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CHAPTER

# 20

## True Leadership

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## “Lead Men with Their Hearts and Manage Their Minds”

No other phrase more clearly defines what True Leadership is and what it does. It’s an expression that deeply moved me when I first heard it. I was intrigued with its effects upon my heart and mind as I circulated its comforting tones between my intelligence and spirit.

I pondered - what is True Leadership? To me it was an oxymoronic term, like jumbo shrimp, or a whimsical envy like Shangri-La. But my spirit pounded through my heart an affirmation that it was indeed possible. Yet, how could two words evoke such a unique combination of emotions and reflective thoughts all at the same time?

My mind tried to justify this seemingly illogical thought - truth in leadership didn’t exist anymore; I just had to look at all too many local and global leaders to validate this; yet, I *knew* in my mind that it existed.

So I decided to examine the two words individually - here’s what I discovered.

*True* is defined with such words as: “real, genuine, authentic, essential, faithful, reliable, fundamental, loyal and truthful”.

Sound like *FaithSkills*?

*Leadership* is often defined with words such as: “guidance, direction, inspire, to be ahead, to be first and one”.

More *FaithSkills*?

True Leadership then, is the result of the *FaithSkills* talents and the virtues they develop. Let’s take a closer look at how this on-going process of developing true leadership through virtues works.

Think back to chapter 5, entitled *Down to the Basics*. There we explained that you could effectively satisfy your *fundamental*

*need for Acceptance* by utilizing the Essential Foundations of Organization and Order. They, in turn, develop the FaithSkills of Stewardship and Obedience, which then convert your physical needs-filling actions into deep spiritual power known as the virtue of Discernment, the first of the seven virtues.

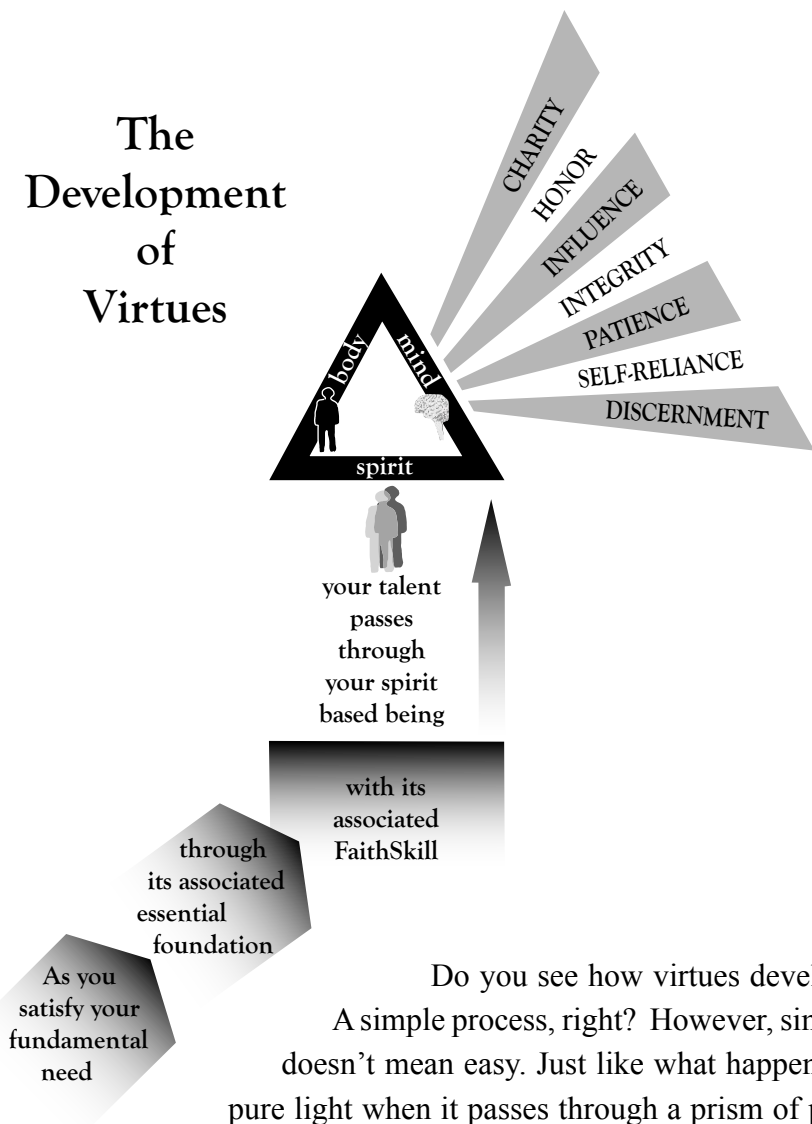
When you discern, you are able to *see distinctly, distinguish mentally, see the difference between (two or more things)*. This virtue becomes refined as you learn to become sage. Sages carefully consider what needs to be organized for the common good, then they apply themselves through the Essential Foundations that will achieve their purposes.

Does this method of leadership sound like it might positively influence others? I'm sure you will agree that it does. If you were part of a team where the leader was a discerning individual, as described above, would you want to follow that leader? Likely so, because you know that he or she considers the interests and needs of the whole team when moving it forward (because of the FaithSkill of stewardship), and not just his or her own. They know that the *greater good includes their good*.

Remember that this is only one of the characteristics of a virtue. Virtues touch and influence others because they are formed from our three dimensional being - intelligence, spirit and body. They are characteristics that are often referred to as spirits because they are physically formed with sincere considerations that touch the spirits of others and thus literally *move* them. People who are touched by virtues not only desire to improve themselves, they actually do improve themselves because of the profound exemplifying nature of virtues.

Have a look at the following illustration. It explains how our being acts as a prism for *FaithSkills* as they are applied through us with the Essential Foundations.

## The Development of Virtues



Do you see how virtues develop? A simple process, right? However, simple doesn't mean easy. Just like what happens to pure light when it passes through a prism of pure crystal. The purer the crystal (us), the more distinct the results of the refraction that takes place. It also applies to the light that is applied (our actions) through the prism. The purer the light, the more vivid the spectrum. *FaithSkills* are pure. So are the Essential Foundations. You are the only remaining variable. Will you live a spirit based life and provide a pure prism for the benefit of others?

Remember that discernment is only the first of seven virtues, each of which has its own power to influence and change lives. They are gradually built, one upon another in consecutive order, until they culminate in the 7<sup>th</sup> virtue of charity.

You've likely already recognized some of the huge benefits that come from developing these virtues. Here are several more.

Look at the words often used to define virtues: Effective Force, Power, Righteousness, Beneficial Quality, Moral Excellence, Example and Excellence.

Pretty awesome attributes, wouldn't you agree? If you demonstrated these attributes, would other people see you in a different light? Would you see yourself in a different light? Absolutely! You can have them all as you consistently work on developing your *FaithSkills* based life!

Let's now have a look at a complete listing of the virtues developed through the *FaithSkills* Success Building process. As you will see, it is a process like no other before it. Have a look at the chart.

## The Success Building Process of Virtues

As you satisfy the Fundamental Need of:	Through the Essential Foundation of:	By Exercising the FaithSkill of:	You Build the Virtue of:
	Commitment	Faithfulness Cultivation	CHARITY
<b>Fulfillment</b>	The Harvest	Authenticity	HONOR
	Action	Valiance	
<b>Empowerment</b>	Agency	Honesty	INFLUENCE
	Laws	Discipline	
<b>Direction</b>	Body	Humility	INTEGRITY
	Spirit	Reflection	
<b>Identity</b>	Intelligence	Fearlessness	PATIENCE
	Opposition	Cooperation	
<b>Harmony</b>	Balance	Devotion	SELF-RELIANCE
	Purpose	Obedience	
<b>Knowledge</b>	Order	Stewardship	DISCERNMENT
<b>Acceptance</b>	Organization		

As we've mentioned previously, there's a pattern to achieving *permanent success*. The same applies for True Leadership. What's most exciting is that True Leadership is a direct result of effectively patterning *FaithSkills*. It's the barometer, the mirror, if you will, for accessing your progress towards developing your own Personal Operating System – one justifies the other. So, as you can see, if you

- improve your *FaithSkills* you improve your true leadership style;

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Achieving goals is much easier when you transport them through a logical progression from their spiritual to intellectual to physical existences. With your knowledge, you intellectually form your objectives.

You then convert them into desires and transfer them into their spiritual realm where they begin to form in your heart in preparation for transfer to the physical realm. This is where most people drop the ball. They don't understand that this is where all of the preparation for change takes place. Change must occur if goals are to be reached. You need to form what your mind's eye sees in your heart. As you visualize your goal, you must start to *act it* into its physical being.

You start doing this by writing it down on paper. This gives it

Continued next page...

- improve your true leadership style you increase the positive influence you have on others;
- increase the positive influence you have on others, you increase the acceptance of yourself as a leader/mentor. This will motivate you to improve your exercising of your own *FaithSkills* which begins the perpetuation of your *FaithSkills* Personal Operation System.

It doesn't just *happen* on its own - that's probably why so many haven't discovered it. Rest assured, it does exist, but it can only happen by strategically exercising your will.

Let me open your awareness another way on how the very essence of the *FaithSkills* Personal Operating System - *exercising faith* in yourself and others - creates these powerful virtues, and thus, True Leadership.

Reflect for a moment. Where have you *experienced* these virtues in action? You know, who *touched* you with some or all of these virtues: Discernment, Self-Reliance, Patience, Integrity, Honor, Influence and Charity? Who used these virtues to *exercise faith* in you like no one else could?

If you're like any other human life form that I know, only one person comes

to mind - Mom!

That's Right! Effective and committed Mothers are the ones who develop the pattern of True Leadership much more rapidly and naturally than men. They have an advantage, because if they choose to, they are able to draw on their intuitively spiritual natures in all of their actions.

No one, absolutely no one, has more potential to "lead by the heart and manage the mind" than a woman in the royal position of Mother. She can literally form the future of the nations in which we live; that's True Leadership.

*Mothering* is a personal operating style that effectively combines the physical, intellectual and spiritual parts of our beings in a way that can influence others for a lifetime.

Think about it. For those of you who had a committed Mom, don't the effects of her stewardship still affect you today?

This *mothering* style is powerful when done effectively because it naturally breeds loyalty through its spiritual essence and drives people to rise to excellence by its exempling, not for glory, but for deep personal commitment that manifests love.

Yes, True Leadership is love. I'm not

## Rene Says

physical form. Then you begin to speak of it in terms of *when not if*, such as "Sir, *when* you're having me do this repair for you, do want me to also do the following?" or "*When* I start working with you, will I be able to expand my skills in...?" You see, for me it has always been "When I publish my book I will ...". It has never been "if I publish my book". Once I formed my goal clearly in my mind's eye, I spent years developing it. I call this *speaking it into the past*. Adoption of this method of success building is effective in the art of sales management and leadership. Try it! You'll be pleased with the results. Be patient, have faith in yourself. It takes time, as all preparation does, but it works. After all, you are reading this book, aren't you?

talking about romance. I'm talking about pure love, which is the unconditional acceptance of your spirit by another spirit. This basic foundational need for acceptance must be satisfied first, otherwise, the rest of our needs-filling processes will inevitably collapse. When it is satisfied, however, the doors are opened for fulfilling the rest of our *fundamental needs*.

True leaders genuinely accept those whom they lead as spiritual beings that are precious, thus they always treat them as equal beings and respect them as fellow *explorers* who are simply trying to discover and improve themselves through this journey we call life.

Those who are lead by True Leaders are driven to excel and attain incredible goals and successes that are not easily achieved by other methods.

Now I realize that some of you may not have had positive experiences with your Mother's personal Mothering style - I didn't either - so I can appreciate that it may be more difficult for you to relate to what I'm talking about. But you have likely observed good mothering and recognize the incredible influence it can have - I did. So there's no excuse for not striving to develop this incredibly beneficial style of leadership.

This brings us to two interesting points. Firstly, just because you're a woman, doesn't necessarily mean that you're going to be a great mother or leader. You have an advantage over a man due to your spiritual tendencies and nature, but it doesn't mean that you're a shoo-in. If you do not have the desire, or lack the understanding to develop your abilities, skills and talents so you can exercise faith in yourself or others, it just won't happen.

Secondly, you may not be a mother through the process of giving birth. Does that mean you are incapable of *mothering*? No! You can still have those nurturing gifts and use them in different settings.

Guys! That's why Parenting is without a doubt the most important leadership position you can ever hold.

Sincerely attempt to parent and you'll not only develop from

within like you never thought possible, but you'll also gain a unique perspective of your own spiritual dimension.

Notice I didn't say *successfully* parent, as this is difficult to measure at any given point in time - you do the best you can with the knowledge you have at the time!

Parenting is an on-going process that requires more than just the physical or intellectual being - it also requires the spiritual. When all three of your dimensions are involved, and your *FaithSkills* and virtues are developing, you can offer True Leadership to your parenting efforts. The only difference between parenting and any other leadership assignment is that parenting never ends. You can never be fully removed from, or relinquish, the role of parent. Success, on the other hand, will leave you the moment you disobey its required disciplines.

Now let's make sure that you clearly understand the information I've presented so far in this chapter. *Mothering*, *Fathering* and *Parenting* are the styles that most closely duplicate the *FaithSkills* Operating System, because they are the results of spiritually based Personal Operating Systems that promote the skill of exercising faith in yourself and others, and thus have the potential to achieve *permanent success* from this life.

Sorry, guys, but women are *more endowed* with the capacity for True Leadership because of their natural spiritual sensitivities. These are manifested in the *Mothering* Personal Operating style.

Study after study is proving that women who are placed into positions of leadership earn higher scores in acceptance, loyalty and respect than men.

Consider the recent study from Leeds University in England. It found that "women bosses not only inspire others and solve complex problems better than men, they're also more accessible".

Laura Graves from the University of Connecticut stated, "women are better at individual consideration, they're better at working with their subordinates, assessing his or her needs, and

helping them develop”.

Alimo Metcalfe from Leeds also confirmed that “even men find women to be better bosses” according to their study of over 2,000 British men and women\*.

Women do seem to have the edge. But, please be clear, it’s not because of their gender, it’s because of their method of operation, *Mothering*, which uses the same talents and Foundations filling the same *fundamental needs* as *FaithSkills*.

I know from first hand experience that this is true. After being thrown into several years of single parenting, I quickly realized that I was often lacking in the spiritual sensitivities required to successfully meet *fundamental needs* through the foundations, in order to develop much needed *FaithSkills* and virtues.

I also learned to greatly admire the courage of single moms. They have a myriad of concerns that constantly drain their spiritual reservoirs, sometimes making it difficult for them to use their *Mothering* Personal Operating Systems the way they’d like to.

Those who intend to go into business, male or female, should study the art of single parenting from a mom’s perspective for a year or so before they go into business. Then they will know what it *really* takes to be a True Leader who can make a business a solid success.

In summary, *Mothering* is the best term to describe the style that you develop as you form and apply a *FaithSkills* Personal Operating System.

To be sure that you’ve really understood how this concept applies in real life, we’d like to share two examples with you. Here’s

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\* Research provided by University of Leeds management professor Beverly Alimo - Metcalfe and researcher John Alban - Metcalfe, who surveyed 2,000 British men and women in middle and senior management positions. Research appeared Jan. 17th 2003 in the Vancouver Sun and attributes the information to the Ottawa Citizen.

the first scenario.

You own a textile business that employs 20 people.

Over the years, you've cultivated their loyalty and earned their respect. It's late on Thursday afternoon and you receive a huge order that is totally unexpected. You know it will take several days of round-the-clock work to get the order out by Monday.

What are you going to do? Your first thought is to simply tell your employees that they have to work this weekend - no choice. But you can't do that - it wouldn't be fair, nor would it necessarily be the most profitable way to go considering the potential for paying out double overtime. Besides, you've built good relationships with them that you don't want to destroy.

So, the first thing you do is ask them all to meet in the lunchroom. You ask one of the men to take notes from the meeting because you know that everyone, including you, appreciates Total Honest Communication. Besides memory is not a reliable communicator. You explain the situation clearly, then invite suggestions from the team. They offer a number of possibilities. You all discuss the positives and negatives of each one, then narrow down the list to the one that everyone feels is best.

You are humbled to realize that everyone is willing to give up portions of their days off to fill this order - they decide to share the workload to avoid anyone losing a major portion of their time off. They also want to eliminate the payment of double overtime in order to preserve the substantial profit the order will provide.

As the weekend work progresses, you treat with pizza and doughnuts to cement the bonding relationship that's occurring. You foster a great camaraderie - more laughing, more patience, more disciplined effort, more devotion to achieving the common goal.

Do you reach your goal? Absolutely - the hundreds of boxes waiting for shipment are proof of that. So are your exhausted

workers!

Did your *mothering* style operating system make a difference? Absolutely! Just as it has many times before.

Have you had the good fortune of experiencing this approach? Possibly you've even used it yourself, not consciously realizing what you were actually doing.

Let's consider in detail how a *Mothering* style of *FaithSkills* Personal Operating System was applied by the owner of the textile business.

First, consider *fundamental needs*. How was the need for Knowledge met? (The owner honestly presented the details of the situation and invited input from the team.) Direction? (The possibilities were discussed, the *plan of attack* outlined and the expectations noted.) Empowerment? (The team members were invited to offer their suggestions and what they were willing to do to meet the goal.)

Next, the Essential Foundations. Here are examples of two of them. See if you can find examples of the others. Organization - the owner gathered the team together so they could discuss the situation and organize a plan. Balance - the owner and the team together determined how the time and work could be divided so that everyone shared the responsibility - no one had to give their all, but everyone was invited to give something to ensure the success of the project.

How about the *FaithSkills talents* and the *virtues* they produce? For instance, did you notice the owner's Humility? (He asked his employees for answers - he didn't assume that he had them all.) His Honesty? (He had a problem that he clearly explained to his team members because he truly wanted their input. He gave honesty and got honesty back as the team members stated their willingness to avoid the payment of double overtime in order to preserve the profits that would result and definitely reflect the bonuses.) His Integrity? (He shared the profits generated by the common effort with relative

bonuses as he always had before.)

His Charity? The owner knew his employees were entitled to days off - he didn't dictate that they had to work. Instead, he invited them to take some ownership for the problem so they could determine their own responses.

Our second example involves a single mother and her 16-year-old daughter. The daughter is anxious to buy a car and has asked her mother's input.

As they sit down together, the daughter leads the discussion, with the encouragement of the mother.

The daughter explains that she really wants the independence that owning a car would bring. She has a job now and feels ready to take on this responsibility. She explains that if she had a car, she wouldn't have to ask her mother for rides anymore, plus, she could also drive her younger brother to Cubs and other events so the mother would have more free time. She also reminds her mother about the great car they both looked at, at the lot near the mall. The daughter then invites her mother's comments.

The mother first explains that she understands her daughter's desire for independence - she was 16 once! She also acknowledges that her daughter is a responsible person, that she would take care of a car, and also be a great chauffeur.

She then asks her daughter what kinds of expenses she thinks would be involved. The daughter explains that these would include the cost of the car (\$3,000), gas and insurance. She also reminds her mom that she's been saving her money so she could buy a car.

Her mother expresses her pride in the girl for saving her money for a future purchase. She then reminds her that the girl's grandmother is selling her car for \$1,000, which would be an excellent buy. It would also be easier on gas than the car on the lot, and would cost less for insurance because of its age.

The daughter explains that grandma's car is pretty old and rather

## Rene Says

As a parent, manager, or owner/operator, have you ever wondered how you're doing in your position of leadership? I do – daily. Here's a method I use to assess my performance. I ask myself this question. "Do I sufficiently empower the people for whom I am responsible to allow them to fully utilize their agency?" In other words, do I organize the environment and myself so they can follow a pattern that encourages progress? You see, as a steward you are responsible for setting the stage correctly so you can determine whether or not your team members are

Continued next page...

strange looking, so she'd rather not be seen in it. She'd rather drive the fancier, newer car they saw on the lot.

Her mother asks her about her monthly budget for the car. As she's explaining, the mom takes out her checkbook to show her daughter the last three months of expenses for the family car. The daughter is surprised to see the bills for tires, the regular oil change, and the brakes that needed repairing. Even the cost of gas is much higher than she thought it would be. She comments that she didn't think about *that kind of stuff*.

She also admits that she doesn't have quite enough to buy the car she really likes and pay for the insurance too - she was hoping to borrow money from mom.

The mother then asks her daughter how she would pay back that money and take care of car expenses too.

She suggests that her daughter summarize the information discussed so far so that all of the options are clear.

As the daughter does this, she mentions that with all those possible expenses, she couldn't have any fun because there would be nothing left from her paycheck. She asks her mother what she thinks would be the best thing to do.

The mother reminds her daughter that although she is very capable and

responsible, the costs involved might suggest that buying a car should be put off until a later date. But she knows that the daughter is totally capable and should make the decision on her own. Whatever she decided, mom would support her because she had honestly and intelligently examined the situation. The daughter thanks her mom for her guidance and agrees to reflect on it before making any decisions.

How do you think the *fundamental needs* are met in this example? Consider Direction. The mother encouraged her daughter to present her ideas so both of them would be clear on the direction the daughter felt she should take. The mother then expressed her thoughts as another option for consideration. Both had validity and shed light on the situation. What about Knowledge? The facts regarding expenses were listed so the daughter could draw her own conclusions.

What about the Essential Foundations? Was it easy to see Organization? The necessary information about the car purchase was presented in an organized fashion so the facts could speak for themselves. Purpose? The purpose of the discussion was to determine if the daughter should buy a car or not. This was clear from the

## Rene Says

truly exercising their agency in a committed fashion.

If you haven't earned the mantle of leader, you can't blame others for not following.

However, if you have set the example and organized sufficiently, you can then correctly assess if those for whom you are responsible as a steward really do have the same vision and intentions that you do. If it is evident that people should and *can* follow but choose not to, then in the case of an employee, they've exercised their agency to leave your stewardship. If it's my child that doesn't follow, I pray!

beginning of the discussion, so it could be guided accordingly.

What about the *FaithSkills* and the *virtues* they produce? Did you notice how the mother exemplified Stewardship? (She didn't dictate how things should be done - her daughter took charge of the discussion. She also didn't interfere with her agency - she encouraged her daughter to consider the options and make her own decision.) Honesty? (She showed her daughter the checkbook with its list of car expenses so she could see that these were part of car ownership. She also gave her honest opinion when asked for it.) Influence? (Her daughter asked her mom for help with her decision, indicating that the mom had had influence in her life in the past so she trusted her judgment now.) P.S. She didn't buy any of the cars.

Our examples have indicated how a *Mothering* style of *FaithSkills* Personal Operating System can work. In both cases, the needs, foundations, skills and virtues were the same, but the processes were different. That's the beauty of the *FaithSkills* system - it is personal – you tailor it to meet your needs.

I, for one, have enjoyed enormous fulfillment through this *mothering* style Personal Operating System. One of many situations that comes to mind is a time when a company called and needed to have a big job done within a couple of days. I knew that this couldn't happen unless my team members were willing to rearrange their time off and work extra hours. I put the phone on hold and brought my team together in a huddle. We were all conditioned to doing this because of the *FaithSkills Leadership Strategies* I regularly used. I asked them how they felt about this extra work. Were they willing to do it or not? If not, I wouldn't proceed. They understood the need for an immediate decision, as they could see the red button blinking on the phone as the customer awaited our decision. My team agreed to the work. We proceeded. It was again another bonding experience for the whole team.

This was only one incident that helped us to work together to achieve the steady successes that not only brought us national and

international recognition on several occasions, but also built a solid sense of family, or team, that permeated the entire business. For the most part, this was due to the constant development and application of my own *FaithSkills* Personal Operating System which in turn developed *FaithSkills* Leadership Strategies.

*Permanent success* and True Leadership are possible. All it takes is for you to start the process by exercising faith in yourself. If you do, your team will *assimilate your lead* and you will see that success is eminent.

It's now time that we awaken ourselves to this immense capacity that we all possess. As you recognize your spirit and the awesome physical body that you possess, you will become empowered to make the permanent positive changes you've always wanted and deserve.

Your life will be one that pivots on *when*, not *if*, you will succeed. You will know that:

**You are meant to have permanent success.**

You now know how to develop and apply your own *FaithSkills* Personal Operating System. Armed with the *FaithSkills* talents and virtues, you will be able to example True Leadership by *leading men with their hearts and managing their minds*.

Whether you're a mother, a father, or a grandfather, you are meant to be successful at it. Regardless of the nature of your work - a mechanic, a doctor, a flight attendant, or a business owner - it's time for you to really discover the immense power of your own personal spirit and harness it to become the permanent success that you are not only entitled to become, but expected to become.

If you do so, with a reflective mind and an open soul, you will see the success you're meant to be!

## **Pro-Active Reflection**

