



JESUS  
*on*  
LEADERSHIP

*DRAFT COPY OF INTRODUCTION*

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*“The significance of you  
will forever remain obscure to you,  
but you may assume that you are  
fulfilling your significance  
if you apply yourself  
to converting all experience to the  
highest advantage of others.”*

BUCKMINSTER FULLER

**DRAFT:**

# **JESUS** *on* **LEADERSHIP**

## **INTRODUCTION**

### ***How Many of Us are Leaders?***

During the Korean War, in the early fifties, there were no American escapes from the Communist Chinese *minimum security* Prisoner of War Camps. The Chinese achieved this by a very clever technique.

They observed newly-arrived American prisoners for several days, and picked out the leaders. Almost with mathematical precision the Chinese noted that only one man in twenty seemed to be a take-charge, high visibility and high risk type of individual. The Chinese plucked this troublesome five percent out of the camps and put them in maximum security prisons.

The rest of the prisoners, the remaining ninety-five percent, could be left almost unguarded. Not even an escape attempt was recorded. The only POWs who escaped were from the maximum security areas.

And so it is with the masses of humanity. Most of us are ease-seeking and accept our lot if we have enough to eat and drink, reasonable safety, some kind of an arena of social activity and a variety of entertaining "diversions".

The five percent leadership ratio of humanity is consistent in several other recorded observations. *But of this estimated five percent leadership factor, only about one-fifth of these leaders are mature and stable!*

The exact numbers and the ratio of mature leaders are not important; we need only acknowledge that they are quite small.

The truth is that almost anyone can be a "leader" who is aggressive and pushy enough to "take over" in a given situation. In fact, the more ruthless and insensitive an individual is, the more likely he or she will achieve dominance. Such is the immaturity of our planet.

Because of the unfortunate ratio of about four poor leaders to every good leader, the earth has had an unhappy history of war, exploitation and injustice. Progress has been made, but even as we approach the twenty-first century much, very much remains to be done.

An unusually ferocious type of homo sapien, the *male* of *all* races, has generally been responsible for most of our planet's dismal leadership record.

But there are bright spots on the record also. There have been remarkable men and women who assumed the arduous burden of leadership and sought to *serve* those who trusted them. A systematic study of these exceptional individuals was made decades ago.

### ***What are the Qualities of a Good Leader?***

My criteria for leadership are based upon the work of Abraham Maslow. Maslow made the first significant psychological studies of healthy, productive and mature people in the fifties. In his work, Maslow coined the term **self-actualizing** to describe these individuals. He estimated that they comprised less than one percent of the population.

Maslow determined that virtually all of these psychologically healthy people were assertive movers and shakers of some kind, they were leaders. Yet they were also considerate and loving human beings. Maslow characterized this small group of leaders as humans who could maintain a continuous balance and synthesis of two qualities: assertiveness and compassion.

- **Mature leaders** are, in fact, as assertive and strong as immature leaders; they may be equally courageous and committed. The most significant difference is their *values*. The immature leader *does not deeply value nor respect other human beings*; the mature leader *values* and *respects* other people highly.
- **The immature leader** distrusts his followers. He distrusts their abilities, their motives and their resolve. He or she has a deep need to prove their own superiority and strength. Hence, immature leaders brutally cut away at the self-esteem of their followers. Their strongest weapon is fear. They stimulate feelings of guilt and inadequacy. Immature leaders may talk the talk of empowerment, but they walk the walk of intimidation.
- **The mature leader** will go to virtually any length to restore and preserve the self-respect of his followers. He trusts and believes in people. He or she **empowers** them. He **serves** them. This is not Pollyanna talk: most modern management books will give the same criteria for leadership that I am offering here.
- **The immature leader** is *confident* and *ruthless*, the **mature leader** is *confident* and *compassionate*.
- **The mature leader** achieves a presence, almost an aura or glow of *confidence* and *love*. Those who follow such a leader perceive this light and derive empowerment from it; they learn to trust it. The immature leader is often an unwelcome presence among his followers.

## ***A Leader must also be Effective***

The best leaders are also *effective* leaders. *Effective leadership* is leadership which stands the test of time. This definition implies not simply the ability to lead, but *to lead toward ideas and values that have enduring qualities.*

The ideas, the objectives and the work of countless leaders have long become historical artifacts. The flaming passions that these leaders once kindled have since grown cold and meaningless. Not so with Jesus.

In an objective search for effective leadership, Jesus should singularly arrest our attention. There were other mature and effective leaders, but in my judgment, Jesus of Nazareth is the most remarkable example of a balanced combination of the qualities of *confidence, assertiveness, compassion* and *effectiveness.*

When I reached this conclusion, I elected to simply tell the truth about it. This book will not address the religious life of Jesus. My premise is that the methods of Jesus are unique and valuable because they are pragmatic and good. They work. When the methods of Jesus are employed, they empower people to act and they ignite them with remarkable passion and commitment.

Even from the most austere and secular perspective, Jesus impacted this planet as no other leader in history. No sophistry or rationalization can seriously contend with this premise.

The activities of Jesus as a public leader are well documented, far better documented than Attila the Hun (whose "*secrets of leadership*" were the subject of a fairly recent book, a book that is still proudly displayed in many executive suites).

Jesus was a public leader for just over three years. Jesus selected rather ordinary men and women to help him in his astounding enterprise. His career seemed to come to an end with crushing suddenness, he died in apparent humiliation and defeat.

And yet his followers carried on with inspiring dedication. And, they inspired and won over others. Surely, in soundest academic detachment we cannot help but come to this conclusion: for twenty centuries the leadership of Jesus has motivated countless men and women to continue to serve him — and even to give up their lives for him.

### ***Who was this Unique Man?***

We will examine, as objectively as possible, the methods of this itinerant carpenter from Nazareth who walked the dusty roads of an obscure Roman province two thousand years ago.

We will seek to discover how Jesus motivated a tiny corps of men and women to go out and turn the entire world upside down. We will try to determine why his leadership still endures.

An objective consideration of the leadership methods of Jesus is in order. The empowering technique of Jesus is worthy of serious consideration now by businesses because employees have achieved a greater degree of freedom than at any other time in history. They are less and less intimidated by fear and coercion. They can choose.

Though more autonomous workers are harder to control, nothing excels like a free individual who willingly commits to pursue the vision of a particular leader. Such an individual is not described in modern business terms as an “employee”. He or she is an *empowered associate*.

Those organizations who are teaching managers and team leaders the techniques of empowering employees are indeed excelling in quality and enjoying remarkable profit margins. Learning and teaching these empowerment methods is hard work, but the benefits are well worth the effort.



## **Total Quality & the Empowerment Process**

W. Edwards Deming is one of the eminent pioneers in the process of empowering associates and achieving customer-driven products. Deming, known as "the man who invented quality", established Fourteen Points as guidelines for companies using his "Total Quality" program.

Deming's Fourteen Points are a seamless, holistic process. Piecemeal measures will not achieve Total Quality. It demands change from top to bottom; it is nothing less than a new way of life for an organization. Total Quality means quality from the customer perspective, in design, function and performance. Total Quality also means quality in management, in environment, in processes and in relationships with vendors, associates and with customers.

*Total Quality is a continuing, organic process, not a destination.*

Point number one of Deming's famous Fourteen Points is: *consistency of purpose*. This is another way of saying: *develop the idea you want to achieve and stick to it*.

Beyond question, a great business *begins* with a great idea or a vision of what it wants to accomplish. The leader of such a business expresses this idea in a written Mission Statement and a Statement of the **Principles** by which the organization will do business.

But Mission Statements are cold rhetoric until a leader can make them come alive. The associates of a leader must "catch the vision", they must buy into it. Once people do buy into the Mission, they no longer need to be pushed. They are *pulled* along by the power and allurements of a worthy vision and the values it represents.

A great leader is, first of all, an individual who can grasp a great idea. A great idea is an idea that inspires and stimulates a large number of people. A *great* idea is also a *good* idea: it benefits humankind and reflects values that are enduring and honorable.

Goethe once declared that "No power on earth equals the power of an idea whose time has come." In truth, even a mediocre leader who is fortunate enough to commit to a good idea whose time has come will very likely achieve success of extraordinary proportions.

Jesus, the *Master of Empowerment*, was a practical visionary: he knew the power of an idea. He knew that a sleeping brain snaps awake when a vision captures its imagination. He knew how to establish a mission and how to keep it passionately alive in the minds of his associates . . .

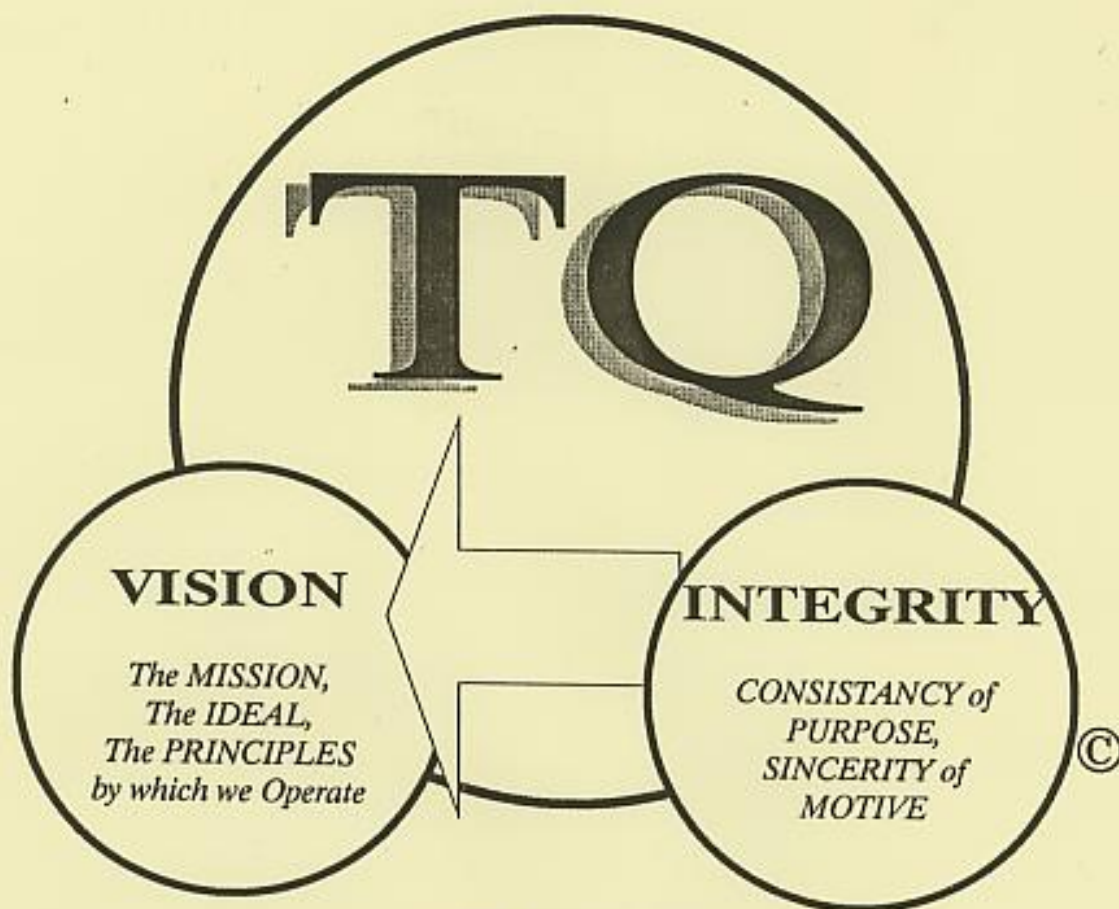
**PART ONE:**  
**JESUS the Man of VISION and INTEGRITY**

**Chapter One:**

**VISION . . . The Irresistible Power of  
an Idea Whose Time has Come**

*“We are all being used by ideas. All we can do is choose the ones that shall use us . . . One of the great seers has said that the greatest hour in an individual’s life is when he or she turns the corner of a street and runs into a new idea. That is certainly the greatest hour of many a youth’s life, especially if, as he confronts the truth or cause, there rises in this youth the invincible conviction that he belongs to it.”*

**HARRY EMERSON FOSDICK**



### APPENDIX A

In the final decade of this century, the dominant trend in business is toward greater customer satisfaction. This trend focuses upon customer-driven products and services that meet — or better — *exceed*, the customer's expectations. Probably the most significant term to emerge from this trend is "TOTAL QUALITY."

TOTAL QUALITY, or TQ, are buzz words that have come to mean a great deal. TQ implies a whole new philosophy of doing business:

**TOTAL QUALITY**  
 is the continuous **PROCESS** of  
 moving from **WHERE WE ARE** toward  
 our **VISION** or **IDEAL** of where  
**WE WANT TO BE.**

**The TOTAL QUALITY process  
is supported by SEVEN BASIC PRINCIPLES:**

1.

TQ is organic, it is never static.  
Like success, TQ is a process, not a destination.

2.

Without a VISION, or an IDEAL of where we aspire to be,  
the TQ process cannot take place. In business  
this VISION is called a MISSION STATEMENT.

3.

Without a passionate COMMITMENT to  
ACHIEVE this VISION, the TQ process cannot take place.

4.

TQ is a status-measurement of  
where we are in FACT,  
relative to our VISION or MISSION.

5.

TQ is a PROCESS  
of CONTINUOUS IMPROVEMENT.

6.

In business and institutional applications,  
TQ refers to the process of MEETING or EXCEEDING  
customer expectations in product, service,  
processes of all kinds, environment and relationships.

[NOTE: TQ defines "CUSTOMER" as those INDIVIDUALS WHOM WE SERVE. This includes the associates within our own organization, as well as the users of our products and services outside of our organization.]

7.

TQ is a concept that can be applied to  
any organization, process, personal situation,  
product or environmental condition.