

# ▲ Foundations of Leadership, Part 3 ▲

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**Objectives:** LEAD participants will begin to develop a clear purpose for their lives and be motivated to put everything they've learned these two weeks into practice toward that goal.

## **Plan ahead:**

- Time required: 75 min
- Prepare mementos\* for each LEAD (bracelets with "LEAD" on them, etc)
- Potentially other staff members well known to the LEADs\*\*
- Copy enough of each article for each LEAD to have one
- Reserve the costume closet for the time this class will be given
- Coordinate to use the Activity Building for the class

## **Before this lesson, LEADs must:**

- Re-read Leadership article

## **Supplies:**

- Costumes
- Newsprint or white board and pens

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\* The purpose of the memento is for each girl to have something to take away from camp and see often, to remind them that they, too, can lead wherever they are. They can always lead those around them toward Jesus. The question is, will they? So the memento should be LEAD-specific and something they will see at least daily. Bracelet, bookmark, backpack ornament, etc. Personalize it for the LEAD, if desired.

\*\*For the passing out of mementos and personal challenge, it may be desirable to invite other staff members who are well-known to the LEADs to help. A personal interaction with a respected staff member may carry even more impact, much like individual staff give each graduating CILT a verse.

Instructor notes: This is a long lesson, but one of the most important. The goal is to help the LEADs understand that they have a God-given purpose and that the Jesus-less world around them needs their leadership. And that simply helping a person move closer to Jesus, whether they are a long-time believer or a pre-believer, is a very worthy purpose.

## ❖ **Get Started (hook, 10 min)**

(Let everyone come in and sit as normal or mill around in confusion but keep one LEAD back. When everyone is waiting, quietly tell the one to get the group to accomplish a task (where to sit, move chairs, etc). Then have everyone sit again.)

## ❖ **Learn / observe (book / look, Learning Task 30 min + 15 discussion)**

Why did you follow (the leader from the exercise)? You know her, you like her, you trust her (at least a little!) and she had a DIRECTION, a GOAL.

Think of someone who is authentic, responsible and has integrity. Do you like them? Would you follow them?

ARE you following them? If not, why not? If so, where are they going?

LEARNING TASK: We will break into 4 groups and look at four leaders. We want to discover what their goal was and if having that goal really mattered. Read the handout and use it to prepare a short report on you person. Dress up one person in your group as you character. A second person in your group will give a short summary of what we can learn from your character, and how the world (or their world) is better for them having been there.

One person in the group should dress up as this person, and a second give the report. Focus on these questions:

- What is/was this person's purpose or goal?
- How many people followed him/her?
- What did they have to overcome in order to reach their goal?
- How is the world (or their world) better for them having done what they did?
- Were/are they successful? Rate their success on a 1-10 scale. And why do you make that judgment?

You'll have 15 min to prepare and get in costume and 3 min to give your "report". What questions do you have?

(While they are planning, make the following chart on the board. In brief discussion with the group after each report, capture each "answer" in a word or short phrase. You may want to plan ahead to have ideas for words / phrases. Suggestions are in gray in the boxes, but come up with your own, if desired. Leave enough room in the last column for info on "YOU". Don't write "you" until later - there's a note for it.)

	MLK	Nehemiah	Counselor Sup.	Jesus	YOU
Purpose	Racial equality	Build the wall	Experience God	Save the world	
# followers	250k+		100-ish	12 / 70 / 0	
Obstacles	Lots	Ridicule, nay-sayers	Sleep, time, pay	Torture, abandonment	
Better world	YES	Yes	☺	YYEEESS!	
Success?					

Key points to make sure are covered during "reports":

**Martin Luther King, Jr.:**

- What was his purpose? His "dream" was his purpose and goal: Racial equality.
- How many followed him? He spoke on August 28, 1963 to 250,000 people.
- What did he have to overcome in order to reach his goal? Not much is said in the article, but probably lots of prejudice, at least. I know I can't imagine the opposition involved in trying to get a new law passed in Washington, but he did.
- How is the world better? The nation moved toward racial equality and putting into practice the fundamental truth that all are created equal.
- Successful? (Let them decide. Get their rating on the 1-10 scale and a brief reason for their rating.)

**Nehemiah:**

- What was his purpose? Build the wall
- How many followed him? Several thousand maybe.
- What did he have to overcome in order to reach his goal? Ridicule, complaints from his own people, very limited human resources - having to ask people to work while being ready to fight, danger of enemy attack...
- How is the world better? They had their historic capital city back, their heritage, as symbolic of their identity and as evidence that God was enabling them, evidence to the watching world that they belonged to God.
- Successful? (Let them decide. Get their rating on the 1-10 scale and a brief reason for their rating.)

### Explorer Division Director (Counselor Supervisor):

- What is her purpose? The camp's purpose: to help girls come apart from the distractions of daily life and experience Jesus through nature and deep relationships.
- How many follow her? About 8 staff members plus about 100 campers throughout the summer.
- What did she have to overcome in order to reach her goal? Not much sleep, not great pay, being really busy and working really hard, maybe family or friends or even her own fears that she might sacrifice a better job opportunity because she spent the summer at camp instead of doing an internship, etc
- How is the world better? High School age girls get to experience camp and experience Jesus through relationships, nature and camp. Their counselors get to do that as well.
- Successful? (Let them decide. Get their rating on the 1-10 scale and a brief reason for their rating.)

### Jesus:

What was his purpose? **John 3:17** *For God did not send his Son into the world to condemn the world, but in order that the world might be saved through him.*

How many followed him? During His lifetime: 12 disciples and the 72 from Luke 10. 84 people. All of whom deserted Him before His death.

What did He have to overcome in order to reach their goal? The via dolorosa (the way of suffering) and humiliation, etc. And the worst thing: separation from God, His Father, on the cross.

How is the world better? We wouldn't be here at camp if not for Him, for starters! Then there is eternal life...

Successful? (Let them decide. Get their rating on the 1-10 scale and a brief reason for their rating.)

**Let's draw out some key points.** In preparation, let's look up a few verses (divide these among the group with one group looking up each, so that all verses are looked up at the same time and ready to be read when necessary). Look up these chapters and just leave your Bible open there. We'll get the verse numbers later.

Luke 9  
Acts 13  
Psalm 78  
1 Sam 17

**How Purpose impacts Endurance:** (Highlight / circle "Obstacles" on the chart)

What sorts of obstacles does your character **endure or overcome**?

How did his or her **purpose** help your character **endure**?

One leadership article mentions this as well: ***The power of commitment:*** *There will be many days when objectives aren't met, when everything seems wrong, and help is not on the way. Jensen argues that a leader's passion to be committed to something bigger than himself or herself provides the endurance to get through anything, and inspires others to adopt that quest as their own as well.<sup>i</sup>*

Consider Jesus for a moment, because He overcame more than we ever will have to. We see His determination in Luke 9. Who has Luke 9? Please read verses 51-53.

**Luke 9:51-53** *When the days drew near for him to be taken up, he set his face to go to Jerusalem. 52 And he sent messengers ahead of him, who went and entered a village of the Samaritans, to make preparations for him. 53 But the people did not receive him, because his face was set toward Jerusalem.*

Jesus *set His face* toward Jerusalem. What awaited Him there? How much did He endure there? How did having that purpose help Him endure and stay the course?

(Summary) So having a **purpose** is essential to **enduring** all you will have to endure as a leader and **overcoming** all the obstacles.

### How Purpose impacts Success (highlight or circle "Success" on the chart)

How did you decide if your character was **successful**?

How much did their **number of followers** have to do with their ultimate success?

This is captured very succinctly in a leadership article: *And by the way **if you have followers, you're leading wrong**. Effective leadership isn't a charisma contest. In fact, introverted leaders tend to deliver better results... Potent leaders build other leaders capable of carrying out a singular enterprise vision because they have empowered and inspired others to adopt that vision as their own. They don't ask to be followed; they ask for results.*<sup>ii</sup>

Success as a leader is based on what? (Results) Not number of followers. Results. What happened as a result of your leadership? What was changed? Change is going to happen. Change is the only constant. But constructive change that results in real results requires choice. And choice requires **purpose**.

### How Purpose impacts Leadership ability (Highlight or circle "Purpose" on the chart.)

How central was your characters' **purpose** to their leadership ability? Did their purpose really matter? Did it really make a difference in their lives and their ability to lead others? (Let them answer.)

What about YOU? (Write "YOU" in the last column on the chart.)

Whether or not you have a specific passion like Nehemiah, Martin Luther King, Jr. and your DD, or a God-given purpose in history, like Jesus, there is one purpose that you can choose to have. Let's look at King David.

Who has Acts 13? Please read **Acts 13:22** *And when he had removed [Saul], he raised up David to be their king, of whom he testified and said, 'I have found in David the son of Jesse a man after my heart, who will do all my will.'*

Who has Psalm 78? Please read **Psalm 78:70-72** *He chose David his servant and took him from the sheepfolds; 71 from following the nursing ewes he brought him to shepherd Jacob his people, Israel his inheritance. 72 With upright heart he shepherded them and guided them with his skillful hand.*

Why do you think God chose David? What kind of person was he? What kind of character did he have? (Get or suggest some answers.)

Who has 1 Sam 17? Please read **1 Samuel 17:45-47** (David and Goliath) *Then David said to the Philistine, "You come to me with a sword and with a spear and with a javelin, but I come to you in the name of the LORD of hosts, the God of the armies of Israel, whom you have defied. 46 This day the LORD will deliver you into my hand, and I will strike you down and cut off your head. And I will give the dead bodies of the host of the Philistines this day to the birds of the air and to the wild beasts of the earth, that all the earth may know that there is a God in Israel, 47 and that all this assembly may know that the LORD saves not with sword and spear. For the battle is the LORD's, and he will give you into our hand."*

What was David's **purpose**? (that all the earth may know that there is a God in Israel, v.46)

(Summary) David had character, which we've talked about a lot over the last two weeks, and he had purpose. God developed his character, then used that character for God's purpose: to be the greatest, and godliest, king in the history of Israel. David not only made a huge impact on countless people's lives, he even foreshadowed Jesus Himself in many ways.

### ❖ Get Practical (took, 10 min)

Let's consider the closing paragraph of the leadership article we referenced earlier:

*Without that passion or realization of the future... people experience a profound lack of fulfillment, resulting in an "is this all there is?" crisis, leaving [people] disoriented, confused, unhappy, and uninspired. All the knowledge about leadership can't turn that around. The leader committed to the future (and I would say, committed to serving Jesus), however, is already addressing matters.*<sup>iii</sup>

*Disoriented, confused, unhappy and uninspired... "Is this all there is?"* Without Jesus, that is the world we live in. There is a huge need and desire for what we have as believers. We have an eternal purpose to offer that can make a HUGE difference in these people's lives.

(Point to the column labeled "you".) *You* may not be MLK or Nehemiah or Jesus, but you, too, can make a huge difference in your world. You can influence another person's entire eternity, you can give them a reason to live that is worth something. God may not choose you for a huge and specific task, but you can have a huge impact in the worlds you come across - and every person you know has their own world.

Become a man or woman after God's heart. Make it your purpose (point to the row "Purpose") to show everyone around you that there is a God and that He makes a difference in your world, that you are who you are because of Him. Be zealous for God's glory. There is no greater purpose on Earth. And it is open to all.

What are some ways you and I develop a passion for that purpose? (Guide the discussion such that they understand that it goes back to the basics of getting to know God, deepening our relationship with Him and allowing Him to change us in each of the Five Areas of life from Foundations, Part2, and that all goes back to the spiritual disciplines.)

Friends, leadership is open to you. (Take out the mementos and hand them out, one at a time, using the girls' names. For example:) You, \_\_\_\_, can lead. Leadership is open to you, \_\_\_\_. Etc.

Leadership is open to all of you. The question is, will you take the time, make the effort, to invest in yourself and in other people, so that you can lead with a **purpose** that *matters*? (Point to the empty box on the chart where the "You" column meets the "Purpose" row. Close in prayer for them and their leadership.)

# ▲ Foundations of Leadership, Part 3 ▲

## ❖ Character study: Martin Luther King, Jr.

Use the article below to prepare a report on this leader. Use the following questions as a guide.

- What is/was this person's purpose or goal?
- How many people followed him/her?
- What did they have to overcome in order to reach their goal?
- How is the world (or their world) better for them having done what they did?
- Where/are they successful? (Rate him on a scale of 1-10.) And why do you make that judgment?

August 28, 1963. On the steps of the Lincoln Memorial in Washington, D.C., the African American civil rights movement reaches its high-water mark when Martin Luther King, Jr., speaks to about 250,000 people attending the March on Washington for Jobs and Freedom. The demonstrators—black and white, poor and rich—came together in the nation's capital to demand voting rights and equal opportunity for African Americans and to appeal for an end to racial segregation and discrimination.

The peaceful rally was the largest assembly for a redress of grievances that the capital had ever seen, and King was the last speaker. With the statue of Abraham Lincoln—the Great Emancipator—towering behind him, King used the rhetorical talents he had developed as a Baptist preacher to show how, as he put it, the “Negro is still not free.” He told of the struggle ahead, stressing the importance of continued action and nonviolent protest. Coming to the end of his prepared text (which, like other speakers that day, he had limited to seven minutes), he was overwhelmed by the moment and launched into an improvised sermon.

... Continuing, he began the refrain that made the speech one of the best known in U.S. history, second only to Lincoln's 1863 “Gettysburg Address”:

“I have a dream,” he boomed over the crowd stretching from the Lincoln Memorial to the Washington Monument, “that one day this nation will rise up and live out the true meaning of its creed: ‘We hold these truths to be self-evident: that all men are created equal.’ I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slaveowners will be able to sit down together at the table of brotherhood... I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today.”

... He equated the civil rights movement with the highest and noblest ideals of the American tradition, allowing many to see for the first time the importance and urgency of racial equality. He ended his stirring, 16-minute speech with his vision of the fruit of racial harmony:

“When we allow freedom ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up that day when all of God's children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able to join hands and sing in the words of the old Negro spiritual, ‘Free at last! Free at last! Thank God Almighty, we are free at last!’”

In the year after the March on Washington, the civil rights movement achieved two of its greatest successes: the ratification of the 24th Amendment to the Constitution, which abolished the poll tax and thus a barrier to poor African American voters in the South; and the passage of the Civil Rights Act of 1964, which prohibited racial discrimination in employment and education and outlawed racial segregation in public facilities. In October 1964, Martin Luther King, Jr., was awarded the Nobel Peace Prize. On April 4, 1968, he was shot to death while standing on a motel balcony in Memphis, Tennessee—he was 39 years old...

<http://www.history.com/this-day-in-history/king-speaks-to-march-on-washington>

# ▲ Foundations of Leadership, Part 3 ▲

## ❖ Character study: Nehemiah

Use the article below to prepare a report on this leader. Use the following questions as a guide.

- What is/was this person's purpose or goal?
- How many people followed him/her?
- What did they have to overcome in order to reach their goal?
- How is the world (or their world) better for them having done what they did?
- Where/are they successful? (Rate him on a scale of 1-10.) And why do you make that judgment?

**Background:** After becoming a great nation under Kings Saul, David and Solomon, Israel fallen in to sin, so God allowed the northern ten tribes (Israel) to be overthrown by Assyria in about 722 BC. The southern two tribes (Judah) fell to Babylon in about 587 BC. Thus, all of "Israel" was then in exile as God had warned. Babylon was overthrown by Persia about 50 years later.

**Why are Jerusalem's walls important to the Israelites?** *"The remnant there in the province who had survived the exile is in great trouble and shame. The wall of Jerusalem is broken down, and its gates are destroyed by fire." (Neh 1:3) The destruction of Jerusalem's walls left its people exposed to great trouble and shame. Rebuilding the walls of Jerusalem was important because it revealed God's blessing, served as a sign to Israel's enemies, and showed God was with His people. The walls provided protection and dignity...* (Gotquestions.org)

**Brief Summary:** *Nehemiah was a Hebrew in Persia when the word reached him that the Temple in Jerusalem was being reconstructed. He grew anxious knowing there was no wall to protect the city. Nehemiah invited God to use him to save the city. God answered his prayer by softening the heart of the Persian king, Artaxerxes, who gave not only his blessing, but also supplies to be used in the project. Nehemiah is given permission by the king to return to Jerusalem, where he is made governor.* (gotquestions.org)

**Nehemiah 1:11** *O Lord, let your ear be attentive to the prayer of your servant, and to the prayer of your servants who delight to fear your name, and give success to your servant today, and grant him mercy in the sight of this man." Now I was cupbearer to the king. 2:5-6 And I said to the king, "If it pleases the king, and if your servant has found favor in your sight, that you send me to Judah, to the city of my fathers' graves, that I may rebuild it." 6 And the king said to me (the queen sitting beside him), "How long will you be gone, and when will you return?" So it pleased the king to send me when I had given him a time.*

**Nehemiah 4:1-23** *Now when Sanballat heard that we were building the wall, he was angry and greatly enraged, and he jeered at the Jews. 2 And he said in the presence of his brothers and of the army of Samaria, "What are these feeble Jews doing? Will they restore it for themselves? Will they sacrifice? Will they finish up in a day? Will they revive the stones out of the heaps of rubbish, and burned ones at that?" 3 Tobiah the Ammonite was beside him, and he said, "Yes, what they are building—if a fox goes up on it he will break down their stone wall!" ...23 So neither I nor my brothers nor my servants nor the men of the guard who followed me, none of us took off our clothes; each kept his weapon at his right hand.*

**Conclusion:** *In spite of opposition and accusations the wall was built and the enemies silenced. The people, inspired by Nehemiah, give tithes of much money, supplies and manpower to complete the wall in a remarkable 52 days, despite much opposition. This united effort is short-lived, however, because Jerusalem falls back into apostasy when Nehemiah leaves for a while. After 12 years he returned to find the walls strong but the people weak. He set about the task of teaching the people morality and he didn't mince words. "I argued with those people, put curses on them, hit some of them and pulled out their hair" (13:25). He reestablishes true worship through prayer and by encouraging the people to revival by reading and adhering to the Word of God.* (Gotquestions.org)

**Nehemiah 9:2-3** *And the Israelites separated themselves from all foreigners and stood and confessed their sins and the iniquities of their fathers. And they stood up in their place and read from the Book of the Law of the LORD their God for a quarter of the day; for another quarter of it they made confession and worshiped the LORD their God.*

# ▲ Foundations of Leadership, Part 3 ▲

## ❖ Character study: Explorer Division Director

Use the article below to prepare a report on this leader. Use the following questions as a guide.

- What is/was this person's purpose or goal?
- How many people followed him/her?
- What did they have to overcome in order to reach their goal?
- How is the world (or their world) better for them having done what they did?
- Where/are they successful? (Rate her on a scale of 1-10.) And why do you make that judgment?

Division Directors (DDs) lead their division of counselors and their campers. They report to the Counseling Team Lead who reports to the Director. Most DDs are also activity specialists in at least one activity. Often they also serve camp in other ways such as leading worship or accompanying worship on an instrument. Many of them also volunteer in various ways throughout the rest of the year when camp is not in session.

Each DD supports camp's goal of providing "**A PLACE WHERE GIRLS CAN EXPLORE WHO THEY ARE IN CHRIST.** Camp Cedarbrook provides a safe, supportive place for girls to seek new opportunities and challenges. Campers experience achievement and build their self-confidence and courage to try new things. Within a structured setting, campers pursue personal interests in their chosen activity areas, such as archery, kayaking, and crafts, and collaborate with their bunk group in shared activities. Each camper learns outdoor living skills that will enable her to be comfortable and independent in the great outdoors and become more aware of God's beautiful creation." (From Camp Cedarbrook in the Adirondacks' website)

The DD's support the counselors who are on the front lines, working to ensure the campers all have this experience. There are 2-6 counselors in each division, depending on the camper numbers for the week and for the summer. There are about 600-900 campers per summer, including 50-100 Explorer campers.

In most cases, DDs have been counselors for at least one year but more often for several years. They have demonstrated initiative and maturity beyond that of their peers. They have a great deal of camp experience including finding creative solutions to issues and problems that go beyond imagination. They have counseled both campers and staff on many and various issues ranging from theology and salvation to peer pressure to clogged toilets.

In addition, because DDs have been on staff for multiple years, they have overcome pressure from parents, teachers and friends to find a "real" job for the summer, and all the earthly benefits that may come with that. Each summer they have chosen to serve long, grueling hours for little pay so that they might have significant eternal impact.

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If you finish early, consider and be ready to discuss David's purpose:

**1 Samuel 17:45-47** *Then David said to the Philistine, "You come to me with a sword and with a spear and with a javelin, but I come to you in the name of the LORD of hosts, the God of the armies of Israel, whom you have defied. 46 This day the LORD will deliver you into my hand, and I will strike you down and cut off your head. And I will give the dead bodies of the host of the Philistines this day to the birds of the air and to the wild beasts of the earth, that all the earth may know that there is a God in Israel, 47 and that all this assembly may know that the LORD saves not with sword and spear. For the battle is the LORD's, and he will give you into our hand."*

# ▲ Foundations of Leadership, Part 3 ▲

## ❖ Character study: Jesus

Use the article below to prepare a report on this leader. Use the following questions as a guide.

- What is/was this person's purpose or goal?
- How many people followed him/her?
- What did they have to overcome in order to reach their goal?
- How is the world (or their world) better for them having done what they did?
- Where/are they successful? (Rate him on a scale of 1-10.) And why do you make that judgment?

**John 3:16-17** *For God so loved the world, that he gave his only Son, that whoever believes in him should not perish but have eternal life. 4 For God did not send his Son into the world to condemn the world, but in order that the world might be saved through him.*

**Luke 9:51-53** *When the days drew near for him to be taken up, he set his face to go to Jerusalem. 52 And he sent messengers ahead of him, who went and entered a village of the Samaritans, to make preparations for him. 53 But the people did not receive him, because his face was set toward Jerusalem.*

**Matthew 27:28-31** *And they stripped him and put a scarlet robe on him, 29 and twisting together a crown of thorns, they put it on his head and put a reed in his right hand. And kneeling before him, they mocked him, saying, "Hail, King of the Jews!" 30 And they spit on him and took the reed and struck him on the head. 31 And when they had mocked him, they stripped him of the robe and put his own clothes on him and led him away to crucify him.*

**Matthew 10:2-4** *2 The names of the twelve apostles are these: first, Simon, who is called Peter, and Andrew his brother; James the son of Zebedee, and John his brother; 3 Philip and Bartholomew; Thomas and Matthew the tax collector; James the son of Alphaeus, and Thaddeus; 4 Simon the Zealot, and Judas Iscariot, who betrayed him.*

**Luke 10:1-16** *After this the Lord appointed seventy-two others and sent them on ahead of him, two by two, into every town and place where he himself was about to go. 2 And he said to them, "The harvest is plentiful, but the laborers are few. Therefore pray earnestly to the Lord of the harvest to send out laborers into his harvest. 3 Go your way; behold, I am sending you out as lambs in the midst of wolves... 9 Heal the sick in it and say to them, 'The kingdom of God has come near to you.'*

**John 16:32** *Behold, the hour is coming, indeed it has come, when you will be scattered, each to his own home, and will leave me alone. Yet I am not alone, for the Father is with me...* **John 20:6-10** *Then Simon Peter came, following him, and went into the tomb... 8 Then the other disciple, who had reached the tomb first, also went in, and he saw and believed; 9 for as yet they did not understand the Scripture, that he must rise from the dead. 10 Then the disciples went back to their homes.*

**Isaiah 53:4-6** *Surely he has borne our griefs and carried our sorrows; yet we esteemed him stricken, smitten by God, and afflicted. 5 But he was pierced for our transgressions; he was crushed for our iniquities; upon him was the chastisement that brought us peace, and with his wounds we are healed. 6 All we like sheep have gone astray; we have turned—every one—to his own way; and the LORD has laid on him the iniquity of us all.*

**2Corinthians 5:21** *For our sake he made him to be sin who knew no sin, so that in him we might become the righteousness of God.*

**Eph 3:8-12** *To me, though I am the very least of all the saints, this grace was given, to preach to the Gentiles the unsearchable riches of Christ, 9 and to bring to light for everyone what is the plan of the mystery hidden for ages in God who created all things, 10 so that through the church the manifold wisdom of God might now be made known... 11 This was according to the eternal purpose that he has realized in Christ Jesus our Lord, 12 in whom we have boldness and access with confidence through our faith in him.*

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<sup>i</sup> <http://insigniam.com/high-performance-leadership-in-a-hurry-michael-jensens-four-foundations-of-great-leadership/>

<sup>ii</sup> <http://insigniam.com/enterprise-transformation-results/if-you-have-followers-youre-leading-wrong/>

<sup>iii</sup> <http://insigniam.com/high-performance-leadership-in-a-hurry-michael-jensens-four-foundations-of-great-leadership/>