rick (and Kathy!) and Christian Questions...
Think about it...!*



*And now even more to think about...
only in the **Full Edition** of CQ Rewind!*

The following are two sets of scriptures that actually list qualifications for Christian leaders:

1 Timothy 3:1-7: (KJV) ¹This is a true saying, if a man desire the office of a bishop, he desireth a good work. ²A bishop then must be blameless, the husband of one wife, vigilant, sober, of good behaviour, given to hospitality, apt to teach; ³Not given to wine, no striker, not greedy of filthy lucre; but patient, not a brawler, not covetous; ⁴One that ruleth well his own house, having his children in subjection with all gravity; ⁵For if a man know not how to rule his own house, how shall he take care of the church of God? ⁶Not a novice, lest being lifted up with pride he fall into the condemnation of the devil. ⁷Moreover he must have a good report of them, which are without; lest he fall into reproach and the snare of the devil.

Titus 1:5-9: (KJV) ⁵For this cause left I thee in Crete, that thou shouldest set in order the things that are wanting, and ordain elders in every city, as I had appointed thee: ⁶If any be blameless, the husband of one wife, having faithful children not accused of riot or unruly. ⁷For a bishop must be blameless, as the steward of God; not selfwilled, not soon angry, not given to wine, no striker, not given to filthy lucre; ⁸But a lover of hospitality, a lover of good men, sober, just, holy, temperate; ⁹Holding fast the faithful word as he hath been taught, that he may be able by sound doctrine both to exhort and to convince the gainsayers.

1 Timothy 3:1: (NKJV) This is a faithful saying: If a man desires the position of a bishop, he desires a good work.

(Source: Bible commentary from Jamieson, Fausset & Brown) desire—literally, "stretch one's self forward to grasp;" "aim at:" a distinct Greek verb from that for "desireth." What one does voluntarily is more esteemed than what he does when asked (1 Corinthians 16:15). This is utterly distinct from ambitious desires after office in the Church. (James 3:1).



1 Timothy 3:2-7: (NKJV) *A bishop then must be:*

- **blameless**, - not arrested, i.e. (by impl.) inculpable

Philippians 2:15: (NKJV) *That you may become blameless and harmless, children of God without fault in the midst of a crooked and perverse generation, among whom you shine as lights in the world.*

- **the husband of one wife**,
- **temperate**, - sober, i.e. (fig.) circumspect

1 Corinthians 9:25: (NKJV) *And everyone who competes for the prize is temperate in all things. Now they do it to obtain a perishable crown, but we for an imperishable crown.*

- **sober-minded**, - safe (sound) in mind, i.e. self-controlled (moderate as to opinion or passion)

1 Peter 1:13: (NKJV) *Therefore gird up the loins of your mind, be sober, and rest your hope fully upon the grace that is to be brought to you at the revelation of Jesus Christ.*

- **of good behavior**, - orderly, i.e. decorous:
- **hospitable**, - fond of guests
- **able to teach**; - instructive

2 Timothy 2:15: (NKJV) *Be diligent to present yourself approved to God, a worker who does not need to be ashamed, rightly dividing the word of truth.*

- **not given to wine**,

Ephesians 5:18: (NKJV) *And do not be drunk with wine, in which is dissipation; but be filled with the Spirit.*

- **not violent**,

Titus 3:2: (NKJV) *To speak evil of no one, to be peaceable, gentle, showing all humility to all men.*

- **not greedy for money**,

1 Timothy 6:6-10: (NKJV) ⁶Now godliness with contentment is great gain. ⁷For we brought nothing into this world, and it is certain we can carry nothing out. ⁸And having food and clothing, with these we shall be content. ⁹But those who desire to be rich fall into temptation and a snare, and into many foolish and harmful lusts, which drown men in destruction and perdition. ¹⁰For the love of money is a root of all kinds of evil, for which some have strayed from the faith in their greediness, and pierced themselves through with many sorrows.

- **but gentle**,

1 Thessalonians 5:14: (NKJV) *Now we exhort you, brethren, warn those who are unruly, comfort the fainthearted, uphold the weak, be patient with all.*

- **not quarrelsome**,

2 Timothy 2:24: (NKJV) *And a servant of the Lord must not quarrel but be gentle to all, able to teach, patient.*

- **not covetous**;



2 Peter 2:3: (NKJV) *By covetousness they will exploit you with deceptive words; for a long time their judgment has not been idle, and their destruction does not slumber.*

- one who rules his own house well, having *his* children in submission with all reverence
- not a novice, lest being puffed up with pride he fall into the *same* condemnation as the devil.

1 Timothy 4:12: (NKJV) *Let no one despise your youth, but be an example to the believers in word, in conduct, in love, in spirit, in faith, in purity.*

1 Timothy 6:17-21: (NKJV) ¹⁷*Command those who are rich in this present age not to be haughty, nor to trust in uncertain riches but in the living God, who gives us richly all things to enjoy. ¹⁸Let them do good, that they be rich in good works, ready to give, willing to share, ¹⁹storing up for themselves a good foundation for the time to come, that they may lay hold on eternal life. ²⁰O Timothy! Guard what was committed to your trust, avoiding the profane and idle babblings and contradictions of what is falsely called knowledge ²¹by professing it some have strayed concerning the faith. Grace be with you. Amen.*

- Moreover he must have a good testimony among those who are outside, lest he fall into reproach and the snare of the devil.

Matthew 5:14-16: (NKJV) ¹⁴*You are the light of the world. A city that is set on a hill cannot be hidden. ¹⁵Nor do they light a lamp and put it under a basket, but on a lampstand, and it gives light to all who are in the house. ¹⁶Let your light so shine before men, that they may see your good works and glorify your Father in heaven.*

The following article is fascinating, as it is a secular look at leadership that really further emphasizes the important points we discussed concerning spiritual leadership:

Adapted from "The Wall Street Journal Guide to Management" by Alan Murray, published by Harper Business.

Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problems than it solves.

Still, much ink has been spent delineating the differences. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate. In his 1989 book "On Becoming a Leader," Warren Bennis composed a list of the differences:

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops.
- The manager focuses on systems and structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager has a short-range view; the leader has a long-range perspective.
- The manager asks how and when; the leader asks what and why.
- The manager has his or her eye always on the bottom line; the leader's eye is on the horizon.
- The manager imitates; the leader originates.



- The manager accepts the status quo; the leader challenges it.
- The manager is the classic good soldier; the leader is his or her own person.
- The manager does things right; the leader does the right thing.

Perhaps there was a time when the calling of the manager and that of the leader could be separated. A foreman in an industrial-era factory probably didn't have to give much thought to what he was producing or to the people who were producing it. His or her job was to follow orders, organize the work, assign the right people to the necessary tasks, coordinate the results, and ensure the job got done as ordered. The focus was on efficiency.

But in the new economy, where value comes increasingly from the knowledge of people, and where workers are no longer undifferentiated cogs in an industrial machine, management and leadership are not easily separated. People look to their managers, not just to assign them a task, but to define for them a purpose. And managers must organize workers, not just to maximize efficiency, but to nurture skills, develop talent and inspire results.

The late management guru Peter Drucker was one of the first to recognize this truth, as he was to recognize so many other management truths. He identified the emergence of the "knowledge worker," and the profound differences that would cause in the way business was organized.

With the rise of the knowledge worker, "one does not 'manage' people," Mr. Drucker wrote. "The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual."