STRATEGY RESEARCH PROJECT

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

JESUS THE STRATEGIC LEADER

BY

LIEUTENANT COLONEL GREGG F. MARTIN
United States Army

DISTRIBUTION STATEMENT A:
Approved for Public Release.
Distribution is Unlimited.

USAWC CLASS OF 2000

U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013-5050

DTIC QUALITY INSPECTED 4

20000613 187

USAWC STRATEGY RESEARCH PROJECT

Jesus the Strategic Leader

by

LTC Gregg F. Martin
U.S. Army

COL William Barko
Project Advisor

The views expressed in this academic research paper are those of the author and do not necessarily reflect the official policy or position of the U.S. Government, the Department of Defense, or any of its agencies.

U.S. Army War College
CARLISLE BARRACKS, PENNSYLVANIA 17013

DISTRIBUTION STATEMENT A:
Approved for public release.
Distribution is unlimited.

ABSTRACT

AUTHOR: LTC Gregg F. Martin

TITLE: Jesus the Strategic Leader

FORMAT: Strategy Research Project

DATE: 5 April 2000 PAGES: 51 CLASSIFICATION: Unclassified

Jesus was a great strategic leader who changed the world in many ways. Close study of what he did and how he did it reveals a pattern of behavior that is extremely useful and relevant to the modern strategic leader. This paper explores Jesus as a strategic leader and develops a model of his leadership. The model is comprised of seven elements, starting with the "outputs" of what he did on the exterior, and working downward through what he was as a person, and finally, into the "inputs" or base, from which he drew his purpose and strength: 1.) Love and Care for Others, 2.) Teacher and Mentor, 3.) Servant Leader, 4.) Personal Example, 5.) Self Development and Care, 6.) Commitment, and 7.) Purpose. The bottom line is that Jesus was a superb strategic leader who offers a timeless and incomparable example of how to lead.

TABLE OF CONTENTS

ABSTRACT iii

PREFACE vii

LIST OF ILLUSTRATIONS ix

JESUS THE STRATEGIC LEADER 1

PURPOSE AND METHODOLOGY OF STUDY 1

PATTERN OF JESUS' LEADERSHIP CHARACTERISTICS 2

LOVE AND CARE FOR OTHERS 4

TEACHING THE MASSES 4

TAKE CHARGE WHEN IT COMES TO THE PHYSICAL WELL-BEING OF YOUR PEOPLE 5

BE KIND TO THE UNLOVELY AND THE "LITTLE PEOPLE" 6

DEFEND AND FIGHT FOR YOUR PEOPLE 7

TEACHER & MENTOR 9

RECRUITING / "TOP TEAM" 9

SPEND TIME COMMUNICATING WITH YOUR PEOPLE 10

BUILD TRUST AND CANDOR 12

EMPOWER YOUR FOLLOWERS, THEN GET OUT AND SEE FOR YOURSELF 14

BUILD COMMITMENT TO THE CAUSE 15

SERVANT LEADER 17

BE A "SERVANT LEADER" 17

HOW TO BE NUMBER ONE 18

PERSONAL EXAMPLE 18

LIVE BY HIGH MORAL STANDARDS 18

COURAGE 18

DO GOOD WORKS IN PRIVATE 19

BE USEFUL AND PEACEFUL 20

BE TRUTHFUL – ALWAYS 20

EXAMPLE LEADS TO REPUTATION 20

SELF DEVELOPMENT AND CARE **20**

DEVELOP EXPERTISE, THEN USE IT WITH AUTHORITY 21

REPLENISH AND REST EACH DAY 21

COMMITMENT **22**

SUBMISSION AND COMMITMENT TO A HIGHER POWER AND CAUSE 23

PERSIST THROUGH OPPOSITION, REJECTION AND VIOLENCE 23

GET FEEDBACK, FOLLOW UP, AND PERSIST 25

PURPOSE **25**

WHY ARE YOU HERE? 25

CHOOSE YOUR BATTLES 26

ETERNAL PERSPECTIVE 26

DELEGATE & POWER DOWN 26

SIMPLIFY THE COMPLEX 27

IDENTIFY AND GO AFTER THOSE WHO OPPOSE YOUR PURPOSE 27

STRATEGIC VISION AND INSPIRATION 28

CONCLUSIONS **28**

ENDNOTES **33**

BIBLIOGRAPHY **39**

PREFACE

I would like to thank COL Bill Barko for serving as my project advisor. He encouraged me, provided wise insights and focused my thinking.

I would also like to thank the Army War College for allowing me to pursue an unconventional, "out of the box" topic.

LIST OF ILLUSTRATIONS

FIGURE 1 - "PYRAMID MODEL" OF JESUS THE STRATEGIC LEADER 3

FIGURE 2 - "TREE MODEL" OF JESUS THE STRATEGIC LEADER 31

JESUS THE STRATEGIC LEADER

Jesus of Nazareth was a great strategic leader, probably the greatest that ever lived. From a most humble beginning 2,000 years ago, his movement grew from an original band of twelve followers, to several thousand a few years after his death. Dispersing throughout the Roman Empire, his disciples spread his teachings and tried to live by his example. In just five generations, there were more than a million Christians. Today there are more than a billion Jesus-followers living all over the earth, with millions more joining the Christian church each year.[1]

In historical terms, his birth split the way we measure time into two parts: before him and after him. He fundamentally changed the way people think and deal with one another, offering a revolutionary paradigm of selfless sacrifice, servant leadership and love for others. Although the Roman Empire hoped to eliminate Jesus' legacy by executing him as a criminal, his followers were willing to risk and sacrifice everything to follow in his footsteps and keep the legacy alive. Indeed, the eleven remaining apostles (after Judas' suicide) each died a martyr's death.[2]

The impact of his life and words were so powerful that Napoleon wrote:

> "Everything in [Jesus] Christ astonishes me. His spirit overawes me, and his will confounds me. Between him and whoever else in the world, there is no possible term of comparison. He is truly a being by himself...I search in vain in history to find the similar to Jesus Christ, or anything, which can approach the gospel. Neither history, nor humanity, nor the ages, nor nature, offer me anything with which I am able to compare it or explain it. Here everything is extraordinary."[3]

What can we learn about leadership from this extraordinary man and his life? What were his personal qualities and characteristics? What and how did he think, say, do? How did he treat others? Does any of this apply to today, and if so, how?

This is not a religious study. It is a practical analysis of a great strategic leader. Regardless of one's religious beliefs, this study of Jesus is significant. If one believes that Jesus was simply a man, and not, as Christians believe, part-man and part-God, then the study reveals how one of history's greatest human leaders led. If, on the other hand, one believes that Jesus was God in human form, then the study not only shows how a great human practiced the art of leadership, but also how God chose to lead. In either case, the student or practitioner of leadership cannot go wrong by studying the example of Jesus as leader. There is much to be learned and put into practice.

PURPOSE AND METHODOLOGY OF STUDY

This research project is both a personal journey and a focused study in leadership. Entering this year of study at the Army War College (AWC), my primary personal goal was spiritual and moral growth. This study helps accomplish that goal.

My top professional goal for the year was to develop myself further as a leader – both for higher military command and for life after I take off the uniform. Again, this study supports my goal.

Finally, having spent twenty-plus years in the Army as a leader, leader-developer and student of leadership, I wanted to expound on my thoughts and experiences, flesh them out, and share them with others. My hope is that others might learn from, apply and grow from my experiences and my study of Jesus the leader.

My methodology was simple and direct. The best and most complete sources of what Jesus said and did are the four gospels of the New Testament. Thus, I pored over these texts and analyzed each story, anecdote and lesson of Jesus as a leader. In the interests of time, I limited my written analysis to what is recorded in the Gospel of Mark. The reason for this is that Mark is simultaneously the shortest gospel, the "action gospel" which focuses most succinctly on what Jesus did, and it contains approximately 80 percent of the material covered in the other two synoptic gospels (Matthew and Luke.) This is by far the most efficient and logical way to accomplish my purpose.

My technique was to analyze each relevant story in terms of what it means, and flesh it out with real-world, contemporary examples that help illustrate its applicability today and put it in a modern context. Although my experience is mostly in the Army, I am confident that the principles of good and bad leadership are universal – whether we are dealing with the military, other public service, or the private sector.

At this point in the study, I had a wonderful chronological collection of leadership anecdotes that begged further analysis. Were there any patterns? Could these qualities and characteristics of Jesus be divided into groupings with a common denominator? If so, what were they? If groupings could be established, were some more significant than others? Might there be a building block sequence to the groupings? If a pattern could be discerned and a prioritization of groupings established, could I develop a model of how Jesus led?

PATTERN OF JESUS' LEADERSHIP CHARACTERISTICS

After much study, reflection and discussion, I discerned seven major aspects of Jesus' leadership. Building downward or inward, from the most public and advanced expression of his leadership, to the most personal and basic aspects, these groupings are:

1.) LOVE AND CARE FOR OTHERS. The ultimate expression of all that Jesus was and did is evident in his Love and Care for Others -- especially those people who were not seen as "important" in the eyes of the world. He taught, fed, and healed the masses. He battled with the Pharisees and ultimately gave his life on the cross out of love and care for the masses of everyday people.

2.) TEACHER AND MENTOR. Most of what Jesus did was teach and mentor his followers so that they would learn from him and willingly pursue his Purpose and continue to carry the torch after he was gone. He invested most of his time and effort into this role. He was a wonderful Teacher and Mentor whose techniques, style and effectiveness are timeless.

3.) SERVANT LEADER. Jesus introduced this radical new concept of leadership. Rather than demand his followers to serve him, he inverted the pyramid and dedicated his life to serving them. Humility,

approachability and selflessness were key. "The last shall be first and the first shall be last." He set the example by washing his disciples' feet, and giving his own life so that others might live.

4.) PERSONAL EXAMPLE. Jesus set the ultimate example for all to follow. He was a man of the highest personal character and integrity. The person that Jesus was, became the basis of what he did. There was perfect harmony in what he was, what he said, and what he did -- all grounded in truth and character.

5.) SELF-DEVELOPMENT AND CARE. Jesus developed and took care of himself through disciplined and dedicated preparation, regular rest and replenishment, and perhaps most importantly, prayer. Jesus spent years mastering the Scriptures, and grounded his teachings in this eternal truth. God's Word was the source of his knowledge and power. He religiously took time to get away by himself to pray and spend time alone with God the Father. He used this time to rest and replenish himself and to re-charge his battery. Continuously taking care of and developing himself were critical in Jesus drawing strength from God, renewing his Commitment to higher, and staying with his Purpose. Jesus developed and took care of himself so that he could serve both others and God the Father.

6.) COMMITMENT. Jesus was totally committed to a higher cause that was bigger and more important than himself, and to God the Father. He gave his life to fulfilling his Purpose.

7.) PURPOSE. All that Jesus did and said was grounded in his fundamental purpose, or reason for being, which came from God the Father. From this Purpose came Jesus' vision and strategy.

Although these groupings flow logically from and upon one another, they are also interactive and entwined, as depicted in Figure One below.

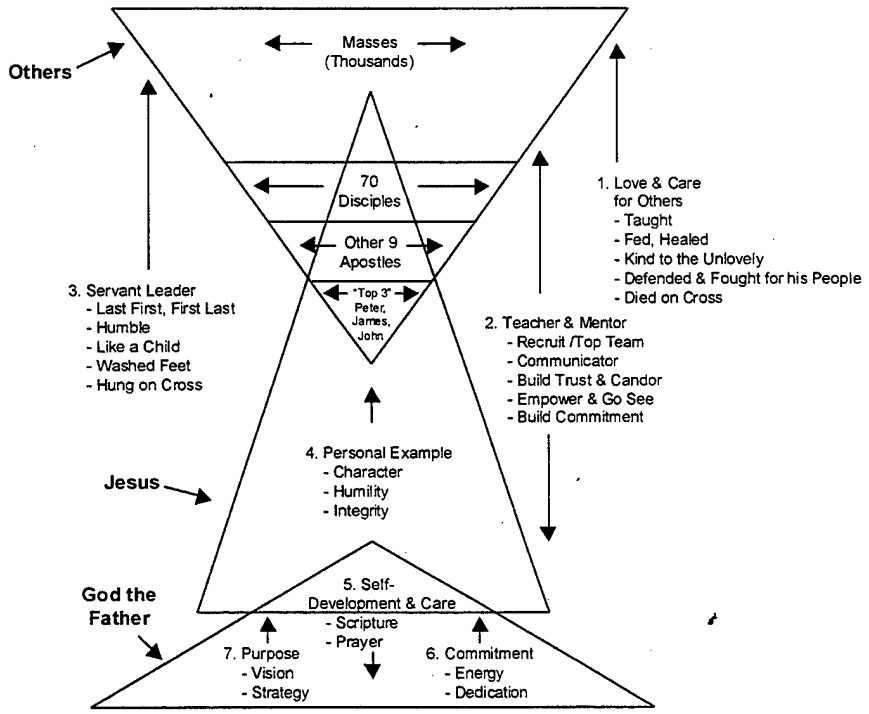

FIGURE 1 - "PYRAMID MODEL" OF JESUS THE STRATEGIC LEADER

Jesus practiced leadership at the Strategic, Organizational and Direct levels simultaneously.[4] Although he was in fact a strategic leader with an eternal, global mission, most of his leadership and action was done locally and directly. For the most part, he affected his desired strategic outcome by doing the right thing and touching people directly. He compressed the three levels together.

The remainder of the paper consists of leadership lessons and analysis from Jesus' life, grouped into the seven categories, along with my Conclusions.

LOVE AND CARE FOR OTHERS

Ultimately, all that Jesus believed in and was committed to came down to selfless acts of loving and caring for others. Jesus was constantly helping others through teaching, good works, and fighting for the welfare of others.

TEACHING THE MASSES

> *"Again Jesus began to teach ... He taught them many things..."*[5] *"Again crowds of people came to him, and as was his custom, he taught them."*[6]

First and foremost, Jesus was a teacher who dedicated much of his time and energy investing in others by teaching them important things. He also had total competence and expertise in his field through dedicated and disciplined study. Jesus taught continually, through his words, parables, and actions. His primary activity was teaching.

Great leaders are teachers. They spend much time and effort explaining, showing, guiding and questioning. Their goal is to get their people to understand how they think and reason, so they can do it on their own some day. If you want your organization to be great, you must be a teacher. Leaders must "know their stuff" and teach.

Transform Emotion into Focused Instruction

> *"When Jesus landed and saw such a large crowd, he had compassion on them, because they were like sheep without a shepherd. So he began teaching them many things."*[7]

Jesus had powerful feelings that he transformed into action. Rather than sit around feeling bad for his flock, he took direct action to help them. In this case, what they needed was to be taught "many things." Leaders, especially in large organizations, will confront similar circumstances today. Your flock will need to be taught many things, such as health and fitness, personal finance, the history of the organization, and job-related technical training. In addition, there will always be a hunger for spiritual and moral education. Be a teacher of "many things." Transform emotion into useful instruction.

Be a Delight to Listen to

> *"The large crowd listened to him with delight."*[8]

Jesus must have been a wonderful speaker. He engaged the crowds by asking rhetorical questions. He made his message interesting and relevant to their lives. He simplified the complex and

spoke in timeless parables. In addition to his vast wisdom and knowledge, he was probably lively and entertaining.

Think of the great teachers you had in high school and college. Think of Robin Williams in "Dead Poet Society." When you teach and speak, do it with enthusiasm and passion. Empathize with your audience. Be a delight to listen to.

TAKE CHARGE WHEN IT COMES TO THE PHYSICAL WELL-BEING OF YOUR PEOPLE

> *"Then Jesus directed them to have all the people sit down in groups on the green grass ... They all ate and were satisfied."*[9]

It was late in the day and in a remote place. The Apostles came to Jesus, who had been teaching, and asked him to "Send the people away so they can go to the surrounding countryside and villages and buy themselves something to eat." Instead, Jesus answered, "You give them something to eat." But the Apostles protested "That would take eight months of a man's wages! Are we to go and spend that much on bread and give them to eat?"[10] Jesus had given his men a mission to feed the troops, but because they did not believe in it or see a way to do it, they could not do it.

At this point, Jesus had had enough. Having taught the people many things, he was not about to send them away hungry, especially after they had followed him in order to learn and hear his message. Moreover, Jesus was concerned for the physical needs of his people, and he considered eating together a special opportunity and blessing. Jesus took charge of the situation and showed the Apostles how to do it.

When it comes to feeding and taking care of the physical needs of your people, leaders may have to personally take charge of the situation in order to get it done. In the Army, this means personally checking the conditions and quality of life where soldiers live, eat and work. Is the food good? Are living and working conditions safe and clean? In short, is this how I would like to see my son or daughter living, working and eating? If not, get personally involved and fix it. Jesus knew that all of his wonderful teaching would lose its meaning and he would lose credibility if he sent his flock away hungry. So, he would not take "No" for an answer, and instead, intervened directly. Jesus had compassion for the masses and the poor, and he fed them.[11]

As a leader, are you taking care of the basic physical needs of your people? What about their pay, benefits, housing and quality of life?

> *"Simon's mother-in-law was in bed with a fever, and they told Jesus about her. So he went up to her, took her hand and helped her up. The fever left her...That evening after sunset the people brought to Jesus all the sick and demon-possessed. The whole town gathered at the door, and Jesus healed many who had various diseases."*[12]

No doubt Jesus was busy and had much to do. Yet, when told about a person with physical needs, he made it his top priority to go and heal her. After sunset, Jesus was probably tired and ready to relax, pray, or go to sleep. Yet, he made time to care for the sick who were brought to him. He understood that as a leader he needed to put people, and their pressing physical needs, first.

As a leader, do you stop what you're doing and delay what you want to do in order to put people first, and solve their needs?

BE KIND TO THE UNLOVELY AND THE "LITTLE PEOPLE"

> *"A man with leprosy came to him and begged him on his knees, 'If you are willing, you can make me clean.' Filled with compassion, Jesus stretched out his hand and touched the man. 'I am willing,' he said. 'Be clean!'"*[13]

First, isn't it interesting that Jesus was "filled with compassion" for this sick man? He then "touched" the "unclean" man, who, under Jewish law, was an outcast, and probably had not been touched by another human in quite some time. After demonstrating his love in this "concrete, physical way," he then healed him of the disease. It is important that Jesus "touched the leper first, and then healed him."[14] This shows he loved the person even in his diseased and "unlovely" state. Later in this gospel, we learn that Jesus reclined at the table in the home of a leper.[15]

This is a hard message to implement. It is not natural to touch and love the social outcasts suffering from deadly disease. Yet, this is what Jesus did.

Reach Out

> *"While Jesus was having dinner at Levi's house, many tax collectors and 'sinners' were eating with him and his disciples, for there were many who followed him."*[16]

Jesus made a conscious effort to reach out and bring a diverse mix of people into his movement. The Jews shunned tax collectors like Levi because they were seen as turncoats whose allegiance was with the hated Romans. Yet, Jesus went out of his way to recruit, dine with and include these "outcasts" in his team.

When the Pharisees saw this, they asked, "Why does he eat with tax collectors and sinners?" Jesus' response was "It is not the healthy who need a doctor, but the sick. I have not come to call the righteous, but the sinners." [17]

As leaders, do we reach out to the "sinners and outcasts," the losers in our system? Or, do we spend all our time and attention on the successful who are winners in our system? Jesus was willing to alienate the "successful" in order to reach out to those who most needed his help and leadership. He did this because he clearly knew the Purpose for which his Father sent him, and he did not seek earthly "success."

Deal With Troubled People

> *"When Jesus got out of the boat, a man with an evil spirit came from the tombs to meet him ... no one could bind him ... not even with a chain. For he ... tore the chains apart and broke the irons on his feet. No one was strong enough to subdue him. Night and day ... he would cry out and cut himself with stones."*[18]

Jesus did not shrink from the most difficult, troubled and depressed people. He dealt with them head-on. Leaders must be ready for such people to chase them down and confront them, or ask for help. When this happens, the leader needs to be like Jesus and devote sufficient time and energy to helping or healing them.

I had numerous cases like this while in Battalion Command. Solving them on the spot or as quickly as possible paid enormous dividends and bought much good will. Keep an open door and remain open minded and available at all times. People needing help will show up on your doorstep at the most unlikely times. How you treat and deal with them will define your legacy. Invest and help those that God sends your way.

It's easy to deal with and be good to the talented folks who don't need any special help or attention. It's much tougher to help the seemingly hopeless. But, troubled people need our love and attention too.

Make Time for and Bless the "Little People"

"He took the children in his arms, put his hands on them and blessed them."[19]

Jesus made time for and welcomed children and other "little people." In blessing them, he gave verbal affirmation: praising, encouraging and building them up. He also communicated his love and acceptance through the physical affirmation of a hug, and by placing his hands on their heads and shoulders.[20] Leaders should follow this loving example of welcoming and spending time with children and others who need their attention and love.

DEFEND AND FIGHT FOR YOUR PEOPLE

"I command you, come out of him and never enter him again."[21]

Jesus took charge of the fight to rid the boy of an evil spirit. He commanded the spirit to leave, and it did. Throughout the Gospels, we see Jesus go directly after the enemy, whether it was the Pharisees, demons or Satan himself.

As a leader, once you have identified the enemy that is blocking you from accomplishing your mission, take charge and go directly after him.

Rules Are for Man – Not Vice Versa

"The Sabbath was made for man, not man for the Sabbath."[22]

Jesus and his followers used common sense regarding the strict Jewish rules and traditions that governed the Sabbath. For example, his disciples picked and ate grain as they walked through the grain fields. The Pharisees criticized this as "unlawful." Jesus also healed a man's shriveled hand on the Sabbath, which violated the Sabbath rules. Knowing that the Pharisees were looking to accuse him of breaking the Law, "Jesus asked them, 'Which is lawful on the Sabbath: to do good or to do evil, to save life or to kill?'" When the Pharisees remained silent, Jesus "looked around at them in anger and, deeply

distressed at their stubborn hearts," healed the man. This violation of the law so angered the Pharisees that they "went out and began to plot how they might ... kill Jesus."[23]

The Pharisees were the self-righteous bureaucrats of Jesus' day -- more interested in form over function. They demanded strict adherence to the letter of the law, although not necessarily to the spirit of the law. Anyone who violated the strict letter of the law was subject to punishment. Although Jesus respected the Jewish law and customs, he applied common sense by putting the needs of the people ahead of the strict interpretation of the law. He put love and care for people ahead of rules, even over the strongest objections of the powerful leaders of his day. For this, they wanted to kill him.

We see modern day Pharisees in all walks of life, who place the strict interpretation of rules and regulations ahead of the welfare of the people that the rules were designed to serve. In large organizations like the Army, it often seems that the bureaucracy works against the overall mission and the people that it was created to serve. Nearly everything becomes difficult and complex. Legions of well-meaning bureaucrats routinely impede the ability of soldiers to train effectively and accomplish the mission, and prevent commanders from taking the best possible care of their troops. Often, the caring and conscientious commander must fight with these bureaucrats to do the right thing for his people, often putting his reputation and career on the line to do what is right for the Army.

When these conflicts and tensions occur, how do you respond? After trying to convince your opponents of the proper course, do you comply with the letter of the law, or like Jesus, do you bend the rules in order to accomplish the larger mission and take care of your people? Jesus has set a clear example for us to follow in this case. He bent the rules, angered the Pharisees and put himself at risk in order to do the right thing for his people. But, he did all with a clear conscience, knowing it was the right thing to do.[24]

Honor One Another While You Can

> *"Leave her alone. Why are you bothering her? She has done a beautiful thing to me. The poor you will always have with you, and you can help them any time you want. But you will not always have me."*[25]

While Jesus was relaxing at the table in a friend's home, "a woman came with an alabaster jar of very expensive perfume, made of pure nard. She broke the jar and poured the perfume on his head." Some of those in the room became indignant, asking "Why this waste of perfume? It could have been sold for more than a year's wages and the money given to the poor." They then proceeded to "rebuke her harshly."[26]

Jesus not only jumped to defend the woman, but went on to praise and honor her for her actions. His message is clear: we need to honor, praise and show our affections to those we love -- while we can -- because our time on earth is fleeting and unpredictable.

Leaders, celebrate and honor those you love and hold in high esteem. Better to do it while you are together and you can, rather than wishing you had done it when it's too late.

TEACHER & MENTOR

Jesus was an amazing teacher who invested most of his time and energy teaching and mentoring his twelve Apostles. His goal was to develop disciples who knew, believed in, and were committed to the Purpose, and who would go forth after Jesus to continue the mission on their own.

The method, content and style of Jesus' teaching and mentoring are timeless. First, he recruited and personally spoke with his key followers, then selected and built a "Top Team" of his three closest followers. Second, he was a master communicator who spent quality time instructing and challenging his people. Third, he built trust and candor into his relationships. Fourth, he empowered his followers but also got out to see and evaluate things for himself. Finally, he built commitment into his team and among his followers.

RECRUITING / "TOP TEAM"

> *"'Come, follow me,' Jesus said, 'and I will make you fishers of men.' At once they left their nets and followed him."*[27]

Jesus recruited relatively simple, average men, and made them no big promises. But, he spoke with them and personally asked them to join his team. A leader should not underestimate the power of the personal touch and request when building a team and recruiting key people. People love to hear directly from the boss. The fact that the leader takes the time to personally request their service makes people feel wanted and very special. It is one of the first important steps in building cohesion and esprit de corps.

> *"Jesus went up on a mountainside and called to him those he wanted, and they came to him."*[28]

Jesus appointed his twelve apostles, "that they might be with him and that that he might send them out to preach and to have authority."[29] Note that Jesus personally called the men he wanted to lead his movement. He made it personal and special by climbing up a mountain to do it. One can imagine him calling his twelve, then telling them to "follow me" up a steep mountainside. Upon reaching a suitable height, one can imagine Jesus gathering his men around him, exhilarated after a tough hike, and enjoying a spectacular view of the valley below. In such a setting, his words and instructions would have special meaning and resonance with his people.

When you form your team, do you personally identify and call your people? Do you get out of the office and make it special with physical activity, a hike, or a view? Adding this type of flavor, or other bonding and team-building techniques, will turn the routine into truly special and memorable events, and will produce long lasting results.

> *"Jesus took Peter, James and John with him and led them up a high mountain, where they were all alone."*[30]

Jesus formed a special "top team" that he took apart from the others and with whom he shared his deepest secrets and most profound knowledge. He mentored them more than the others, shared special information and let them see his transfiguration. They had the special opportunity to see Elijah

and Moses, and to actually hear God speak.[31] Jesus formed this special inner circle because he was counting on them to be the key leaders in carrying on his strategic vision after he left.

As leaders, we should form and mentor a "top team." It is important to identify a few key leaders with extraordinary ability and potential and pass on the inner secrets and "keys to the kingdom." This must be done with sensitivity and care, so as to avoid demoralizing those who are not chosen, and to prevent egotism in those who are.

SPEND TIME COMMUNICATING WITH YOUR PEOPLE

> *"He did not say anything to them without using a parable. But when he was alone with his own disciples, he explained everything."*[32]

Jesus took his own disciples aside and explained what the true meaning was. This is part of mentoring. He took the time and effort to reveal the inner meanings and secrets. Great leaders take their top people aside and "explain everything." They make time for this vital function.

Conduct After-Action Reviews (AAR's)

> *"The Apostles gathered around Jesus and reported to him all they had done and taught."*[33]

After his people had returned from their travels, Jesus called them together to conduct what the Army calls an "After Action Review" (which is an open, frank process in which the leader and his key subordinates discuss: What Happened? Why did it happen? What went well and why? What went poorly and why? How can we do better in the future?). Notice that they all came together at the same time and place to discuss what they had done and what had happened. One can imagine Jesus leading the AAR, asking questions, inviting comments, asking what they had learned and how they might do better next time.

Leaders must call their people together after a mission to discuss what happened, why it happened, what they learned, and how they might do better next time. Clearly, Jesus recognized the value of conducting AAR's.

Protect Time to Teach Your Leaders

> *"Jesus did not want anyone to know where they were, because he was teaching his disciples."*[34]

After failing to heal a boy and drive out the evil spirit, the disciples asked Jesus privately, "Why couldn't we drive it out?" In a private AAR, Jesus explained why they had failed. He then kept their location secret so he could have quality time alone to continue teaching them and preparing them for the hard times ahead. As a leader, do you allow your people to fail, then make it a positive learning experience through the AAR? Do you carve time out of your busy schedule to get away with your key leaders to teach them and share your plan and vision for the future?

Teach, Then Re-Teach, When It Comes to Moral Issues

> *"After he had left the crowd and entered the house, his disciples asked him about this parable. 'Are you so dull?' he asked. 'Don't you see...?' He went on [and explained]..."*[35]

Jesus was obviously frustrated by the slow pace of his disciples in learning the principles he was trying to teach them. Although he had just told it to the Pharisees at a higher intellectual level, he explained the concept again, this time in simpler, more graphic terms.

The lesson began when the Pharisees criticized Jesus and his disciples for eating with ceremonially "unwashed" hands: "Why don't your disciples live according to the traditions of the elders...?" Jesus responded masterfully with the perfect verse from Isaiah, an Old Testament prophet whose writings the Pharisees knew intimately. He amplified Isaiah's words with his own, "You have a fine way of setting aside the commands of God in order to preserve your own traditions." He then "called the crowd to him and said, 'Listen to me, everyone, and understand this. Nothing outside a man can make him 'unclean' by going into him. Rather, it is what comes out of a man that makes him 'unclean.'"[36]

Having so eloquently and thoroughly rebuffed the Pharisees' criticism, one can imagine Jesus' frustration that his own disciples had not really understood his message. "Are you so dull?" he asked, then he ratcheted the level of explanation down a couple of notches to its most elementary level, to ensure they understood:

> "Don't you see that nothing that enters a man from the outside can make him 'unclean'? For it doesn't go into his heart but into his stomach, and then out of his body. He went on: 'What comes out of a man is what makes him 'unclean.' For from within, out of men's hearts, come evil thoughts, sexual immorality, theft, murder, adultery, greed, malice, deceit, lewdness, envy, slander, arrogance and folly. All these evils come from inside and make a man 'unclean.'"[37]

Leaders must be able to teach at different levels to different target audiences, and have open two-way communications so their followers feel free to ask basic, follow-up questions when things are not clear to them. This is especially important when it comes to moral issues.

Wargame the Future

> *"When you hear of wars and rumors of war, do not be alarmed. Such things must happen, but the end is still to come."*[38]

Jesus prepared his followers for the future, encouraged them, and built their confidence by telling them what to expect and where the dangers lie ahead. He was brutally honest with them and predicted much suffering and danger. He told them they must be ready to sacrifice everything as the cost of doing the right thing, and to be prepared for their closest followers to turn against them when the price got too high. Despite the dangers and hardships however, he promised to support them and encouraged them to "stand firm to the end." When he told them that "Heaven and earth will pass away, but my words will never pass away," he demonstrated enormous confidence reinforced the fact that his teachings were based on eternal, unchanging principles.[39]

Leaders should prepare their people for the future by going over what they think will happen. Prepare for the worst and most likely cases, and use the exercise as an opportunity to teach, mentor, reinforce your key themes, and build confidence.

"Be on guard! Be alert! ... Watch!"[40]

Jesus told his people to be prepared and stay ready, because they did not know when the end would come. The absolute worst thing that could happen to them would be to get caught off guard. Leaders should train their teams to always be prepared and ready to deal with the unexpected. We should live our lives with our ultimate goal in mind and clearly in view.

Curb Parochial Attitudes When Necessary

"'Do not stop him,' Jesus said. No one who does a miracle in my name can in the next moment say anything bad about me. For whoever is not against us is for us."[41]

Jesus had to correct John, who had just informed him proudly that he had seen a man doing good works in Jesus' name, but had "told him to stop, because he was not one of us." Jesus' intent and vision had spread outside his original circle, but the Apostles were parochial and tried to thwart the man and his good deeds. Jesus had to correct them and expand their understanding.

You may have good, well meaning leaders on your team who are blocking the good work of others because that person is "not one of us" or "that idea did not come from us." Teach them to be accepting and non-parochial when it comes to good people or ideas.

Travel Light

"These were his instructions: 'Take nothing for the journey except a staff – no bread, no bag, no money in your belts. Wear sandals but not an extra tunic."[42]

Although his people traveled light in a physical sense, they packed heavy ideas and were well prepared spiritually and mentally for the challenges they would face. Perhaps Jesus knew that packing light would provide a certain freedom and enhance the powers of the mind and spirit.

As leaders, we certainly want to prepare our people physically and take care of their physical needs, but we do not want to crowd out the spiritual dimension by overemphasizing the physical.

BUILD TRUST AND CANDOR

"I do believe; help me overcome my unbelief!"[43]

A father had brought his son to Jesus in order to be healed. The boy was possessed by an evil spirit that, among other problems, caused him to be mute. The disciples had failed to heal the boy and the man asked Jesus "If you can do anything, take pity on us and help us." Jesus shot back *"'If you can'?* Everything is possible for him who believes."[44] To which the boy's father immediately exclaimed, "I do believe; help me overcome my unbelief!"[45]

Jesus had developed such deep trust among his followers that they could admit – even in a tense, crisis situation – their doubts and lack of faith, without being criticized or rejected. Jesus challenged the father to have faith, however small or fragile. The man gave a very honest answer, that he did believe, while also asking Jesus to give him more and greater faith. Jesus then healed the boy. As leaders, do we engender this sort of wonderful candor and trust?

Encourage Candor and Free Expression

"He [Jesus] spoke plainly about this, and Peter took him aside and began to rebuke him."[46]

Peter disagreed with and sharply criticized Jesus for what he told them about how he must suffer and die. Jesus had obviously established an environment of openness and trust. Having just told Jesus that he believed him to be the Messiah, Peter still felt comfortable enough to take Jesus aside and rebuke him. Jesus knew Peter was wrong however, and quickly responded to him with sharp, direct words. These two friends – leader and follower – clearly loved and respected each other enough that they could speak to one another with great passion and emotion, without fear of hurting one another's feelings, or the other taking the criticism as a sign of disloyalty.

Leaders, can your subordinates rebuke you when they believe you are wrong? Can you rebuke them? Have you established the kind of trust, respect and mutual confidence that enables you and your people to express themselves with total candor and freedom, without fear of retribution? Or, are people afraid to be candid and tell it like they see it? And do you feel free to rebuke your people when you think they need it?

Seek Personal Feedback From Your People

"'Who do people say I am?' ... 'But what about you?' he asked. 'Who do you say I am?'"[47]

Jesus asked his subordinate leaders for feedback on what they thought about him and what he was doing. He did this by first asking them what they thought the people were thinking; then he asked them directly for their own opinions. He obviously thought it was important to ask these questions and seek their opinions. It is important for leaders to stay in touch with their people and know what they are thinking.

Tell It Straight

> *"If anyone would come after me, he must deny himself and pick up his cross and follow me. For whoever wants to save his life will lose it, but whoever loses his life for me and the gospel will save it."*[48]

Jesus called the crowd and his disciples to him to make this extremely tough pronouncement. In essence, he told them that the cost of being like him, and continuing his vision was that they, his followers, must be willing to sacrifice their own interests and even their lives. WOW! What a recruiting message! This went against all earthly wisdom. Jesus did not promise fun or good times. Instead, he called for self-denial and sacrifice, claiming that this will bring life.

As leaders, how do we recruit? What do we tell people about the mission? What kind of promises do we make? I admire the U.S. Marine Corps for their tough, straight talk about the self-sacrifice they demand and the pride and satisfaction it will bring. Don't sugarcoat or sweet-talk the demands of your profession. Rather, tell it like it is. This way, people will trust you, and you'll end up recruiting the right ones.

EMPOWER YOUR FOLLOWERS, THEN GET OUT AND SEE FOR YOURSELF

Send an Advance Party

> *"Immediately Jesus made his disciples get into the boat and go on ahead of him ... while he dismissed the crowd. After leaving them, he went up on a mountainside to pray."*[49]

Notice that Jesus again took charge of his people and told them what to do. He did not hold a meeting to get everyone's opinion on what to do next. He knew what he wanted done, and directed his people to do it.

By sending his Apostles out ahead of him as an advanced party, he made wise use of his people and time, both scarce resources. Note that after he sent them off, he accomplished two very important tasks. First, he "dismissed the crowd." This personal touch at the conclusion of an amazing day and series of events exemplifies his focus on people. Although there is no account of what Jesus said or did during the dismissal, I am sure that it was both profound and solidly reinforced the lessons of the day.

Second, he carved out time to be alone and pray, to once again re-charge his batteries after an exhausting and emotionally draining day, before launching into the next series of events. Jesus could take this time away with confidence, because he knew he could trust his subordinates. Why? Because he had imbued his vision, instilled his intent, and gained their trust and confidence.

Sending out an advanced party is a wise use of a leader's time and subordinates.

Detailed Centralized Planning with Decentralized Execution

> *"Jesus' disciples asked him, 'Where do you want us to go and make preparations for you to eat the Passover?'"*[50]

In response to this relatively simple question, Jesus gave very clear, precise and detailed instructions. He obviously had a clear vision and intent for this particular event, and knew what he wanted the disciples to do. The message for leaders is to conduct detailed centralized planning, issue clear instructions, and then turn the mission over to your subordinates for execution.

Go See for Yourself

> *"I tell you the truth, this poor widow has put more into the treasury than all the others."*[51]

According to the author, "Jesus sat down opposite the place where the offerings were put and watched the crowd putting their money into the temple treasury." In other words, he went to the scene of the action and watched for himself what was going on. He personally observed "many rich people"

throwing in large amounts, but his attention was drawn to "a poor widow [who] came and put in two very small copper coins, worth only a fraction of a penny." [52]

Based on these personal observations, he then called his disciples together and explained to them that the poor widow had given more than the rich because "They all gave out of their wealth; but she, out of her poverty, put in everything -- all she had to live on."[53]

The key lesson is that Jesus personally went to the front to observe for himself. He noticed and highlighted important things -- like the widow -- that his disciples may well have overlooked.

Leaders, go see for yourself. Get out, walk around, look, and talk to people. Then pull your people together and have a teaching session on what you observed. Your staff and subordinates would probably never notice the "poor widow's contribution."

Know What Your Subordinates Are Doing – You May Not Like It

> *"Let the little children come to me, and do not hinder them, for the kingdom of God belongs to such as these."*[54]

Although Jesus loved and welcomed children, his disciples rebuked the people who were trying to bring their children to Jesus for a blessing. His subordinates were blocking the very people that Jesus loved most. When Jesus saw what they were doing, "he was indignant" and told them to stop.

Again, leaders must observe at the front. This is the only way to know what the staff and subordinates are doing, which could be exactly counter to your intent and vision. Check what they are doing, and if you don't like it, correct them. For all the right reasons, your subordinates may be preventing the people who most need your help from getting access to you.

BUILD COMMITMENT TO THE CAUSE

Organizational Family

> *"'Who are my mother and my brothers?' he asked ... 'Whoever does God's will is my brother and sister and mother.'"*[55]

When his mother and brothers came looking for him, Jesus made the point that those who do God's will are his family. When we devote ourselves to a cause that is greater than ourselves, we take on a new family of followers and devotees. Jesus focused on this explicitly to show where his higher loyalties lie and to let his followers know that they had become his "family."

As a leader, do you treat your people as family? In order to build a truly great organization, and to achieve success over the long term, the leader must create a family-like atmosphere of love, trust and loyalty.

Recognize and Reward the Faithful

> *"At once, Jesus realized that power had gone out from him. He turned around in the crowd and asked, 'who touched my clothes?'"*[56]

In the midst of a large, pressing crowd, Jesus took the time to identify the bleeding woman who touched him in order to be healed. He was determined to recognize and commend her faith in front of the crowd. The point for leaders is to find, identify and recognize the people who are faithful to the cause, and who support you loyally.

> *"Some men came, bringing to him [Jesus] a paralytic ... Since they could not get him to Jesus because of the crowd, they made an opening in the roof above Jesus and, after digging through it, lowered the mat the paralyzed man was lying on. When Jesus saw their faith, he said to the paralytic, 'Son, your sins are forgiven ... get up, take your mat and go home.'"*[57]

Jesus responded positively to an unorthodox solution. The norm was to wait with the masses, and hope to press or work one's way through the crowd and eventually reach Jesus. But this ingenious group decided to take matters into their own hands by bypassing the crowd, climbing onto the roof, cutting a hole through the roof, and lowering the paralytic down to Jesus. Note that Jesus did not scold them for cutting in front of the line. He did not squelch their innovative, out-of-the-box solution. Rather, he rewarded their enthusiasm and faith.

People will devise all sorts of innovative solutions to problems. Critical to fostering or killing this kind of thinking is how the leader responds. Do we tell people to get back into the box of orthodoxy and accepted practices? Or, do we encourage and reward new and innovative approaches to problems? A true teacher and mentor encourages and rewards innovation and "out of the box" thinking.

Use Meals to Teach and Communicate

> *While they were reclining at the table eating, he said..."*[58]

Throughout the gospels we see that Jesus transformed meals into special events. Eating with his people were opportunities to teach, share ideas and communicate. Many of the momentous events, teachings and decisions in his life occurred over meals.

Leaders, eat different meals with your people in a variety of settings and for different purposes, ranging from business and teaching, to just talking and pleasure. There is something very special and unique about breaking bread together that enhances and facilitates communication.

Sing

> *"When they had sung a hymn, they went out to the Mount of Olives."*[59]

After the Last Supper, before going to Gethsemane and his arrest, Jesus sang with his disciples.

There is tremendous power in singing together at special occasions. Songs are great for building morale and a sense of team. Powerful institutions like universities, the military services and academies, and elite Army units have special songs that reflect the history, culture and traditions of the organization. If your organization has a song, sing it with your people on special occasions. If you don't, try composing one and using it. I was amazed at the positive response and results that came from the Battalion song I wrote. My people loved it.

Keep on Challenging and Teaching

> *"He returned to his disciples and found them sleeping. 'Simon,' he said to Peter, 'are you asleep? Could you not keep watch for one hour? Watch and pray so that you will not fall into temptation. The spirit is willing but the body is weak."*[60]

Right to the end, Jesus remained loyal to his followers, teaching, challenging and encouraging them. Although Peter and the others failed him in the short term -- abandoning and even denying him -- Jesus' work ultimately paid off in a big way, as the disciples went forward and bravely transformed the world. Leaders must follow Jesus' example and never stop teaching, challenging and encouraging their people. The trust you build and the example you set will live on in your followers and carry them into the future.

Prepare Your Followers for Rejection

> *"And if any place will not welcome you or listen to you, shake the dust off your feet when you leave, as a testimony against them."*[61]

Jesus clearly expected his message and people to be rejected. Essentially, he told them to be prepared for rejection, not to stress out when it happened, and not to take it personally. Leaders must be prepared for rejection – of their ideas, their programs, themselves. They must also prepare their followers for rejection. It will occur. The response is key. My recommendation is to follow Jesus' lead: don't take it personally, keep on doing the right thing, and drive on, even in the face of doubt, opposition and scorn. Eternal optimism and mission focus are key to successful leadership.

SERVANT LEADER

Prior to Jesus, leaders sat at the top of the organizational pyramid, giving instructions and being supported by the masses below. Jesus inverted this pyramid. He saw his role as providing direction and purpose to his followers, then using his expertise, wisdom and authority to help them to achieve their goals. Rather than sitting on top while the troops did all the work in support of him, Jesus got down in the trenches and served the troops.

BE A "SERVANT LEADER"

> *"You know that those who are regarded as rulers of the Gentiles lord it over them, and their officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."*[62]

Driven by selfish ambition and a desire for personal power, James and John asked Jesus to "Let one of us sit at your right and the other at your left in glory." This was their concept of being a great leader. Jesus responded by telling them that the way to become great was by becoming a servant.

When put into practice, this radical concept of servant leadership has incredible power. Leaders who practice this paradigm transform their organizations and unleash power, trust and love that are almost unbelievable.

HOW TO BE NUMBER ONE

> *"Jesus called the Twelve and said, 'If anyone wants to be first, he must be the very last, and the servant of all.'"*[63]

The Apostles had been arguing about who among them was the greatest. Knowing this, Jesus asked a piercing, shaming question: "What were you arguing about?" None responded, and he then taught them the key concept of servant leadership. In essence he said that if you want to be number one, put yourself last and on the bottom. In order to demonstrate, "He took a little child and had him stand among them. Taking him in his arms, he said to them, 'Whoever welcomes one of these little children in my name welcomes me; and whoever welcomes me does not welcome me but the one who sent me.'"[64] In other words, he said that by taking care of a child – the smallest and "least important" of his followers – they demonstrated their love and dedication to him and his mission.[65]

Leaders, do you put yourself last? How do you treat the smallest and "least" of your people?

PERSONAL EXAMPLE

Ultimately, a leader will only be as good as his own personal example. Followers will hear the words, but what impresses them most are those things the leader does. Actions -- which ultimately flow from character -- speak far louder than any words. Personal example is fundamental to all that a leader is and does. A reputation -- for good or bad -- is the natural byproduct.

LIVE BY HIGH MORAL STANDARDS

> *"And if anyone causes one of these little ones who believe in me to sin, it would be better for him to be thrown into the sea with a large millstone tied around his neck."*[66]

Leaders must exemplify and live by the highest moral standards. They must never lead a subordinate, youngster, or anyone else astray. In addition, they must foster an ethical climate in their organizations by setting high standards, punishing misbehavior and going after the ring leaders and those who do wrong.

COURAGE

Have It

> *"Then everyone deserted him and fled."*[67]

When the going got really tough and dangerous, all of his followers deserted Jesus in order to ensure their own personal safety. Yet, Jesus stuck with the mission and set the eternal example for personal courage, responsibility and self-sacrifice. Expect to be alone when things get toughest. Steel yourself and stick with the task. Persist to the end. Be courageous in the face of adversity.

Instill It

> *"They cried out, because they ... were terrified. Immediately he spoke to them and said, 'Take courage! It is I. Don't be afraid.'"*[68]

This was the scene in which Jesus saw his disciples, at night, "in the middle of the lake ... straining at the oars, because the wind was against them." According to the story, he walked out to them, climbed into the boat and calmed the wind, so they could complete the journey across the lake. Although he may have preferred to rest or pray, Jesus ventured out, onto the water, at night, to help and be with his people. He put aside his own safety and comfort in order to do what he thought was most important. He set a wonderful example of selflessness and personal courage. Leaders must encourage their people and spread confidence – through word, deed and presence – especially when the circumstances are tough and dangerous. There is no substitute for leading by example, out in front.

Take Decisive Action When Necessary

> *"He got up, rebuked the wind and said to the waves, 'Quiet! Be still!'"*[69]

Jesus was asleep in the boat when the storm blew up and his panicked disciples woke him. Although Jesus was perfectly calm, he saw that his disciples were afraid, so he brought the storm to a halt. As leaders, we must remain calm during the inevitable storms. But we must also take strong, prompt and decisive action when necessary.

> *"Jesus entered the temple area and began driving out those who were buying and selling there. He overturned the tables of the money changers and the benches of those selling doves, and would not allow anyone to carry merchandize through the temple courts."*[70]

Jesus was furious when he saw the desecration of his Father's house. His intense love quickly turned into intense anger when he confronted this evil. He physically drove the offenders out. Leaders must be passionate in attacking evil and wrongdoing, especially when it involves key subordinates or the sacred things of life.

DO GOOD WORKS IN PRIVATE

> *"After he took him aside, away from the crowd, Jesus put his fingers in the man's ears. Then he spit and touched the man's tongue."*

Some people brought a deaf mute to Jesus for healing. It is instructive that Jesus took the man who had the problem away from the crowd and healed him in private. He then "commanded them not to tell anyone." But according to the record, "the more he did so, the more they kept talking about it." He obviously did not want the publicity. His actions were so profound however, that people were "overwhelmed with amazement" and spread the word. Leaders who solve personal problems and do their good works in private, not seeking publicity or recognition, will probably "amaze" their people and gain a greater following. Be humble and do not seek recognition or personal glory for the good you do. Serving the higher cause should be reward enough.

BE USEFUL AND PEACEFUL

"Have salt in yourselves, and be at peace with each other."[71]

Salt is a very useful compound that was especially valuable in Jesus' day for preserving meat and giving flavor.[72] Jesus is clearly instructing his people to be useful and helpful in real ways, like he was.

To be at peace means to get along with, cooperate and not compete with others. Peace allows one to concentrate on higher order things. Jesus wants us to preserve the good things in ourselves, and to seek to preserve the harmonious quality of our relationships.

Like Jesus, we too should be like salt, making life better for others the way salt makes food taste better and last longer. Likewise, we ought to live peacefully with others, and seek to preserve the quality of our relationships through kindness and love.

BE TRUTHFUL – ALWAYS

"'Are you the Christ, the Son of the Blessed One?' 'I am,' said Jesus."[73]

At the critical point in history, knowing that a truthful answer would lead to his death, Jesus answered with absolute candor and honesty. Leaders must always tell the unvarnished truth, even when it is unpopular, politically incorrect or personally harmful.

EXAMPLE LEADS TO REPUTATION

"After me will come one more powerful than I, the thongs of whose sandals I am not worthy to stoop down and untie."[74]

Jesus had a stellar reputation that preceded him wherever he went. Even the great prophet John the Baptist spoke for Jesus and had nothing but great things to say about him.

"As soon as all the people saw Jesus, they were overwhelmed with wonder and ran to greet him."[75]

Despite his efforts to stay low-key and to not publicize his healings and miracles, word spread rapidly. His good deeds had created an outstanding reputation that preceded him wherever he went. The masses and common people loved and respected him for what he was and for what he had done. As a leader, what is your reputation – especially with the common people and your subordinates? What people say about you will depend upon your personal example.

SELF DEVELOPMENT AND CARE

Jesus drew his wisdom, authority and energy from God the Father. Years of studying the scriptures provided him with the expertise and competence needed to pursue his Purpose. In addition, he took time daily to plug back into his eternal power source through prayer, scripture and time alone with God.

DEVELOP EXPERTISE, THEN USE IT WITH AUTHORITY

Knowledge is Power

> *"Jesus replied, 'Are you not in error because you do not know the power of God? ... He is not the God of the dead, but of the living. You are badly mistaken!'"*[76]

Having failed to entrap him with the question on paying taxes to Caesar, the Pharisees asked Jesus another trick question, this time from the Scriptures. Jesus had such command of the Scriptures though, that he again deflected their attack, and this time used his superior knowledge to throw the question back in their faces and make them look foolish. Knowledge of your field and confidently applying it are an enormous source of power and influence.

> *"Jesus replied, 'I will ask you one question. Answer me, and I will tell you..."*[77]

When confronted and challenged by the hypocritical chief priests, Jesus confounded them through mental judo. He turned their strength against them by asking his attackers a question from the Law that he knew would throw them off. Backing away from Jesus' ambush, they refused to answer the question, which also allowed Jesus to escape from the trap they were trying to set. The key though, was Jesus' compete mastery of the Talmud. He knew the Law better than his hypocritical attackers, and used it to counter them. Leaders, consider using this technique when dealing with the hypocrites and bureaucrats who don't really care for either the people or the mission. But first, you must have command of the subject, which comes from disciplined study and self-development.

Act With Authority

> *"The people were amazed at his teaching, because he taught them as one who had authority."*[78]

Followers want a leader who speaks and acts with authority. They want someone who knows what he is doing and has the power and capability to deliver. Followers want a leader who helps solve their problems. Jesus' authority came from God the Father. Years of disciplined study, preparation and prayer gave the knowledge and skills needed to accomplish his life's purpose. In the Army, we call this dimension of leadership "tactical and technical proficiency." Other things being equal, the leader with superior knowledge will lead with greater authority. As a leader, do you know what you're doing and do you act and speak with authority?

REPLENISH AND REST EACH DAY

Quiet Time

> *"Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place, where he prayed."*[79]

Jesus showed us the importance of spending time alone with God, and doing it first thing in the morning. He carved out and protected this time, even though his followers "went to look for him, and when they found him, they exclaimed: 'Everyone is looking for you!'"[80] Jesus took time first thing in the

morning to pray and "recharge his battery." Leaders have an obligation to take time for this recharging so they are fresh and energized to meet the challenges of the day. Health research studies now demonstrate empirically that prayer is a powerful source of inner peace, energy and wellness.[81] As leader, do you take time first thing in the morning to recharge your batteries? Do you plug into the eternal power source?

Time Alone

Jesus "stayed outside in lonely places. Yet the people still came to him from everywhere."[82]

Jesus had become such a celebrity after healing the sick and lepers, that he "could no longer enter a town openly."[83] Rather than bask in his new celebrity status, Jesus avoided the limelight and stayed, as much as practicable, away from the crowds. As a successful leader, the demands on your time will grow exponentially. People will want to be with you. They'll want your time and attention. Yet, Jesus showed us that it's important to get away from the crowds and spend time alone.

Rest

> *"Then, because so many people were coming and going that they did not even have a chance to eat, he said to them, 'Come with me by yourselves to a quiet place and get some rest.' So they went away by themselves in a boat to a solitary place to rest."*[84]

Note that just as his mission and ministry were rapidly gaining success, Jesus took his people away to a quiet place to rest. Isn't this fascinating? It appears to be counterintuitive. Just when he could have touched more people, saved more souls and healed more than ever before, he took time for a break. The message is that we are human and can only sustain a demanding workload for so long. At some point, we need to get away to rest and re-charge our batteries.

Leaders, when things get extremely hectic and busy, to the point that you and your people don't have a chance to eat or rest properly, it may be time to get away for a break. Consider a vacation, going on an off-site with key subordinates, taking an afternoon off to play golf, or just leaving work early and going home. Leaders and their people need to take time off and rest. Give your people time off. In some cases you may have to force them to get away.

COMMITMENT

Commitment and dedication were critical to Jesus' leadership. He submitted himself completely to God the Father and his higher purpose, and gave everything -- including his life -- to the cause. In serving his cause, Jesus was hated, falsely accused and ultimately murdered by his opponents. He was rejected and laughed at by others. His family took offense at him, and even his closest friend denied him. But no matter how bad or ugly things got, Jesus remained committed and persisted through to the bitter end.

How did Jesus remain committed to his cause through such adversity? He did it by grounding all that he did in his Purpose and by submitting himself totally to this higher cause. In facing and overcoming

the most extreme adversity, Jesus relied totally on the power and goodness of his Father and the Purpose for which he was living.

SUBMISSION AND COMMITMENT TO A HIGHER POWER AND CAUSE

> *"Abba, Father, everything is possible for you. Take this cup from me. Yet not what I will, but what you will."*[85]

Knowing this was his last chance for quiet time before his arrest and crucifixion, Jesus went to Gethsamane with his "Big 3": Peter, James and John. Fully human, he did not want to go through with the torture, suffering, and agonizing death that he knew awaited him. Accordingly, "he began to be deeply distressed and troubled...he fell to the ground and prayed that if possible the hour might pass from him." He told his men, "my soul is overwhelmed with sorrow to the point of death."[86] One can imagine him pleading, "Why me, Father? Why me?"

Yet, Jesus submitted to the higher cause of his Father, even though he preferred not to. Note what Jesus said and did. He prayed, acknowledging the greatness of God the Father. He asked God to please take this burden away. But ultimately, he submitted to the higher cause and authority of God the Father, saying "Not my will, but thy will be done." After praying this prayer three times, he accepted his fate and calling, steeled his soul, and called his men to action, saying: "Enough! The hour has come. Look, the Son of man is betrayed into the hands of sinners. Rise! Let us go! Here comes my betrayer!"[87] Despite his fear and distress, Jesus willingly stepped up to the plate to do God's will, and went on to hit a home run for the higher cause.

As a leader, are you following a higher calling? Or, are you just chasing money, the next promotion, or earthly fame? Are you willing to lay it all on the line for a higher cause? This attitude of willing submission to a higher cause will inspire incredible trust and loyalty, and bring the deepest possible joy to one's life.

PERSIST THROUGH OPPOSITION, REJECTION AND VIOLENCE

From Opponents

> *"To test him, they [the Pharisees] asked him for a sign from heaven. He sighed deeply and said, 'Why does this generation ask for a miraculous sign?'"*[88]

The fact that Jesus "sighed deeply" shows that he was probably exasperated, frustrated and disappointed. Despite all he had done, his critics questioned his authority, intent and acts. They simply did not believe. Jesus knew that no matter what he did, they would not believe. Rather than get caught in their game, he refused to provide another sign for them and left.[89] No matter how much good you do as a leader, the naysayers and skeptics are going to question and criticize you. They will attack not only what you do, but your intentions as well. Expect it, and don't get caught in their perilous web of cynicism. Leaders must stay the course and remain positive, no matter what. You must accept the fact that you will be unable to please all of the people all of the time.

"The chief priests and the whole Sanhedrin were looking for evidence against Jesus so that they could put him to death, but they did not find any. Many testified falsely against him...Then some stood up and gave this false testimony against him..."[90]

Jesus' enemies hated him and were determined to bring him down. They lied and used false testimony against him. Ethical leaders, who directly confront evil and hypocrisy like Jesus did, can expect to generate much hatred and resentment. You may develop powerful enemies who are committed to destroying you and your reputation. They may lie, distort and smear. It could be ugly and demoralizing. Expect it and be ready for it. Again, bear down and stay the course. It will build character.

"Again and again they struck him on the head with a staff and spit on him...Then they led him out to crucify him."[91]

Jesus was insulted, spat upon, blindfolded, mocked, beaten, flogged, tortured and finally, crucified. Fully human, he cried out in anguish at the end: "My God, my God, why have you forsaken me?"[92] Yet, he stayed faithful to his Father and the mission, right through to his bitter death on the cross. It is doubtful that any of us will ever have to experience anything as brutal and difficult as what Jesus faced. But, we will likely face tough times, trial and tribulation. When they come, draw strength from Jesus' heroic example and commitment to his purpose. Persist and stay faithful to the end.

From Friends

"[Peter] swore to them, 'I don't know this man you're talking about.'"[93]

When things got really tough and personally dangerous for his followers, even the most loyal – Peter – denied Jesus three times. Of course, Peter broke down and wept bitterly when he heard the cock crow, realizing he had denied Jesus three times. Yet, Peter rebounded from his failings and became the "the Rock" of Jesus' Church. Don't be surprised if your closest and most trusted subordinates deny you and your program, if remaining loyal and staying with you becomes personally dangerous, or the cost gets too high. Like Jesus, stay loyal to them. If they reverse course and return to you, their dedication to the cause will probably be stronger than ever.

"Isn't this the carpenter? Isn't this Mary's son and the brother of James, Joseph, Judas and Simon? Aren't his sisters here with us? And they took offense at him."[94]

When Jesus returned to his hometown, he was largely unable to heal and perform miracles. As he put it, "Only in his hometown, among his relatives and in his own house is a prophet without honor." Jesus was "amazed at their lack of faith."[95] Leaders may face the same difficulties as Jesus. Those who know you well and who knew you before you became an accomplished leader may well ask, "Who are you?" and, "What makes you so special?" They may be cynical and faithless. You, the leader, must have faith, remain resolute, and drive on with your mission. You may have to bypass the familiar, but faithless cynics, in favor of the faithful.

From Family

> *"When his family heard about this, they went to take charge of him, for they said, 'He is out of his mind.'"*[96]

When the throngs of people continued to follow and crowd Jesus, to the point that "he and his disciples were not even able to eat," his family members were convinced that he was crazy and that they needed to reel him in for his own good.[97] When a visionary leader is so devoted to his cause that his health and well being are put at risk, then close friends and family may well intervene. Total dedication to a cause may alienate close friends and family. Be prepared for rejection.

On the other hand, strategic leaders need to find balance in their lives in order to stay the course over the long term. They need to balance their personal roles as an individual, family-member and friend, with their role as a leader and their responsibilities to their organizational family.

GET FEEDBACK, FOLLOW UP, AND PERSIST

> *"Once more, Jesus put his hands on the man's eyes. Then his eyes were opened, his sight was restored, and he saw everything clearly."*[98]

Asked to heal a blind man, Jesus took the man aside and attempted to heal him. After touching his eyes, Jesus asked the man if he could see anything. The man said, "I see people; they look like trees walking around."[99] For whatever reason -- probably lack of faith and trust -- the man still could not see clearly. His blindness had not been fully cured. In response, Jesus touched him again so that he could see clearly.

As leaders, sometimes our efforts don't succeed fully the first time. We need to know the results by asking and checking as Jesus did ("Do you see anything?"), then follow up with additional treatment or effort if necessary ("Once more..."). Persist until the job gets done to the standard you want.

PURPOSE

This is a critical issue and absolutely key for a strategic leader. Purpose is the end or goal one hopes to achieve, and thus defines one's very reason for existence. If the leader does not know his or her final destination, then any road will get them there. Clearly defining one's purpose is the first and most crucial step for the strategic leader.

WHY ARE YOU HERE?

> *"Let us go somewhere else – to the nearby villages – so I can preach there also.* ***<u>That is why I have come.</u>*** *So he traveled throughout Galilee, preaching in their synagogues and driving out demons."*[100] *[Bold and underline is mine for emphasis.]*

Jesus took charge and told his disciples where he was going to go, what he needed to do, and why. He knew his purpose and reminded his followers what it was.

It is vital for leaders to remind their people of the organization's purpose and reinforce the basics through their actions. Without a steady emphasis on the basic purpose, good people will stray to less

important endeavors for all the right reasons. Leaders must stay focused and reinforce this focus in their followers.

CHOOSE YOUR BATTLES

"Give to Caesar what is Caesar's and to God what is God's."[101]

Jesus did not want to do battle with the Roman Empire. His goal was to change the lives of individual people through his message of forgiveness, mercy and love. He knew that in order to fulfill his mission he would have to confront the Pharisees and Jewish leaders. The Jewish leaders hated and feared Jesus because he threatened their power and influence. Their goal was to work Jesus into a corner in which he came out in defiance of Rome. Then, they could convince the Romans to eliminate him as a political opponent.

Thus, the Pharisees tried to flatter Jesus, then trap him in a no-win situation, saying: "Teacher, we know you are a man of integrity. You aren't swayed by men, because you pay no attention to who they are; but you teach the way of God in accordance with the truth. Is it right to pay taxes to Caesar or not? Should we pay or shouldn't we?"[102]

Jesus did not go for the bait. He knew the issue of paying taxes to Rome was a political "hot potato," but it was not a battle he had come to fight, so he confronted them directly, did a practical demonstration with the coin, and deflected the attack.

Leaders, pick your fights and battles carefully. Make sure that they will contribute to your larger strategy and mission before you engage. If fighting and winning the battle will not help you win your particular war, then don't fight it. Follow Jesus' lead and avoid it. Fight only those battles, which will Lead to your overall strategic victory.

ETERNAL PERSPECTIVE

"No one who has left home or brothers or sisters or mother or father or children or fields for me and the gospel will fail to receive a hundred times as much in this present age ... and in the age to come, eternal life."[103]

Jesus emphasized future rewards – both on earth and in heaven – which would far exceed the sacrifice required in the short term.

Leaders, do you explain the future value and benefit of what you are asking your people to do? Does your purpose have an eternal perspective?

DELEGATE & POWER DOWN

"Calling the Twelve to him, he sent them out two by two and gave them authority..."[104]

Jesus formed his team, shared his purpose and vision, trained his leaders, showed them how to do it, then gave them authority, and sent them out to accomplish the mission. And his disciples delivered by driving out many demons and healing many.[105] Note that he sent them out in pairs, using the buddy system, so they could help and watch out for each other. But he did not micromanage or over supervise.

The Army captures this idea with a concept called "Commanders Intent." The key is for the leader to share his purpose and vision, and then delegate authority to trusted subordinates and let them go do the job. Leaders can learn and accomplish much by studying and emulating this technique.

SIMPLIFY THE COMPLEX

> *To the question, "Of all the commandments, which is the most important?" Jesus answered, "'The most important one is this: ... Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength. The second is this: Love your neighbor as yourself.'"*[106]

Because he thoroughly understood his purpose, Jesus was a master at simplifying complexity. He took difficult concepts, simplified them to fulfil his purpose, and made them understandable to the masses. In simplifying the complex and giving this knowledge to the masses, he empowered them, and hence weakened the monopoly on knowledge heretofore enjoyed by the Pharisees.

Great teachers boil complex concepts down to their most fundamental parts; then explain clearly within the context of their purpose, so that the lowest students understand. They are also able to establish a hierarchy of values, then articulate the most important values in clear and powerful terms -- all based on the fundamental purpose. Simplify and explain your Purpose.

IDENTIFY AND GO AFTER THOSE WHO OPPOSE YOUR PURPOSE

> *"Watch out for the teachers of the law ... Such men will be punished most severely."*[107]

Although Jesus was kind, helpful and warm to the "little people", he was anything but that to those authorities who abused their power or were hypocrites. Although Mark 12:38-40 describes one such confrontation with the Pharisees, the same event is described in greater detail in Luke 11. According to this account, a Pharisee invited Jesus to come with him to eat; presumably so he could ask questions and discuss Jesus' teachings. Noticing that Jesus did not follow the Jewish custom of first washing before the meal, the Pharisee expressed his surprise. At this, Jesus blasted the Pharisee and his colleagues for being evil, self-serving hypocrites:

"You Pharisees clean the outside of the cup and dish, but inside you are full of greed and wickedness... you neglect justice and the love of God...you love the most important seats in the synagogues and greetings in the marketplace...you are like unmarked graves, which men walk over without knowing it."[108]

After absorbing this withering verbal attack, one of the Pharisees answered Jesus, "Teacher, when you say these things, you insult us." Not phased that the Pharisees were insulted, Jesus continued to pour it on, replying: "Woe to you, because you load people down with burdens they can hardly carry, and you yourselves will not lift one finger to help them." He proceeded to hold the Pharisees and their forefathers responsible for murdering the prophets and for hindering those who sought true heavenly knowledge. For this, Jesus told them, they would be held responsible. This so angered the Pharisees

that they "began to oppose him fiercely and besiege him with questions, waiting to catch him in something he might say."[109]

Who are the bureaucrats and hypocrites in your world who prevent you from achieving your purpose and who put strict compliance with their rules, policies and procedures ahead of the welfare of the people? They are the enemy. Follow Jesus' lead and go on the attack![110]

In practical terms, the leader's goal is to change the thoughts and behavior of his adversaries. "Hot button" issues aside, it may not be prudent or wise to constantly attack the enemy head on, since a leader can fall on his sword only once, then he dies. Thus, the effective leader must learn to use more subtle methods to effect the system and change things for the betterment of his people and advancement of his cause. The key is to adapt your strategies and methods without compromising your ends or purpose. But as Jesus shows, there are times when the head-on attack is appropriate.

STRATEGIC VISION AND INSPIRATION

> *"Go into all the world and preach the good news to all creation...Then the disciples went out and preached everywhere."*[111]

Before leaving his disciples, Jesus articulated his strategic vision, told them what he wanted them to do, and inspired them to obey. Matthew's account of the same event adds a line on Jesus' source of authority, and a promise that he will be with his followers:

> "All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."[112]

Jesus provides a wonderful model for articulating a long-term strategic vision, and shows how to inspire followers to comply. And indeed, history has shown that his disciples responded to his call.

To be successful in the long term and for their legacies to live beyond them, leaders must articulate their strategic vision and inspire their followers to continue on, even after they have passed away. Leaders must generate hope, inspire confidence and trust, and motivate people to believe and work for a cause that is larger than themselves.

CONCLUSIONS

Jesus was a complex person who showed us how to lead. At the risk of over-simplifying reality, this section provides the essence of what he was, what he knew and what he did as a leader.

At the most basic level, Jesus set the example for all of us in following and living the essence of God's Law, which is to Love God with all one's heart, soul and mind, and to love one's neighbor as oneself. What is striking is that Jesus the teacher simplified the complex by boiling down the Ten Commandments and volumes of Talmudic Law into this simple, powerful and workable code.
We can boil it down still further by declaring that Jesus was Love and that his law is "To Love." If we want a single word to describe the Jesus model of leadership, it is Love: unselfish, giving, agape love. In

practice, this kind of love cares for, communicates with, and inspires people. It sets a self-sacrificing example that builds cohesive teams and motivates people to endure great hardships and sacrifice for the good of the team and the cause.

With love as the skeleton, let's add some muscle and flesh to the Jesus model of leadership.

First, what he was. Jesus was a very good, kind, caring person, who treated others with respect and mercy. On top of that, he was a teacher. Although extremely humble and approachable, Jesus was absolutely driven and committed to his cause and mission; so devoted that he gave everything he had – to include his life. He was a man of tremendous passion, emotion, and energy who had both a soft, warm, compassionate side, as well as a tough, hard, direct side -- both, however, grounded in love. He was a man of absolute integrity; with complete harmony in what he thought, said and did. He told the unvarnished truth, regardless of the personal consequences. He was totally selfless, giving all and seeking nothing in return. Finally, he was a man of awesome personal courage and wisdom -- a warrior in the best sense of the word, with a will of steel.

Second, what he knew. Jesus understood his mission and the purpose of his life. He had a vision and a strategy to get there. With this mission in mind, he armed himself with the knowledge he would need to complete his mission -- absolute mastery of the scriptures and an intuitive, complete grasp of human nature. He understood and harbored no illusions about human nature and its dark side. He had excellent situational awareness and understood his enemies, as well as the history and politics of both the Jewish and Roman leadership and power structures. He knew what was going on and understood reality, because he got out and looked attentively at things for himself, without relying on others to tell him what was going on. His vast knowledge and powerful intellect enabled him to simplify and explain the most complex concepts so that even the simplest people could understand and grasp their meaning.

Finally, what he did. Jesus was a wise teacher who constantly taught others, through his example, by asking questions, and by telling stories. He was a gifted and masterful communicator, telling stories, asking questions, challenging conventional wisdom, encouraging and delighting his followers. Although he forgave sinners and taught mercy, he also directly rebuked, insulted and "fired up" his Apostles when he thought it was necessary – putting the mission above personal egos and feelings. He demonstrated a radical concern for the "little people", always trying to care for their physical welfare in terms of food and health. Although deeply spiritual and devoted to a cause that was primarily spiritual, he generally took care of peoples' practical physical needs first, before addressing their spiritual concerns. Jesus loved fully and gave completely of himself. He introduced the revolutionary concept of servant leadership, and showed us how to live it. He fearlessly confronted and attacked his opponents, to include the Pharisees, various demons and Satan. He challenged, insulted and exposed the Pharisees and Jewish leaders as hypocrites. He stayed in and worked the lane he had chosen. Although there were many opportunities for him to move into more glamorous and perhaps rewarding pursuits, he kept his mission focus. He constantly communicated with a wide variety of people in many different

circumstances. In so doing, he transmitted his message while also seeking and receiving feedback from his immediate followers and the masses, as well as his enemies. He was constantly building his team: teaching them, showing them the way and preparing them to take over and carry the torch when he left them. He concentrated his team building effort in concentric rings, starting with the "Inner 3" (Peter, James and John), then working out to the other nine Apostles, and a variety of disciples, friends and others on the periphery. He told the truth at all times, no matter how hard -- even when it hurt peoples' feelings and got him into serious trouble with the authorities. Although Jesus worked tirelessly to accomplish his mission and take care of his people, he regularly took time to get away and refresh himself through quiet time and prayer. He used his time alone to recharge his batteries and reconnect with God the Father. Finally, he communicated his mission and vision and inspired his disciples to follow his example and carry the torch all over the globe, for 2,000 years, in the face of enormous opposition and sacrifice – the essence of great strategic leadership.

Building on the seven groupings, the Pyramid Model, and the numerous lessons and anecdotes, another way to envision Jesus' leadership is to model it as a tree.

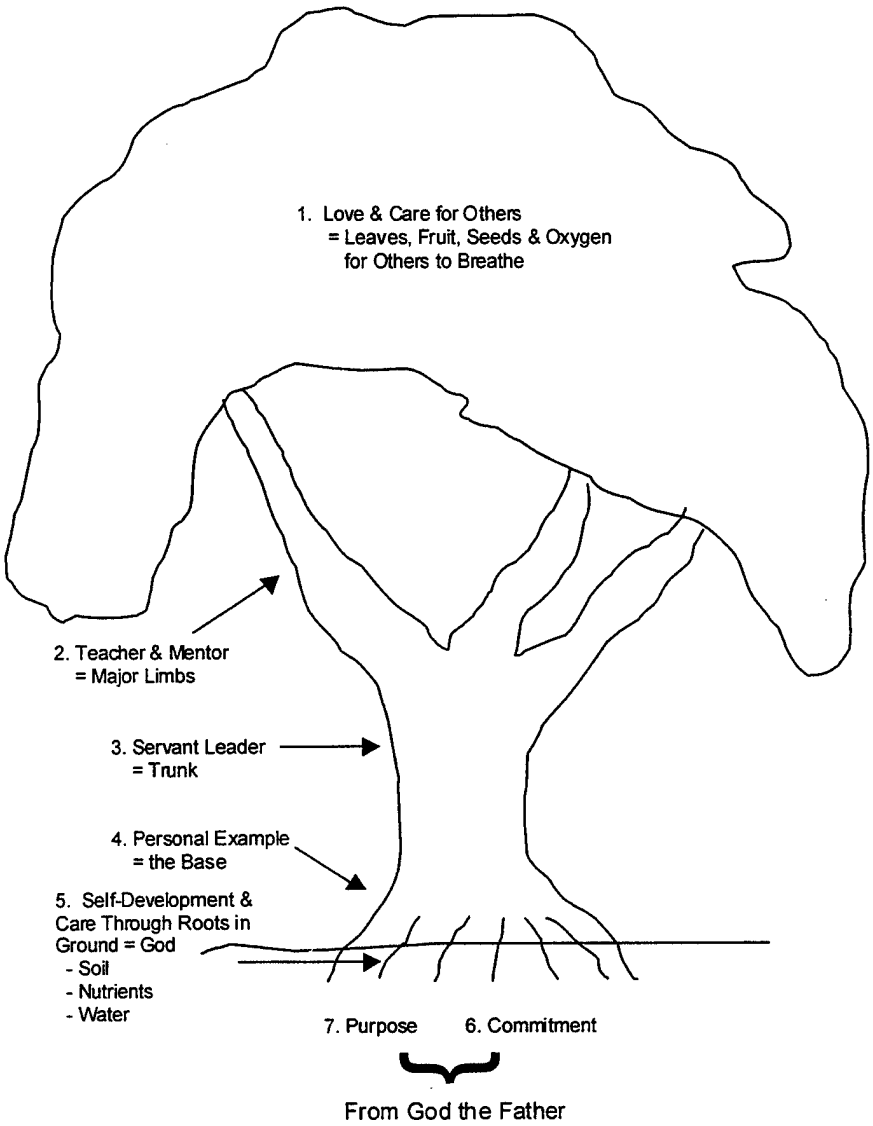

FIGURE 2 - "TREE MODEL" OF JESUS THE STRATEGIC LEADER

Jesus was a phenomenal strategic leader. He set a wonderful example to follow – especially for those who want to lead, or are charged with leading others.

As I study leadership and reflect back on all the good and bad leaders I have seen and worked with over the years, it is remarkably apparent that truly good and great leaders have followed and applied many of the principles that Jesus practiced, whether they knew it or not. On the other hand, the bad leaders I have known violated many of the leadership principles of Jesus.

This study was an incredible journey and revelation for me. I strongly recommend that any leader or aspiring leader look to Jesus as a role model of selfless, inspiring, transformational leadership. In my view, there is no better example of strategic leadership to follow and emulate than Jesus.

15,782 WORDS

ENDNOTES

[1] Bob Briner and Ray Pritchard, The Leadership Lessons of Jesus (Nashville: Broadman and Holman, 1997), pp. 1-2.

[2] Philip Yancey, The Jesus I Never Knew, (Grand Rapids, MI: Zondervan, 1995), pp. 16-17, 35, 181.

[3] Yancey, 83.

[4] For details on these different levels of leadership, see Roderick R. Magee, ed. Strategic Leadership Primer (Department of Command, Leadership and Management, US Army War College, 1998.)

[5] Mark 4:1-2. All Bible quotations are from Promise Keepers, Men's Study Bible, New International Version. (Grand Rapids, MI: Zondervan, 1997.) For ease of reference, I list only the Bible book and verse(s).

[6] Mark 10:1.

[7] Mark 6:34.

[8] Mark 12:37.

[9] Mark 6: 39, 42.

[10] Mark 6:35-37.

[11] For more on the same theme, see Mark 8:2-3.

[12] Mark 1:30-34.

[13] Mark 1:40-41.

[14] Some of these ideas are taken from my Bible, "Touched by the Master", p. 1091.

[15] Mark 14:3.

[16] Mark 2:15.

[17] Mark 2:16-17.

[18] Mark 5:2.

[19] Mark 10:16.

[20] Bible, "The Gift of a Blessing", pg. 1104.

[21] Mark 9:25.

[22] Mark 2:27.

[23] Summarized and quoted from Mark 3:1-6.

[24] For more on this, see Mark 7: 1-23.

[25] Mark 14:6-7.

[26] Mark 14:3-5.

[27] Mark 1:17-18.

[28] Mark 3:13.

[29] Mark 3:14-15.

[30] Mark 9:2.

[31] Mark 7:2-7.

[32] Mark 4:34.

[33] Mark 6:30.

[34] Mark 9:30-31.

[35] Mark 7:17-20.

[36] Mark 7:1-15.

[37] Mark 7:18-23. See Mark 8:14-21 for more on the same theme.

[38] Mark 13:7.

[39] Mark 13:8-31.

[40] Mark 13:33, 37.

[41] Mark 9: 39-40.

[42] Mark 6:8-9.

[43] Mark 9:24.

[44] Mark 9:16-23.

[45] Mark 9:24.

[46] Mark 8:32.

[47] Mark 8:27, 29.

[48] Mark 8:34-35.

[49] Mark 6: 45-46.

[50] Mark 14:12.

[51] Mark 12:43.

[52] Mark 12:41-42.

[53] Mark 12:43-44.

[54] Mark 10:14.

[55] Mark 3:33, 35.

[56] Mark 5:30.

[57] Mark 2: 3-5, 11.

[58] Mark 14:18.

[59] Mark 14:26.

[60] Mark 14:37-38.

[61] Mark 6:11.

[62] Mark 10:42-45.

[63] Mark 9:35.

[64] Mark 9:33-37.

[65] Mark 10:31 has the same message.

[66] Mark 9:42.

[67] Mark 14:50.

[68] Mark 6: 49-50.

[69] Mark 4:39.

[70] Mark 11:15-16.

[71] Mark 9:50.

[72] Ronald F. Youngblood, ed., Nelson's New Illustrated Bible Dictionary. (Nashville, TN: Thomas Nelson Publishers, 1995), 844.

[73] Mark 14:61-61.

[74] Mark 1: 7.

[75] Mark 9:15.

[76] Mark 12: 24, 27.

[77] Mark 11:29.

[78] Mark 1:22.

[79] Mark 1:35.

[80] Mark 1:36-37.

[81] Interview with COL Barko, Director of The Army Physical Fitness Research Institute, 10 March 2000.

[82] Mark 1:45.

[83] Mark 1:45.

[84] Mark 6:31-32.

[85] Mark 14:36.

[86] Mark 14:33-35.

[87] Mark 14:41-42.

[88] Mark 8:11-12.

[89] Mark 8:12-13.

[90] Mark 14:55-57.

[91] Mark 15:19-20.

[92] Mark 15:34.

[93] Mark 14:71.

[94] Mark 6:3.

[95] Mark 6: 4-6.

[96] Mark 3:21.

[97] Mark 3:20-21.

[98] Mark 8:25.

[99] Mark 8: 22-24.

[100] Mark 1:38-39.

[101] Mark 12:17.

[102] Mark 12:14-15.

[103] Mark 10:29-30.

[104] Mark 6:7.

[105] Mark 6:12-13.

[106] Mark 12:28-31.

[107] Mark 12:38, 40.

[108] Luke 11:37-44.

[109] Luke 11:45-53.

[110] This passage reveals an aggressive, confrontational Jesus who does not pull any punches and boldly attacks and criticizes his enemy – the hypocritical Pharisees. They had pressed a "hot button" that went to the very essence of why Jesus existed and what his eternal purpose was. This is not a comforting message for modern leaders. Although candor and aggressiveness are generally seen as good qualities, we are taught to balance them with tact and consideration for the feelings of others. We are taught to tolerate diverse viewpoints and not to insult our opponents. Yet, this is not what Jesus did. He attacked his enemy and called them exactly what they were. When they protested that he was insulting them, he poured it on even harder. Jesus was so passionately concerned with his spiritual mission and the welfare of the "little people", that he was completely intolerant of these self-righteous, hypocritical power brokers who blocked his message and held down his people with their rules and legalisms.

[111] Mark 16:15, 20.

[112] Matthew 28:18-20.

BIBLIOGRAPHY

Armerding, Hudson T. The Heart of Godly Leadership. Wheaton, IL: Crossway Books, 1992.

Blanchard, Ken, Bill Hybels, and Phil Hodges. Leadership by the Book: Tools to Transform Your Workplace. NY: Waterbrook Press, 1999.

Briner, Bob, and Ray Pritchard. The Leadership Lessons of Jesus: a Timeless Model for Today's Leaders. Nashville, TN: Broadman and Holman, 1997.

Brutus, Stephane and Manual London. "The Importance of Subordinate Feedback." Leadership in Action, Volume 19, Number 4 (September/October 1999): 8-10.

Cook, Martin L. "Moral Foundations of Military Service." Parameters XXX, no. 1 (Spring 2000): 117-129.

Covey, Stephen R. Principle-Centered Leadership. NY: Fireside, 1990.

Covey, Stephen R. The 7 Habits of Highly Effective People. NY: Fireside, 1990.

Dowd, Maureen. "Playing the Jesus Card." New York Times, 15 December 1999, p. A31.

Durfey, Robert. "Professional Excellence for the Christian Officer." Command, Volume 48, Number 8 (November 1999): 10-11.

Fister, Bruce L. "Leadership Excellence and the Christian Officer." Command, Volume 48, Number 8 (November 1999): 8-9.

Ford, Leighton. Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values, & Empowering Change. Downers Grove, IL: InterVarsity Press, 1991.

Graves, Howard D. and Bruce K. Bell. "Changing Demands, Unchanging Need: Leaders of Integrity and Character for the 21st Century." Command, Volume 48, Number 8 (November 1999): 4-5.

Harig, Paul, et. al. eds. Wellness for Senior Leaders. Army Physical Fitness Research Institute, US Army War College, 1995.

Harrison, William K. "Leadership and the Christian Officer: the Basis of Successful Leadership." Command, Volume 48, Number 8 (November 1999): 12-13.

Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard, eds. The Leader of the Future. San Francisco: Jossey-Bass, 1996.

Kaplan, Robert E. "Leadership That is Both Forceful and Enabling." Leadership in Action, Volume 19, Number 4 (September/October 1999): 1-7.

Krulac, C.C. "Leadership Excellence." Command, Volume 48, Number 8 (November 1999): 2-3.

Lau, Al. "Military Leadership." In Military Psychology: An Introduction, ed. Christopher Cronin, 49-69. Needham, MA: Simon and Schuster, 1998.

Magee, Roderick R., ed. Strategic Leadership Primer. Department of Command, Leadership and Management, US Army War College, 1998.

Maxwell, John C. The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow. Nashville, TN: Thomas Nelson Publishers, 1999.

McClain, Dylan. "As They Say, a Good Mentor is Hard to Find." New York Times, 8 March 2000, p. C8.

Neusner, Jacob. "A Rabbi Argues With Jesus." Newsweek, 27 March 2000, 57.

Peters, Thomas J. and Robert H. Waterman. In Search of Excellence: Lessons From America's Best Run Companies. NY: Warner, 1982.

Price, Reynolds. "Jesus of Nazareth: Then and Now." Time, 6 December 1999, 84-94.

Promise Keepers. Men's Study Bible, New International Version. Grand Rapids, MI: Zondervan, 1997.

Redd, John Scott. "Leadership: a Biblical Approach to the Military Officer's Core Skill." Command, Volume 48, Number 8 (November 1999): 6-7.

Sheler, Jeffrey L. "Is the Bible True?" US News and World Report, 25 October 1999, 50-59.

Smith, David J. "The Army and Franklin Covey Leadership Models: A Comparison." US Army War College Strategic Research Paper, Carlisle, PA, 2000.

The Dalai Lama. "The Karma of the Gospel." Newsweek, 27 March 2000, 56.

US Department of the Army. Field Manual 22-100: Military Leadership. Washington DC: June 1999.

Woodward, Kenneth L. "The Other Jesus." Newsweek, 27 March 2000, 50-60.

Yancey, Philip. The Jesus I Never Knew. Grand Rapids, MI: Zondervan, 1995.

Youngblood, Ronald F., ed. Nelson's New Illustrated Bible Dictionary. Nashville, TN: Thomas Nelson Publishers, 1995.