Personal Philosophy

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PERSONAL PHILOSOPHY
An Explanation of Leadership Research Theories, Concepts, Practices, and Styles.

Introduction

To introduce a personal philosophy, one must introduce it according to leadership theories with the reflection of personal strengths, weaknesses, and expectations as they apply to one as a future leader. This paper is an attempt to explain my leadership style according to the research theories, concepts, practices, and styles are presented through an interpretation of the rubric presented in the competency "Personal Leadership 2.0" of Brandman University. Finally, explanations, comparisons, an evaluation of personality and leadership tools, as well as, a dissection of personal leadership faults and weaknesses will provide a belief structure and leadership philosophy as a foundation for my leadership style.

Ethics and Leadership

Let us look at some of the competing roles of ethics. Ethics traditionally is said to be something that is ingrained into children by their parents at an early age. While this is true to an extent, as a parent I know that my children and I have differentiated ethical standards. Instead, ethics are formed by what people deem allowable for life. Adjusting one's ethics removes any guilt that may accompany an action that one's parent deemed unethical. Trait ethics is an effect, a symptom of the more significant issue of having a conscious. The idea of the subconscious and the topic of where the guilt comes from is beyond the scope of this paper. Instead, the existence of a conscious according to the Bible which states, in the end, God will write His laws in the hearts of man (Jeremiah 31:33, King James Version). As a person breaks those laws, they become increasingly numb in their conscious much like one gets accustomed to just about anything. As people sear their conscious, they tend to adapt to less stringent codes of ethics— codes that allow for an action that was once in direct opposition to their conscious.

Unfortunately, these allowances are occurring at an alarming rate in humanity as a whole. The legalization of marijuana, transgender marriage, abortion, and the depletion of critical natural recourses in the name of convenience are just a few. In the past, these things would have undoubtedly been on the dark side according to traditional ethical boundaries, but today are only questionable and even deemed ok in most societies. This begs one to conclude that ethics are subject to evolution. Many have told me that I had been brainwashed by religion and the Bible. My response? My brain needs a little washing from time to time like everything else.

Ethics are also categorical and situational. There is professional ethics, ethics for the workplace, environmental, social, business, religious, and cultural ethic. Most claim the bit of ethics that they like when confronted with them and then adapt them to fit in their private code of ethics and discard the rest. Selectiveness is the heart of the contingency theory of ethics. Just as many chose their higher power, they take a little from this religion, some from that religion and salt it with personal preference and call themselves "God-fearing"! The world is following Rome's example. The emperors of Rome decided to claim Christianity as their national religion. Unfortunately, what they called Christianity was a conglomeration of preferred traits from several religions (Cairns, 1981). It is too bad what happened to Rome as a result of this policy. These policies lead to the end of the Empire and the beginning of the Roman Catholic Church, the Papacy, and the dark ages (Cairns, 1981). Ethics has a great deal to do with leadership. Leadership might be called an attempt at having the many adopt the ethics of the one. For this reason, the ethics of one as a person and as a leader matters dramatically.

The Transformational verses Transitional Leadership Styles

Transformational leaders align employee goals with the goals of the leader. They have charisma and show inspirational motivation. They are also intellectually stimulating and show

consideration for their followers (Bass, 1985; Burns, 1978). In addition, transformational leaders rely on their charisma, persuasiveness, and personal appeal to inspire by using either active or persuasive management styles. Of course, many envision themselves to be transformational leaders. On the other hand, the transitional leader tends to rely on a reward system. In reality, people striving to be good leaders assimilate just as they do with ethics; when standard transformational tactics fail people use less humane forms of management. Further, people try to emulate the "greatest of men" or attempt to adopt the traits of those they admire; however, in the end, they are who they are. Most big firms still accept transitional style leadership as true in saying, "If the team hires the right coach the team will win!" Moreover, there are many different styles of leadership, extroverted, introverted, military, great man, and much more. These can be organized into two categories. 1. Self-Centered. 2. Selfless.

The Servant Leader Style

It seems the only one that is proven to work through the centuries is the only one most avoid. Servant-leadership has as its most successful leader Jesus of Nazareth. Jesus was transformational and believed in building people rather than being contingent. He chose twelve men who knew nothing about his vision and poured his short life into them. Evidence of his servant leader style is shown in such teachings as "If any would be great among you he must be the servant of all!"(Matthew 20:26, KJV). These are the words Jesus told his followers. He then took it a step further by stripping himself down to just a towel and washing all their feet. Jesus started with twelve, then ministered for three years, and today Christians are still dying for his cause--just as Jesus died for theirs. From twelve to millions he established a vision that has lasted now two thousand years! The result of a successful leadership style. A work that continues long after its beginnings alone with growth and successes that otherwise might seem impossible.

Followers adopt a leader's vision as their own--even to the point of self-sacrifice! Ethical role models that put the needs of others before the needs of themselves. This style of leadership would have a forecast of failure if judged in today's business model. Astoundingly what worked then works today.

Self-Assessment Evaluations -- Oceans Big 5

In in a video presented by Flatworldknowledge about Costa & McCrae's Big 5 theory, Laci Green spells out the Big 5 categories. 1. Openness: Overt levels of creative energy, curiosity, and insight into new ideas. They can accept and value critical feedback and are more prone to explore and act on entrepreneurial opportunities. 2. Conscientiousness: These show a high level of thoughtfulness, meeting timelines and commitments, high impulse control, and good organization and attention to detail. Those who score high on conscientiousness are predicted to have increased rates of effective leadership experiences. 3. Extraversion: These show an amount of excitability, sociability, talkativeness, and ability to assert one's self. Extraversion also allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations, excellent timing when asked to evaluate ideas and activities, adequate emotional intelligence, a giving nature, high levels of affection as well as an ability to trust others. 4. Agreeableness/Tact is seen in leaders who rapidly assess a situation and ascertain what behavior or style is indicated--and then act accordingly. They will avoid interrupting or being dismissive, and show low neuroticism and stability under stress 5. Neuroticism: Neurotic people are prone to negative emotions and are less likely to calm and balanced; they also tend to make it all about them (Flatworld, 2017 & DNews, 2012).

Application

Each in succession from one to four is important in my philosophy. Openness is

important, especially when listening to others without judgment. These walk hand-in-hand with conscientiousness as openness and conscientiousness work together to build trust which is important when serving people. Agreeableness is another way to say humbleness. Humbleness does not mean quiet or shy. Extroversion is the driving force of humbleness in my philosophy as one may have to be the genesis of conversation. Neuroticism has a negative connotation. Oddly enough in a paper called "Leader-Follower Dynamics," the author puts most leaders today in one of three constructs. The first, Machiavellians, is a construct characterized by cynical views of humanity combined with a deceitful and calculating interpersonal style (Christie. R., Geis, 1970). Secondly, characterizing the Psychopathy construct are such things as grandiosity, lack of empathy, and a manipulative interpersonal style combined with an antisocial lifestyle (Hare, 1991; Harpur, Hare, & Hakstian, 1989). Thirdly is Narcissism. This construct is characterized by exhibitionism, a sense of self-importance, interpersonal exploitation and an entitlement mindset. (Raskin & Hall, 1979; 1981). Narcissism and neuroticism seem to be closely related. Both of these are unstable highly emotional constructs, without a doubt, a leadership style that is all about gain. All three of these are very prevalent today and are normally found in just about anyone centered on self-interests. In Acts, eight Saul seeking self-interest uses the word "consent," however, the Greek word that it is translated from means to make one happy. It brought Saul pleasure to permit the killing of the first New Testament martyr Steven (Acts 8, KJV; Strongs, 1890). He seems to fit one of these self-seeking models.

 My scoring within the big five is as follows.

Moderate in Openness with a score of 63%. A score of 63 could mean that one does not stand out as either a particularly imaginative, or a particularly conservative person and is not particularly creative or unconventional.

Moderately Conscientious with a score of 68%. A score of 68 may indicate a reasonably

   common tendency to respond to impulses. Long-term goals are relatively

   successfully pursued but can be sidetracked when a particularly attractive

   diversion presents itself.

Moderately Extraverted with a score of 58%. A score of 58 is an average motivation to seek

   out social rewards. One may have some desire for admiration, influence, and

   prestige, but one can also be content when not winning recognition from others.

High in Agreeableness with a score of 80%. Kindness, Sensitivity, Cooperative, and

   Compassionate. Agreeableness is a good predictor of the quality of relationships:

   people with high tact are more likely to keep friends.

Lower in Neuroticism with a score of at 38%. A realistically common tendency to experience

   negative emotions. One probably feels sadness, worry, anger, and guilt about as

   much as the average person. One is neither overly reactive nor exceptionally

   resistant to the stresses of life (Tuity, 2017).

   In a self-assessment completed in a milestone I scored like some Highbred by

showing openness traits although I am not good at taking feedback, nor am I quick to take

advantage of entrepreneurial opportunities. In my life, this has caused many missed

business opportunities. There was one instance when my pastor was trying to give some

constructive criticism after a message I delivered—my response was to through the Bible

in the trashcan while saying something like, "if I cannot preach the Bible then I do not

need this." On the flip side, I have some creative energies, curiosity, and insight which

have allowed me to produce several CDs by writing and performing the entire

compilations myself. Conscientiousness: I am a thoughtful man and count honesty and loyalty very high but sometimes show lack of impulse control. Recently I threw my son out of my house after he triggered my anger by yelling in my face. Extroversion: I usually have to force extroversion. I can speak public easy enough, however, approaching people one on one is much more difficult. I am low in Neuroticism. I can usually handle some stress but sometimes do emotionally escalate a situation even to the point of being unreasonable. Encounters with my pastor and my son are great examples. Agreeableness/tact is where I am mostly weighted while kindness and giving are my defining traits. However, it is hard for me to trust others especially once betrayed. I have allowed people to stay at my house long after I should have asked them to leave which caused many heartaches in my family. On the flip side, I do have the ability to allow people a chance to earn my trust. Unfortunately, I find most of the time this only allows people to take advantage of me more.

The Leader-Member Exchange (LMX) Assessment

In the LMX assessment, the goal is to explain the effects of leadership on followers, groups, and organizations. This theory suggests that leaders form bonds of trust. Emotional and respect-based relationships form with team members, but not with others. Further, LMX claims treatment of each subordinate will be different (Dulebohn et al., 2012). This test was provided directly out of the competency with the following instructions.

Answer the following questions using 1 = not at all, 2 = somewhat, or 3 = fully agree.

I like my supervisor very much as a person. **3**
My supervisor is the kind of person one would like to have as a friend. **3**
My supervisor is a lot of fun to work with. **2**

My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question. **2**
My supervisor would come to my defense if I were "attacked" by others. **2**
My supervisor would defend me to others in the organization if I made an honest mistake. **2**
I do work for my supervisor that goes beyond what is specified in my job description. **1**
I am willing to apply extra efforts, beyond those normally required, to further the interests of my workgroup. **3**
I do not mind working my hardest for my supervisor. **3**
I am impressed with my supervisor's knowledge of his or her job. **3**
I respect my supervisor's knowledge of and competence on the job. **3**
I admire my supervisor's professional skills. **2** (Flatworld, 2009)

These scores place as follows: High LMX in regard to liking. Average LMX regarding loyalty.

High LMX in terms of contribution. High LMX in regard to professional respect. These have proven true in my life. I serve at my church, give unpaid time away on the job, and rarely question my supervisors. Most people seem to like what they know about me, although, it takes years before I call someone a friend.

Emotional Intelligence (EQ)

According to the competency, the Emotional Intelligence Assessment scores aspects such as self-awareness which refers to the ability to know one's strengths, weaknesses, motivations, and drives. Next, it scores self-regulation which involves being able to control one's emotions, social skills, and the ability to manage relationships. Finally, empathy scoring refers to an ability to consider another's thoughts, feelings as well as the ability to put oneself in someone else's position. When I took the assessment, my scores showed an average emotional intelligence rating. People with an average score on emotional intelligence are good at understanding, interpreting, and acting on emotions. They are quite good at dealing with social and emotional conflicts, emotional situations, and further, expressing those feelings. While one has some solid emotional skills, one might find themselves feeling overwhelmed by emotionally charged situations or within a conflict. A slightly above average Emotion Intelligence Quotient (EQ)

leaves room to grow! One is sensitive to the emotional climate of the people, and one may work

as well as friends, family or critical clients. An awareness of consequences personal behavior is

also present. Often while tuning into the climate of others, this person may quickly forget their

own needs. Therefore these people should not be afraid to communicate demanding needs or

honest feelings. One of the most critical aspects of Emotional Intelligence is the ability to

skillfully air grievances (Cherry, 2016). Most of this just seems to become redundant after a

while, but the value lies in applying them. The application may help one realize some of one's

leader personality trait weaknesses.

Myers-Briggs Type Indicator (MBTI)

MBTI helps one to predict "hard-wired" connections to the Big 5 characteristic traits. The

five "OCEAN" traits are presented in the MBTI as either occurring naturally or needing to be

consciously perfected, and practiced. Further, the MBTI searches the relationship between

paired traits and evaluates if an individual's personality falls between those paired traits. An

example might be Extraversion -vs- Introversion or Sensing –vs- Intuition. Where one places in

the range between the two effectively dictates leadership types (Portolese, 2014). My result on

this assessment are Extraverted 63%, Observant 59%, Feeling 52%, Perceiving or Prospecting

64%, Turbulent 59%.--Entertainer Personality (ESFP, -A/-T). Entertainers get caught up in the

excitement of the moment. No other personality type is as generous with their time and energy

as Entertainers. They are encouragers. No other personality type shows such irresistible style.

According to Flatworld the Extroverted, Sensing, Turbulent, Judgment (ESTJ) profile is best for

Chief Executive Officer (CEO) leadership (Flatworld, 2014) I am only two off a bit at 52%

feeling instead of thinking in thinking –vs- feeling, and 64% in perception instead of weighing

heavy on the judgment side in judgment –vs- perceiving. Switching to more Thinking can be an attainable goal, however, at 64% perceiving switching to judging may be too lofty.

Beliefs That Influence My Leadership Philosophy

I believe in leadership. I believe in Jesus, and he is a great leader. Being the primary leader in my life Christ Jesus has influenced my life and my thoughts to the point of change. When I began to follow His leadership I was homeless, a high school dropout, a drug addict, I smoked, drank, cussed and endeavored in many other bad habits. My wife at the time had left me to become a prostitute, and my kids were in the custody of Child Protection Services. I was also in trouble with the law. Within two years after beginning to follow Jesus, all that was gone. I no longer drank, smoked, or did any drugs. I had attained my G.E.D. and was working, paying rent, owned a car, and had taken care of any legalities I had. Further, I had recovered my children, and though I was now a single parent, I began to raise them. Today they are all grown with families of their own—I have five grandkids. I went to Bible College after attaining my A.S. and received a degree in Theology. Later I returned to college to receive an A.A. in music and am now attending Brandman for business. If one judges success by fruitfulness, then Jesus' leadership is successful. To continue, the Word of God renews one's mind and helps one to control unwanted thoughts. The battle for the mind is the biggest battleground for any Christian, and the understanding that all thoughts and mental pictures do not originate from self is an equipping truth. This truth arms one with the ability to understand that a mental picture can be rejected and denied without guilt--as any mental picture that is in opposition of one's self-image is only owned when such an image is claimed.

There have been several essential leadership experiences that have informed my thinking. Leading a worship team, being in the pastorate as well as working in a public school are at the

forefront. Artist can be very touchy when dealing with their art. Musicians, singers, and songwriters view their art as an extension of self. As such, most critique is viewed as an attack on their person. One must learn to be intentional about qualifying any critique as to avoid hurt feelings. As a pastor, counseling on topics outside of expertise is business as usual. Leading a troubled marriage workshop is difficult for someone who has been single for most of their life. In a public school one never knows how much influence one has on forming personalities. I find kids take to heart much more than they let on. One must be aware all the time as to prevent any gossip that could prove harmful to one's reputation.

Leadership Office or Trait.

Leadership is both positional and non-positional in my experience. Many times one's office or position requires leadership and often commands the respect of others. Positional applications of leadership are part of employment. On the flip side, I was once taught that the loudest message that will ever be preached is the way that one lives one's life. The definition of being true is being the same person no matter what or where one is. This can be a struggle as many times people tend to put on 'hats.' They are not the same person in their chosen profession as they are when at home with loved ones.

Vision

When do you share your vision as a leader? I believe it is essential to share vision right from the beginning. Further, it is crucial to re-enforce that vision often. People need to adopt the same vision and goals a leader has in mind. If someone is in opposition to the set vision, it is vital to reduce damage through early identification which helps with any risk that may come into play. I have found that the vision of the pastor is linked to the way in which they believed on the

name of Jesus for salvation – i.e., being "saved." How one was saved contributes to the spirit or vision of the one's ministry. One pastor may have been saved in a home fellowship; their church will have a heavy emphasis on fellowship. Another may have had a dramatic meeting with Jesus in the spirit; their church will have a heavy emphasis on having a spiritual encounter with Christ. Vision is birthed out of a positive personal experience. When I lead a worship team, I look not for the most talented musicians but the musicians that are on the front row worshiping God when they are not playing. When a narcissistic personality invades a worship team, anointing for worship decreases.

Risk

Risk is subjective. Therefore one must know the risk as-well-as the context before knowing if the circumstance mandates the risk. Order of importance plays a big part in risk-taking. Most of us have no problem saying no to giving a kidney to someone who is unknown, in fact, it is done every day. Every day there are people in need of what someone else has but most choose to stay blissfully ignorant, however, if one's child is in need of the aforementioned kidney things quickly change. A child is much more important to us than a stranger, so now the risk is commanded by the circumstance.

Weaknesses

There are personal principles I am not willing to violate, nonetheless, this topic has two-edges. The perfect answer is to say that the list is long and that I have entirely clear boundaries. However, I know that in the right circumstances there is nothing that is off limits. I have proven to myself that Christ and His influence is all that keeps me on the path of righteousness – or since many do not understand the term righteousness—the path of doing right. Being a husband

of a very unfaithful wife I was determined never to be with a married woman. I believed this was something that I was not capable of after being on the other end of such a thing. Unfortunately, while in college I found myself in such a relationship, and though I ended it, the truth about what I was capable of was evident. Negating that fact, typically in a healthy life, I do not lie, or steal. I treat people with respect, I do not say "I promise" but instead just do what I say, yes means yes, and no means no. Lastly, I no longer believe things should be written in stone, but believe that mercy reigns over justice.

Decisions and Judgement Calls

My process of decision making is something I am still working on. As a pastor, I should deliberate in prayer with Jesus about every important decision. The truth is sometimes I do what I want regardless of what He says. I heard him one time so clearly tell me not to buy the car I was about to purchase. I rejected his direction saying, "I just want a nice car." The result was not good. The car never did run, and I not only lost the money I paid but also much more. The most considerable cost was after that I did not hear his direction so clearly on things. I am still working on reclaiming that former glory. So basically now I follow open doors. When I find an open door, I do a heart and spirit check to try to sense a direction and then go through it. Most times, however, if I have worked to receive something or go somewhere I go regardless of the consequences.

Decisions made individually often differ from those made collectively. Individually made decisions usually are ones that concern a person or a person's life. Collectively made decisions are normally those which concern an entire team, when one is asked to function in a group or a team, or when the decision affects an entire family or a segment of a family. For instance, if the decision is based on what happens to a group then the group should take part in the choice. Most

people are unaware that every decision made affects all those around them like ripples in a pond. My belief structure helps illuminate such truths. There was a time when all my choices were made without consultation. However, I found that the result was usually troubling—as with the car. After many such failures, I have concluded that Jesus' way was much better and ends having better results. A common saying of one of my former pastors was, "love God and love people, it is not rocket science." Generally if one puts the needs of others in front of their own needs, things turn out better.   The philosophy of Jesus and God are the foundation and cornerstone of my Leadership and decision-making process.

Character

How one responds when their leadership beliefs or practices are challenged is a sure fire way of telling character. Often it is not how one reacts when things are going right but how one reacts when things are a mess that shows real character. In Christianity, the word mountaintop means everything is going right, and one feels blessed. Everybody loves a mountaintop, and most prefer to live on there—myself included. However, a genuine and intimate relationship with Jesus is found in the valleys. The valley is the place that one learns to trust the Lord and recognize His voice. Many times how one responds to this challenge depends on the situation. In my teams, there is an order of operations for such things as critiques and issues. I require that if there is a problem with a decision or my style of leadership than one has the responsibility to bring that to my attention. However, this should be done privately. In public, I require one's support whether pro or con. If there is a critique or if something needs to be changed then the process is to bring it to my attention privately first, if it is not resolved, schedule a small meeting between me and two or three others, if then there is still a problem a meeting can be scheduled with a supervisor.

EVALUATION -- Assessment Recap

<u>LMX</u>: High LMX regarding liking. Average LMX in terms of loyalty, High LMX in regard too

contribution, High LMX in terms of professional respect.

Big 5 Ocean: Open-mindedness 72%, Conscientiousness 66%, Extraversion 58%, Agreeableness

85%, Negative emotionality 45%.

<u>Meyer biggs</u>: Extraverted. 63%, Observant 59%, Feeling 52%, Prospecting 64%, Turbulent 59%.

(ESFP, -A/-T). Action-Oriented Leadership ESFP, Extraverted Sensing (Jung), or

Activating (MTR-i)

<u>EQ or EI:</u> Average EQ rating, sensitive to the emotional climate of the people, adept at tuning

into other's needs.

Applying the Self-Assessment:

Strengths, Weaknesses, Opportunity, Threats, (SWOT) -- Strengths

So according to these, I am Likable, loyal, tend to contribute more than my share and

have respect for others. I am highly agreeable and easy to get along with, open-minded,

conscientious, extroverted, observant and prospecting. I tend to think of others first and can tune

into other's needs. Finally, I am sometimes turbulent and rarely have negative emotions. All this

according to these assessments. I take action, produce results, leads from the front, and can set an

example. I do what is asked of others if I am not ethically willing to do it I will not require it of

others.

SWOT--Weaknesses

I only wish that was all true. I know that I am given to negative emotions and have a big problem with rejection do to a tremendous amount of neglect in my life. I do not have many friends and do not trust or make close friends easily. Many times I can tend to be quieter and more introverted and force myself to go to fellowships. Confession time. My first pastorate failed. After two years I was asked to resign, and the building was sold by the denomination. I remember having to attend a service and submit to the authority of the pastor that was tasked with the sale of the building. He was holding services in the church preaching from the pulpit that had formerly been mine. Needless to say, I was very emotional that day. At first, I blamed everyone else for the failure. I had been falsely accused of preaching heresy from the pulpit. The truth is that I had made some awful choices. Further, I ignored God when He told me to step down a year earlier. Many times when what is needed does not line up with one's idea of success excuses are made. In this case, I called God the devil and went on with the vision that I had of what "God" wanted me to do. What He actually wanted me to do was something else entirely. People learn much more through failure than success—if it is allowed. When I was the student body president of my college, I thought I would change the world this also ended in failure.

Trying to fulfill my narrow vision is a significant weakness. The main thing that I have learned is this--if one truly wants to succeed one must put others first. It is an echo of Jesus' words, "if any would be great among you he must be the servant of all." This is the second time I quoted the same scripture before it was interpreted as a way to succeed. How did you as the reader interpret it? Now, this is how I interpret it—it is not about me or my success! It is about the success of those I lead! Revolutionary huh! Apparently, I am still learning. Another weakness is that I tend to interpret truths according to my own selfish vision of success. The only thing that

I can do to address my weaknesses is to fail, and then learn from my failure. UHHGG! I hate failing because I tend to set my value according to my successes.

SWOT -- Opportunities

Real leaders set their value according to their successes. Here is why, when one's goal is someone else's success one cannot fail because any help one gives better than none at all. One will feel good if the helped finds success and if not good feelings come just for effort. Every opportunity to help someone is an opportunity to lead. Jesus was a rebel; He was a non-conformant. Instead of self-centeredness, He put others before himself. I have the opportunity to do the same.

My leadership style? I still tend to lead by example mostly. I have not seen fruit from this. The problem may be that those closest, those that are loved, often see the worst parts. Lack of honor has the effect of discrediting one's words. "A prophet is not without honor except in his own home" (Mark 6:4, KJV). My children were all raised going to church. Today they rarely attend, and when they do, they do not connect with the Lord. I have spent my life attempting to provide a heritage that they do not want. It is sad to say, but this is often the case for parents wanting to provide for their children. Some parents work their entire life to leave legacies that their children do not want. Recently I have learned that this too can be and opportunity. While teaching hard case kids, I often run out of tools to reach them. This gives me the opportunity to enlarge my toolbox and try new things. After all, I have a significant impact on people that have not seen my failures, and this keeps my old tools alive. Every day is a new beginning and an opportunity to do right, to impact someone for good. Many times it is all one can do to bring a smile, other times one may have a divine appointment. After hundreds of failures in attempting to create the light bulb, Thomas Edison was asked why he did not give up. He proclaimed that he

had not failed but found hundreds of ways not to make a lightbulb (Brainy.com, 2017). Vision, selflessness and positive attitudes afford people the ability to stay out of discouragement, depression, and doubt. Merlin Carothers in his book Answers to Praise gives countless testimonies of how giving thanks and praise in the middle of a trial proves to be the necessity for a breakthrough to bring success (Carothers,1972). Lastly, if I do not like what I am, I can work and change. I can educate myself; I can evoke the power of faith in God through prayer. There is hope.

One Person Can Change the World!

Throughout history, there have been world changers. Julius Caesar was one man but invented the first Senate that worked; then he was killed for it (Hornblow, 1961). Joan of Arc was a single sixteen-year-old girl that freed a nation, then was killed for it (Caster, 2016). Jesus revolutionized the world with the doctrine that promoted women to be equal to men, paved a way to find forgiveness, and changed man's idea of who God is, then was killed for it (Matthew 27, KJV). In Numbers, chapter sixteen in the bible, Aaron the brother of Moses was faced with a choice. He was ninety years old when the wrath of God broke out over the children of Israel. A wave of death was supernaturally going over the people, and thousands of people were dying. He went to an altar and got some fire, put it in a censer and ran out amongst the people toward the wave of death. He was a priest, and all he knew how to do was spin a censor with incense, so that is what he did. One man against an invisible threat that was killing thousands. The Bible proclaims that the wave of death stopped where Aaron stood waving a censer of fire. I do not know if that angel of death stopped in pure amazement of a little ant with a censer or what—but the death stopped. Hundreds of thousands of lives were saved that day. I am sure that Aaron believed he had little chance of surviving, but still, he went (Numbers 16, KJV). This is

leadership. To count others more significant than oneself. Even today congress awards the Purple Heart to someone who risked it all for others. Transformational leadership cannot be self-centered. I so want to be Transformational, but the pathway to this is through Servant-Leadership.

SWOT-Threats

Threats come in many forms. Most can be covered by the saying "this too will pass." Reputation can be repaired, or one can move to a new location. Physical impairments can be overcome. Heartbreak heals. The people one deals with at work can change. The aggravating loud mouth is seen in a different light for the Servant Leader. One of the most enjoyable things about serving is that the people one serves do not even have to be aware of it. It comes down to goals. Are one's goals self-serving? The self-serving leader usually falls into one of those dark triad personality constructs. If a person's threats are their own coworkers, an examination of self-image is in order. Am I whom I want to be? Why am I creating adversarial environments? Proverbs 9:10 says the fear of the Lord is the beginning of wisdom. Luke 12:5 says not to fear him that can only kill the body, but him that after killing the body can throw the soul in hell (KJV, 1611). Most feel that it is God who throws someone in hell, but I beg to differ. We must fear ourselves; man is his own worst enemy. To be more precise, one does not lose until one quits. It is when one loses hope, stops believing, and stops trying. There is no other real threat!

The Five Questions

1. What profession interests you?

    There are a few professions that I am interested in. This has always been my problem I never focus on one thing. I love the ministry; I love to lead, teach, and produce music.

My skill set listed fits all this very well. However, I can work more on thinking instead of feeling, and working with people without being triggered to anger.

2. What are your external limiting factors? Time is a limiting factor. I am in the later part of life and though I am working diligently to acquire the knowledge and credentials that will allow me to proceed as a professional, time may be an issue. Other than that I am pretty fluid now that the kids are grown.

3. What are your internal limiting factors? I need to work on being more extroverted, charismatic, and intentional. Further, I need to depart from poor self-talk and self-centered negative emotions.

4. What is/will be most important to you in your work? The most important things would be ethical standing, honesty, and a sense of making a difference in the lives of those around me.

5. What requirements are necessary for you in a job? I would like to take home at least 60K a year after taxes, have good health insurance, a chance for promotion, and I would like travel to be a part. Further, time to work on my other life goals is important.

Smart Goals

I am going to keep it simple here. Number one is to finish Brandman. Secondly, to finish my Master's degree. These are the biggest factors. Short term goals include Career planning, Studying avenues to improve Charisma, Extroversion, and Servant-Leader effectiveness. Also to produce some music that can be worshiped to in church. I am finishing Brandman by allocating as much time as possible to the endeavor, and am over 60% done now. The Master's degree is ways away, but I have been looking for a program. As far as Charisma, Extroversion, and Servant-Leadership, I will begin to employ these in my current roles for the next month and the

re-evaluate. The goal of the music I have been working on, I have now amassed all the

equipment required, got an A.A. in music, and began to work on this. I have noticed in re-

evaluations that I still lack some knowledge concerning orchestration and harmony. Currently, I

am too busy to take on more classwork, so this will be moved to the back burner.

My Philosophy

      To serve, this is my philosophy, and it is a hard one. To put others first is against the

natural flow of the world. Most people, especially leaders with personality constructs in the dark

triad, are out for me-and-mine. In fact, the goal of why I am in college is sometimes in question.

However, the realization comes that life is a school; I am learning and will continue learning

life's lessons as long as I live. Maybe there is more to "it is all about the climb" than I thought.

Maybe it is not about the destination but the journey. Is it possible that life happens while one is

forging forward to reach a goal and not when the goal is reached? Everything seems to continue

until one quits. All the goals I have set are attainable. However, life still occurs in the process,

not the end. Servant-Leadership requires that leading occur in the process, not the end.

Research continues to validate the positive effect on behaviors and attitudes that servant-

leadership has on all involved. Indeed many authors argue in favor saying that leader

purposefulness is related to servant-leadership. In studies that aim to position leader

purposefulness as part of servant-leadership, there is found historical evidence that a shift from

leader-centered models to servant-leader approaches are within transformational leadership

theory (Irving & Berndt, 2017). According to this study, servant-leadership is transformational

leadership. Stone et al. argued that servant leaders focus on followers. As a result, the benefit of

the organization is the outcome. Giving bonuses for management reaching a goal is

counterproductive. The bonus should be given in measure of subordinate success! Empirical data

in the studies of Carter et al. shows servant leaders produce more satisfied, dedicated and accomplished subordinates (Carter and Baghurst 2013; Liden et al. 2008; Mayer et al. 2008; Neubert et al. 2008). Further, it does not matter where one looks in history. Jesus taught servant leadership two thousand years ago. The Bible says he came in the "fullness of time" (Galatians 4, KJV). Think about this, because of Alexander the Great everyone had a common language. One of his most significant accomplishments was to put libraries up everywhere he went. Even the bible was translated to Greek. Jesus mainly used the Septuagint which is the Greek translation. Because of Rome and Caesar, there were roads everywhere for the first time. Everywhere Caesar went he put in roads. This was the era when Jesus brought His message. At any given Passover, there were people from many nations all speaking Greek all assembled for the first time. It was here Jesus introduced servant leadership. Dierindonck et al. can establish the factorial validity across eight countries and languages. They show that servant leadership has internationally and cross-culturally been successful (Dierendonck et al. 2017). Further, over the last decade, empirical research has brought out the value of servant leadership as a management style enabling firms to develop and sustain a competitive advantage. Leadership-Member Exchange (LMX) studies demonstrate servant leadership is enhancing relationships between subordinate and supervisor (Newman et al. 2017). When one has a good relationship with a direct supervision one is happier and more content on the job. There have been times when a pastor of a church had in the congregation his supervisor from work. To add, the Bible shows times when a person's slave at home was their pastor at the church!

In conclusion, evidence that servant leadership is transformational, productive, and fulfilling for organizations, subordinates, and leaders all three has been evidenced since the time of Christ. Today people are only beginning to figuring this out. Nonetheless, the studies formally

mentioned supporting these findings. This is the path to success. However, just the fact I put it

that way shows that I am still learning. As I said, it is a hard philosophy to put others first. So as

leader philosophies go, I feel the best one is the servant leader model. This model is

transformational and selfless. As a teacher, a pastor, a friend, and a person I want to be all about

the pursuit of the servant leader style of leadership, selfless personality construct, and people-

centered organizational culture.

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