

THE EDGE THAT SETS  
REAL LEADERS APART

#SelflessEdge

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# THE CROSS OF SELFLESS LEADERSHIP

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THE TEN COMMANDMENTS  
FOR LEADING YOURSELF  
TO A LIFE THAT MATTERS

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J. A. TOMLINSON

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# WHY THIS BOOK MATTERS NOW MORE THAN EVER ON

We are entering the age of Agentic AI—a new era where machines don’t just automate work, they anticipate it. They make decisions, create content, manage workflows, and outperform human speed and accuracy in ways once thought impossible.

So where does that leave us?

It leaves us with this one truth: **Leadership is no longer about doing more. It’s about being more.**

When the world no longer needs you to type faster, analyze harder, or outperform algorithms, your competitive advantage becomes something only humans can offer:

- Integrity
- Empathy
- Presence

- Wisdom
- Courage
- Character

That's why this book exists.

**The Cross of Selfless Leadership** offers a countercultural yet deeply necessary roadmap for leading in an age where ego is loud, truth is slippery, and performance is detached from purpose. Structured in the shape of the Cross, it reframes the ancient **10 Commandments** into ten raw, relevant principles that help you:

- Anchor your identity before you chase influence
- Lead from values, not vanity metrics
- Choose trust over trendiness
- Build culture that outlasts crisis
- Influence others without losing yourself
- Develop successors, not just systems

This isn't a feel-good leadership book. It's a gut-check. It's a mirror. It's a guide for real people navigating real power in real time.

**Why Now?**

Because burnout is rising. Trust in institutions is falling. And in a world drowning in information, what's most needed is **formation**—leaders who don't just know what to do, but know who they are.

The next generation isn't inspired by charisma alone—they're looking for consistency.

They don't want hype—they want humility.

They don't need perfect—they need present.

The future will belong to leaders who are:

- **Clear** on what they stand for
- **Authentic** in how they show up
- **Anchored** when the pressure mounts
- **Protective** of the people they serve
- **Honest** about their limits
- And **selfless** enough to lead when no one's applauding

## **How to Use This Book**

Each chapter explores one of the Ten Commandments through a leadership lens—what it means to lead with honor, restraint, truth, and grit in today's world. Together, these chapters build out the shape of the Cross:

- **The Vertical Beam (Chapters 1–4):** *Love God* — This is the internal axis of selfless leadership. It's about who you are when no one's watching—your purpose, authenticity, and integrity. This vertical alignment grounds your leadership in clarity and conviction, not ego or applause.
- **The Horizontal Beam (Chapters 5–10):** *Love your neighbor* — This is your external influence. It reflects how you lead others: with respect, loyalty, honesty, and humility. It's how you show up in relationships, build trust, and create cultures that thrive through shared success.

But insight without self-awareness won't change much, so we've included three essential tools in the back of this book to help you turn principle into practice:

- **Appendix A: Why We Assess Selfless Leadership** – This section explains why measuring your growth in character, clarity, and relational impact is non-negotiable in a high-stakes world. You'll discover the five Selfless Leadership Pillars that form the foundation of enduring influence.
- **Appendix B: The SELF Assessment** – A 49-question reflection tool designed to diagnose strengths, spotlight growth areas, and help you lead with conviction, not confusion. Each question links to a leadership pillar to guide focused development.



- **Appendix C: How to Score and Identify Your Court of Wisdom™ Profile** – Your answers connect to one of ten unique leadership profiles—each representing a different blend of traits, blind spots, and growth strategies. This is where your leadership style becomes clearer—and sharper.

Whether you're a CEO, team lead, educator, founder, creative, or rising leader—the principles in this book will challenge you to lead more like a mirror and less like a megaphone. More like a cross than a crown.

This is the kind of leadership that lasts.

**It's not fast. It's not flashy. But it is fearless.  
And it's desperately needed.**



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# ONE

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## STAND FIRM OR FALL FLAT

### *Knowing Exactly What You Stand For*

AT EXACTLY 7:17 P.M., Marcus Patel entered the glass conference room on the 17th floor, where three executives were already waiting. He was the youngest in the room—but today, age wouldn't protect him. The board had one question: *Why did you walk away from a deal that promised an 18% profit lift?*

Marcus had wrestled with it all weekend. The partnership opportunity looked golden—on paper. But buried in the fine print were clauses that compromised his values, overlooked human rights concerns, and jeopardized long-term trust with his team. For him, this wasn't just a business decision. It was a test of clarity.

He'd once heard an old mentor say, “A house divided

*against itself cannot stand.*” At the time, he thought it was about politics. But now, standing before the board, he realized it was about something more personal. If your internal values split from your external actions, your leadership will eventually collapse under the weight of the contradiction.

## **Reclaiming the First Commandment:**

“You shall have no other gods before Me.”

On the surface, it sounds like religious doctrine. But in the context of modern leadership, it points to a universal truth: *divided loyalties lead to crumbling leadership.* This first commandment is less about theology and more about **clarity of allegiance**. It asks a leader: *What are you serving? Is it status? Shareholder pressure? Ego? Or something deeper, more grounded—like integrity and truth?*

In a marketplace obsessed with growth at any cost, this commandment calls leaders back to something forgotten: **stand for something bigger than yourself, or you’ll fall for everything around you.**

## **The Simplified Leadership Principle:**

Jesus once said, “Love the Lord your God with all your

heart, mind, and strength.” If we strip the religious language for a moment, what remains is powerful: **Total alignment. Wholehearted leadership. Full-spectrum commitment.**

Selfless leadership begins here—with a leader who isn’t fractured on the inside.

You can’t lead people if you’re internally torn. When what you say, do, and believe don’t match—your leadership becomes hollow. But when they align? You become unstoppable.

## **Festival of Weeks: The Origin of the Ten**

In ancient times, a key moment shaped all future leadership stories. Fifty days after their national liberation, a people gathered at a mountain. They didn’t receive a product launch, a productivity framework, or a team-building toolkit. They received ten statements—etched not in ink, but in stone.

This event, known as the Festival of Weeks, marked the day when **divine clarity was gifted to humanity**. Ten truths were handed down—not 100, not 1,000. Just ten. Why? Because clarity thrives in simplicity. These weren’t just moral rules; they were a **blueprint for sustainable influence**, rooted in character.

Today, that blueprint still holds up.

Over the centuries, leaders added layers of complexity—hundreds of rules and interpretations. But when Jesus later summarized them all, he reduced them not to ten, but to **two**: *Love God. Love your neighbor.*

Strip everything down, and the essential foundation is love rooted in character. Not a feeling, but a fierce loyalty to doing what's right, no matter the cost.

## **Transformational Insight: A Divided Inner Life Cannot Lead**

The first commandment is not restrictive—it's protective. It guards you from becoming a fractured leader. Because here's the truth: **You can't fake clarity.** And if you're not clear on your values, others will define them for you.

What happens when leaders chase profit over principle? When convenience trumps character? Eventually, the cracks show—through failed cultures, employee burnout, reputational collapse, or moral scandals. And when the house falls, it's not the external storms that did it. It's the internal fault lines.

But when leaders ground themselves in something immovable, the storms come—and the house stands.



## **Linking the Journey Forward:**

Before you can lead others, you must lead yourself. Before authenticity, influence, or legacy, comes this first question: *What do I stand for—without compromise?*

This is the vertical beam of your leadership life—the internal spine. It determines whether your leadership is built on bedrock or sand. Every other principle builds from here.

## **Real-World Application:**

Emily Chen, a rising COO, faced pressure to downsize her team with no warning. It would boost short-term stock performance—but devastate the company culture she'd worked to build. Her peers told her, “Don’t overthink it. That’s business.”

But Emily knew better. She’d written a “leadership creed” years ago—one line of which read: *People are not pawns for profit*. She held firm, negotiating a phased transition and retraining plan. It cost more—but loyalty among her team skyrocketed. And retention? The best in the company.

Emily’s house stood tall—because it was built with character.

## Reflection & Growth Questions:

- What do you *really* serve as a leader?
- Where are your actions out of alignment with your core beliefs?
- If your leadership collapsed tomorrow, what fault lines would be exposed?
- Who or what are you tempted to serve other than your convictions?
- What values would you defend at the cost of your career?

## Actionable Steps:

1. **Draft your Leadership Creed.** List 3 non-negotiables that define your leadership.
2. **Audit your calendar.** Highlight anything that conflicts with your values.
3. **Start clarity conversations.** Ask your team what they believe you stand for. See if it matches.
4. **Create accountability.** Invite a trusted peer to call you out when you drift.

## **Summary & Bridge to Next Chapter:**

A house divided cannot stand. The first law of selfless leadership is simple: **know exactly what you stand for**. Without that, the rest doesn't matter. With it, everything begins to align—authenticity, trust, impact.

In the next chapter, we'll explore how to move from clarity to authenticity. Because once you know who you are, the world doesn't need a performance—it needs you, **real and unapologetic**.



## TWO

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# BE REAL OR BE FORGOTTEN

*Lead with Integrity, Not Illusion*

When Marisol landed her first speaking gig at a major leadership summit, she was told to “polish her story.” Her coach advised trimming the rough edges, swapping uncertainty for swagger, and painting her past in broader strokes of success. “It’s all about the image,” they said. “People want confidence, not confusion.”

So she did it. She stood under the lights, her words scripted, her stories sharpened, and her vulnerability packed away in a box. She got applause. She got praise. And yet... she felt nothing. Because deep down, Marisol knew: the version of her on that stage wasn’t real.

It was a performance.

A year later, she gave the same talk—but raw, unedited,

honest. This time, the applause came with tears, hugs, and a waiting line of people who said: “Thank you for being real. That helped me more than you know.”

### **Commandment in Action (Leadership Lens):**

“You shall not make for yourself an idol.”

This isn’t just about wooden statues or golden calves—it’s about the versions of ourselves we craft to impress others. Leadership suffers when we sculpt a false image, presenting what we think people want rather than who we really are. The modern idol is the filtered persona, the curated brand, the airbrushed reputation that hides the struggle.

When leaders start worshipping their own image—or worse, expect others to—authenticity dies. And so does trust.

### **Jesus’ Simplified Principle:**

**"Love the Lord your God with all your heart, soul, and mind."**

This vertical principle reminds us that our relationship with God (or our truest inner anchor) isn’t about putting on a show—it’s about being whole, honest, and present. If we’re faking it on the outside, we’ve lost the inside. True

leadership starts with integrity of soul, not perfection of appearance.

### **Transformational Leadership Insight:**

Authenticity is more than being transparent—it's about being integrated. Real leadership means aligning your public self with your private values. Not perfection, but wholeness. It's choosing truth over image, even when the truth is messy.

The reason fake leaders fade fast isn't because they aren't talented—it's because image alone can't carry weight. People are drawn to what's real, even when it's raw. If you're constantly curating your leadership like a highlight reel, eventually people stop believing it—and worse, you stop recognizing yourself.

Great leaders don't pretend to have it all together. They lead out of their imperfections, not despite them. They let their stories breathe. They give others permission to be real by going first.

### **Linking Prior Principles (Knowledge Lock-in):**

In Chapter 1, you committed to knowing exactly what you stand for. That clarity now demands integrity. If you don't live out what you believe—if your image doesn't match your convictions—your foundation begins to crack. Au-

thenticity is how you prove that what you stand for isn't just talk.

In short: clarity is your compass. Authenticity is your credibility.

### **Real-world Leadership Application:**

Meet Akira, a respected executive known for being a “fixer.” He was polished, punctual, and politically safe—but his team was disengaged, turnover was high, and trust was nonexistent. Why? Because everything about Akira felt... rehearsed. Controlled. Sanitized.

It wasn't until a surprise company-wide AMA (Ask Me Anything) session that the truth came out. A junior employee asked, “What's the biggest failure you've ever had?” Akira paused. Then he told the real story: how he once made a call that cost his old company millions—and what he learned from it.

That one moment changed everything. From that day on, the mood shifted. People started opening up. Innovation rose. And so did Akira's respect—not because he was perfect, but because he was finally real.

### **Reflection & Growth Questions:**

- **Identity check:** Where in your leadership are you



curating an image instead of telling the truth?

- **Audience test:** Are you more focused on being impressive... or being helpful?
- **Fear inventory:** What truths are you hiding for fear of losing credibility—and could sharing them actually build trust?
- **Mirror moment:** Would your closest friend recognize the leader version of you shown at work?
- **Courage challenge:** When's the last time you said "I don't know" in a room full of people?

### **Actionable Leadership Steps:**

- **Drop the mask in one area:** Choose one public space—email, meeting, or speech—where you'll intentionally be more vulnerable this week. Start small, stay true.
- **Real talk feedback loop:** Ask a trusted peer to tell you one thing that feels "off" or overly curated in your leadership. Then thank them—and fix it.
- **Document your "Mess-to-Message" story:** Write a 1-page reflection on a past failure and what you learned. Share it with someone who needs it.
- **Audit your content:** If you lead a team or platform,

review what you post or say. Is it too polished?  
Where can you show more humanity?

### **Summary & Bridge to Next Principle:**

Your image might get you a following—but only authenticity will earn you influence. When you stop sculpting and start showing up, you give others the gift of permission. People don't follow perfection—they follow real.

Next up, we build on this authenticity by turning inward to something even more fragile: your **reputation**. Because in leadership, it's not just about being real—it's about what your name stands for. And that currency is more valuable than you think.

**Ready to guard what's most priceless? Next, let's talk about your name.**

## THREE

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# GUARD YOUR NAME LIKE GOLD

### *Your Reputation Is Your Currency*

It started with a tweet. Just 36 words—and Daniel’s reputation unraveled in under 36 hours.

Until that moment, he had been the rising star of the firm. Sharp, strategic, respected. But that careless late-night post, meant as a joke among friends, landed in the wrong feed. Screenshots traveled faster than facts. Clients called. Employees whispered. Board members panicked.

It wasn’t just a social media mistake. It was a reputation rupture.

Daniel learned the hard way: in leadership, your name carries weight—until it doesn’t.

### **Commandment in Action (Leadership Lens):**

**“You shall not misuse the name of the Lord your God.”**

In the ancient world, names carried more than identity—they carried *authority*. This commandment warned against flippant, false, or self-serving use of God's name, which was seen as a direct attack on credibility, trust, and divine integrity.

In a modern leadership lens, this principle becomes painfully relevant. Leaders often “use the name” of their company, role, or platform to assert power or curry favor—but when that authority is misused, even unintentionally, it costs everything.

You only get one name. Guard it like gold.

### **Jesus’ Simplified Principle:**

**“Love the Lord your God with all your heart, soul, and mind.”**

This vertical command reminds us: authority isn’t for show. It’s sacred. When we love God fully, we carry our influence with humility, not bravado. Leadership becomes a form of stewardship—of the name we carry, and the trust others place in it.

### **Transformational Leadership Insight:**

Reputation isn't built in a moment—but it can be destroyed in one.

That's the paradox of influence: the more of it you gain, the more fragile it becomes. The world may forgive a flawed plan, a missed forecast, or even a failed product—but lose your integrity, and you've lost your license to lead.

Your reputation is your most valuable currency. Not because it's about popularity, but because trust is what makes leadership *possible*. Without trust, your title is empty. Your strategy is noise. Your vision is a wish.

Protecting your name means living in such a way that people associate you with consistency, truth, and responsibility—even when no one's watching. Especially then.

### **Linking Prior Principles (Knowledge Lock-in):**

Chapter 1 taught you to define what you stand for. Chapter 2 challenged you to be real—not just clear. Now comes the consequence: once you're clear and real, you must protect that reputation with everything you've got.

Your integrity is the *proof* of your authenticity. It's how others know your clarity wasn't just a clever speech. It's how your leadership moves from internal conviction to

external credibility.

### **Real-world Leadership Application:**

Let's look at Sylvia, a district manager who turned around a region known for high turnover and low morale. She didn't do it through new systems or spreadsheets. She did it through trust.

Sylvia was known for one thing: she *meant what she said*. If she promised a raise, it happened. If she made a mistake, she owned it. If she couldn't give an answer, she didn't fake it. Her people would walk through fire for her—because her name was solid.

Compare that to Trevor, another leader with the same title and budget—but not the same respect. He played favorites, spun stories, and passed blame. His name? Tarnished. His results? Forgettable.

Leadership isn't just about execution. It's about expectation. And reputation shapes both.

### **Reflection & Growth Questions:**

- **Reality check:** When people hear your name, what words come to mind? Would they use words like “trustworthy” or “slippery”?

- **Personal inventory:** Have you ever “borrowed” authority—name-dropping or inflating your role—to get ahead? How did it feel afterward?
- **Legacy lens:** If you left your role tomorrow, what would your reputation say behind your back?
- **Reputation repair:** Where have you allowed small compromises to chip away at your name?
- **Influence audit:** Are you treating your leadership platform as a gift to steward—or a tool to exploit?

### Actionable Leadership Steps:

- **Protect your “Name Equity”:** Write down what you want your name to *stand for*—then ask 2 trusted peers if they see those traits in you now. Close the gap.
- **Build in public:** Own your mistakes early and visibly. Showing accountability boosts trust, not diminishes it.
- **Eliminate inflated language:** Watch your communication—especially emails, bios, and intros. Cut any overstatements. Let your credibility speak louder than your spin.
- **Create a trust ritual:** Establish one action each

week (e.g., handwritten note, transparent update, unexpected follow-up) purely to reinforce trust with your team or clients.

### **Summary & Bridge to Next Principle:**

Your name is your calling card. In a world filled with smoke and mirrors, real credibility is rare—and priceless. Don't let temporary applause cost you long-term trust.

When clarity (Chapter 1), authenticity (Chapter 2), and integrity (Chapter 3) align, you become unstoppable—not because you're perfect, but because you're trustworthy.

But even trustworthy leaders need this next truth: **You can't lead if you're running on empty.**

**Next up: the survival skill no leader can ignore—  
Rest.**

**The rhythm that restores your strength. The wisdom  
that fights burnout.**

**Because you'll either choose rest... or be forced into it.**



## FOUR

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# REST OR BREAK DOWN

### *Rest Isn't Optional, It's Survival*

I used to wear exhaustion like a badge of honor.

Back then, I was juggling multiple jobs—grinding through 3 AM paper deliveries, then clocking in at 8 as a middle manager chasing the next rung of the corporate finance ladder. On paper, it looked like hustle. In my mind, it was “the price of success.” I told myself I was building a better life.

But the better life never came. Instead, I became someone I didn't recognize: irritable, anxious, numb. I snapped at people I loved. I missed moments I swore I'd never miss. The marriage cracked. The family rhythm I longed for unraveled. I was leading—but without alignment. And eventually, I found myself... alone.

Starting over didn't begin with a promotion or a project. It began with a pause. It began when I learned: **you either**

**choose rest, or life will force you into it.**

### **Commandment in Action (Leadership Lens):**

**“Remember the Sabbath day by keeping it holy.”**

This isn't just about taking a nap or skipping the inbox for 24 hours. It's about *honoring the sacred boundary of restoration*. Sabbath was never meant as a restriction—it was God's built-in *release valve* for leaders. A rhythm that says: You're not a machine. You're not your output. You're a human being, not just a human doing.

When you violate this rhythm, burnout is not a possibility—it's a guarantee.

Leaders often push themselves to the edge, telling themselves they'll rest *later*. But later never comes. And when it finally does, it looks like a breakdown, a resignation, or a shattered home.

### **Jesus' Simplified Principle:**

**“Love the Lord your God with all your heart, soul, and mind.”**

You can't love God fully—or lead fully—when you're running on fumes. Sabbath rest isn't a passive pause; it's an active reset. It's alignment with purpose, restoration of

identity, and reminder of who's really in control.

It's a declaration: **"I trust God enough to stop."**

### **Transformational Leadership Insight:**

Leaders who fail to rest lose more than energy—they lose perspective, creativity, empathy, and judgment. The very qualities people *need* from their leadership vanish. Tired leaders micromanage. Exhausted leaders make ego-driven decisions. Burned-out leaders either break down or break others.

On the flip side, leaders who **protect their rest** don't just survive—they outperform. Rested leaders **recover faster**, lead **more clearly**, and inspire **greater loyalty** because they model sustainability, not martyrdom.

You're not meant to power through. You're meant to power down. Strategic rest leads to smarter work. Sacred rhythms create sustainable results.

### **Linking Prior Principles (Knowledge Lock-in):**

Let's tie it together:

1. **Know Exactly What You Stand For** – You clarified your foundation. You found your “why.”
2. **Be Real or Be Forgotten** – You embraced authen-

ticity over image. You stopped pretending.

3. **Guard Your Name Like Gold** – You protected your integrity. You earned trust.
4. **Rest or Break Down** – Now, you *sustain* it all. You build rhythms that protect everything you’ve worked for.

This is the *vertical beam* of leadership. It’s what holds you upright.

These first four principles form your **internal operating system**—a leadership core rooted in purpose, truth, integrity, and rhythm. Leaders who ignore this core chase performance... and collapse under pressure. But leaders who embrace it *build from rest, not rush*. They work with gravity, not against it.

Vertical clarity creates *horizontal capacity*—that’s the secret. When the inside is solid, the outside gains power and peace. Less resistance. More resilience. Better decisions. And results that actually last.

### **Real-world Leadership Application:**

When you look at top performers across disciplines—from elite athletes to visionary CEOs—one pattern stands out: they **prioritize recovery**.

Take Serena Williams. Her rest routine was as inten-

tional as her practice. Or Satya Nadella of Microsoft, who brought meditation and intentional pauses into his leadership culture. These aren't soft practices—they're strategic advantages.

Even Jesus, the ultimate leader, **withdrew often to rest**. Not because He lacked power, but because He modeled how power is *replenished*.

If He needed space to reset... so do you.

### **Reflection & Growth Questions:**

- **Check your rhythm:** Do you treat rest as a reward... or a requirement?
- **Watch your warning signs:** Are you more reactive, impatient, or numb lately? What is your exhaustion costing your leadership?
- **Interrupt the cycle:** What would happen if you took a full day off—mentally and physically—every week?
- **Evaluate your identity:** Do you believe your worth is tied to your work? Why?
- **List your leaks:** Where is rest leaking out of your life—early mornings, late nights, weekend creep?

## Actionable Leadership Steps:

- **Implement a Weekly Reset Ritual:** Choose one 24-hour period each week where you unplug—no work, no calls, no hustle. Protect it.
- **Name Your Rest Thieves:** Identify the 3 biggest things that steal your energy. Set clear boundaries around them this week.
- **Practice Strategic Silence:** Schedule 15 minutes of silence each day. No inputs. Just space. Let your mind breathe.
- **Honor a “Digital Sabbath”:** Pick one day per week to fast from social media, notifications, and emails. Watch your peace return.
- **Design a Quarterly Refuel Plan:** Block time every 90 days for rest and renewal. Treat it as non-negotiable as a board meeting.

## Summary & Bridge to Next Principle:

Rest isn't laziness. It's leadership. And it's not just about sleep—it's about trust. Trusting that the world doesn't spin on your effort alone. Trusting that your value isn't in your productivity but in your presence.

So let the Vertical Beam stand firm in you:

- **Clarity of Purpose**
- **Authenticity of Identity**
- **Integrity of Reputation**
- **Sustainability of Rhythm**

Because if you're shaky on the inside, everything you build outside crumbles.

Now, with your internal foundation set, it's time to **turn outward**. Because selfless leadership doesn't end with personal alignment—it **extends into relational influence**.

Are you ready to lead not just yourself... but people?

**Next up: Honor Those Who Paved the Way.**

Because no one rises alone.

## FIVE

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# RESPECT THE SHOULDERS YOU STAND ON

### *Honor Those Who Paved the Way*

I'VE HAD A FEW great mentors—some of them probably didn't even know they were mentoring me. A high school coach who pushed me harder than I thought was fair. A college professor who pulled me aside and challenged me to go deeper, not just get the grade. A senior exec who took a chance on me when I barely believed in myself.

None of them were perfect. Some had tempers. Others had blind spots. But every single one of them handed me a gift: *a paved path I didn't lay myself.*

I didn't get here alone. And neither do you.

That's what this commandment reminds us: **there's no such thing as self-made.** Every leader is standing on someone else's shoulders—whether they admit it or not.



## **Commandment in Action (Leadership Lens):**

### **“Honor your father and your mother.”**

It's easy to dismiss this as a childhood rule about obedience. But in a leadership context, this is about something deeper: *respecting those who came before you*. It's about gratitude. Humility. And recognizing the inheritance of effort you didn't pay for.

You didn't start from scratch. Someone taught you. Fed you. Corrected you. Inspired you. Even the ones who failed you probably shaped you. And honoring them isn't about perfection—it's about *perspective*.

To dishonor those who went before is to cut yourself off from the wisdom that built your platform.

## **Jesus' Simplified Principle:**

### **“Love your neighbor as yourself.”**

Honoring your mentors, parents, teachers, and trailblazers is one of the most foundational expressions of this love. You're acknowledging that life, growth, and leadership are relational. We rise because others lifted. We build because others started the foundation.

## **Transformational Leadership Insight:**

In a world obsessed with "building your brand" and "blazing your own trail," honoring the past feels... slow. Sentimental. But here's the truth: **you can't lead forward if you don't look backward.** The best leaders don't pretend they got there alone. They name their mentors. They thank their coaches. They honor the sacrifices made on their behalf.

When you forget who paved your road, you become disconnected—arrogant, isolated, and unteachable. But when you *remember*, you gain humility, legacy perspective, and emotional intelligence. You lead with context, not just ambition.

You start making room for others the way someone once made room for you.

## **Linking Prior Principles (Knowledge Lock-in):**

The first four chapters built your **vertical strength**—clarity, authenticity, integrity, and rhythm. Now, that strength gets tested. Because real leadership shows up not in what you believe, but **how you treat people.**

And it begins here—with *honor*.

This is the bridge from **internal formation** to **relational transformation.** Your self-awareness now becomes other-awareness. You're not just building yourself—you're

building something bigger than yourself.

### **Real-world Leadership Application:**

Let's talk about leaders who model this principle.

**Howard Schultz**, former CEO of Starbucks, frequently referenced his father—a man who worked grueling blue-collar jobs and suffered injustice. Schultz built his leadership vision around making life better for workers like his dad. His leadership *honored his roots*.

Or **Oprah Winfrey**, who constantly acknowledges her childhood teachers, mentors, and early supporters. Her success didn't erase her gratitude—it amplified it. In every speech, she circles back to say: "I stand here because of them."

This isn't nostalgia—it's leadership maturity. The most effective, resilient leaders stay connected to the people who shaped them.

### **Reflection & Growth Questions:**

- **Gratitude check:** Who helped you get to where you are today—and have you thanked them?
- **Mentor mindset:** Are you so busy proving yourself that you've forgotten to honor those who believed

in you before you were “impressive”?

- **Imperfect gifts:** Are you able to honor people even if they weren’t perfect mentors or parents?
- **Ripple reflection:** What legacy are you carrying forward—and are you building on it or burying it?
- **Honor in action:** Do the people around you feel seen, remembered, and appreciated because of how you lead?

### **Actionable Leadership Steps:**

- **Write a gratitude note:** Send a message (hand-written if possible) to someone who helped shape your leadership journey. Be specific. Let them know they mattered.
- **Tell your team your origin story:** In your next meeting or talk, highlight a mentor, parent, or trailblazer who paved the way for you. Normalize honor.
- **Schedule a legacy lunch:** Invite a mentor or teacher to coffee or lunch. Don’t pick their brain—just honor their impact.
- **Create a “thank you” habit:** Once a week, reach out to someone who has contributed to your journey, whether recently or in the past.

- **Mentor with honor:** If you're mentoring someone, share who mentored you. Help them see the chain of impact they're now part of.

### **Summary & Bridge to Next Principle:**

Honor isn't weakness. It's wisdom. And it's one of the strongest signs that a leader is *rooted*—not just rising.

When you recognize the shoulders you stand on, you stop clinging to the spotlight. You become someone others want to follow—not because you're flashy, but because you're grounded.

And now that you've honored those who helped you rise, it's time to look at the flip side: **how you treat those beneath your influence.** Because real strength isn't just upward—it's *protective*. It lifts. It doesn't crush.

### **Next up: Lift Others, or You Don't Lead.**

Because in the real world, strength isn't domination—it's defense.

## SIX

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# LIFT OTHERS, OR YOU DON'T LEAD

*True Strength Protects, It Doesn't Harm*

THERE WAS A GUY I worked with—let's call him Mark. Brilliant. Charismatic. Results-driven. People called him “the closer.” He hit every metric, nailed every deal, and rose faster than anyone in the department.

But here's what people whispered when he left the room: “Watch your back.”

His team was burned out. His peers were anxious. Even his assistant updated her resume monthly.

Because while Mark was climbing, he was stepping on everyone else to get there.

Contrast that with Tasha—another high performer. She also crushed goals, but the hallway talk sounded different: “She's got your back,” “She shields her team,” “She makes you better.”

Same success. Different impact.

**Only one of them was actually leading.**

### **Commandment in Action (Leadership Lens):**

**“You shall not murder.”**

Sounds obvious, right? Most of us would never dream of taking a life. But in the leadership world, harm happens every day—through emotional neglect, toxic culture, public humiliation, or silent sabotage.

You may not physically hurt someone, but if your leadership tears people down instead of building them up, you’re breaking the command.

Jesus expanded this commandment by pointing to the *heart behind the harm*: anger, contempt, and unchecked ego. That’s where destruction begins—in words, in silence, in power plays that prioritize progress over people.

### **Jesus’ Simplified Principle:**

**“Love your neighbor as yourself.”**

This is leadership as protection. As responsibility. As care.

To love your neighbor is to see *their humanity*—to recognize that leadership is not a ladder to climb but a platform to carry others forward. The strength God gives you isn't for domination—it's for *defense*. To lift. To shield. To speak life.

### **Transformational Leadership Insight:**

The best leaders use their power to protect—not impress.

There's a quiet courage in standing up for others when it's inconvenient. In slowing down long enough to notice who's struggling. In choosing empathy over efficiency. That's what separates bosses from leaders: **one pushes people harder to hit a goal, the other pulls people up so they can hit the goal.**

Leadership is always relational. And the deeper truth? If your presence consistently wounds others—even unintentionally—you're not leading. You're managing shadows. Fear-based influence may get compliance, but only servant-hearted strength earns loyalty.

People remember how you made them feel—especially when they were weak.

### **Linking Prior Principles (Knowledge Lock-in):**



Chapter 5 taught us to **honor those who came before us**. Now, we turn that honor into action by asking, *How do I treat those who come after me or work under me?*

Because leadership isn't just inherited—it's *expressed*. You're not honoring legacy if you're crushing people in your wake. If the first horizontal principle is about gratitude, this one is about **guardianship**.

And it reveals how vertical alignment (clarity, authenticity, integrity, rhythm) and horizontal maturity (honor, protection) start working together in the real world.

### **Real-world Leadership Application:**

Remember the rescue teams during major disasters—hurricanes, 9/11, wildfires? Firefighters running into buildings, strangers carrying others on their backs, teams forming human chains to pull people from floods.

No cameras. No titles. Just leadership.

Because *real* leaders run toward the hurting. They don't ask, "How does this benefit me?" They ask, "How can I help?"

Or consider a business setting: when Satya Nadella became CEO of Microsoft, he didn't begin with disruption—he began with **empathy**. His leadership centered around listening, supporting, protecting culture, and lifting innovation from the inside. Microsoft didn't just re-

bound—it redefined itself.

### **Reflection & Growth Questions:**

- **Mirror moment:** Do people feel safer or more anxious under your leadership?
- **Impact inventory:** Who has been harmed—however unintentionally—by your decisions, tone, or silence?
- **Reputation check:** Are you feared, admired, or trusted? Why?
- **Strength audit:** When's the last time you used your influence to shield someone, not just promote yourself?
- **Leader legacy:** Will your team say, “They helped me grow”... or “They made me small”?

### **Actionable Leadership Steps:**

- **Apologize where needed:** Identify one person who might've been hurt by your words or leadership posture. Offer a real, no-deflection apology.
- **Become a shield:** In your next meeting, step in to protect someone who's being unfairly criticized or overlooked.

- **Create a safety net:** Publicly celebrate a struggling team member's effort or growth, not just results.
- **Mentor downward:** Lift someone who's below you in the org chart by offering a meeting, resource, or referral. No strings.
- **Name harmful patterns:** If your leadership culture celebrates burnout or harsh critique, challenge it. Start by changing how you talk.

### **Summary & Bridge to Next Principle:**

#### **Strong leaders don't just succeed—they protect.**

If your leadership leaves people drained, afraid, or diminished, it doesn't matter how productive you are—your impact is hollow.

But if your leadership lifts others—makes them braver, stronger, and more whole—then you're building something eternal.

Now that you've begun to lead with protective strength, it's time to face another test of trust: *your promises*. Because if your words don't match your actions, no amount of protection will matter.

## SEVEN

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# KEEP YOUR WORD OR LOSE YOUR WORTH

*Loyalty Isn't Negotiable, It's  
Foundational*

HE SAID HE'D BACK me up.  
I believed him.

We were deep in a high-stakes project, and I made a bold recommendation—based on what we'd agreed in private. But when the senior execs started asking tough questions, I turned to him expecting support.

Crickets.

He sat there—quiet. Detached. Then pivoted. Blamed the miscommunication on “team misunderstanding.”

The meeting ended. The fallout hit. I was humiliated. But what stung most wasn't the project unraveling. It was the betrayal.

Leadership trust isn't just about results. It's about **who still shows up when things get hard.**

## Commandment in Action (Leadership Lens):

### “You shall not commit adultery.”

While traditionally tied to marriage, this commandment at its core is about *faithfulness*. It’s a call to **honor your promises**. To keep your word. To be someone others can rely on even when it costs you.

In leadership, adultery takes many forms:

- Saying “we’re in this together” and then disappearing.
- Breaking confidence for gain.
- Trading loyalty for leverage.
- Abandoning people when their value to you drops.

Faithlessness fractures everything. And when a leader breaks trust, **the foundation begins to rot from within**.

## Jesus’ Simplified Principle:

### “Love your neighbor as yourself.”

Loving others includes staying *loyal to them*. Real love follows through. It doesn’t flirt with opportunity while pretending to be committed. It doesn’t ghost when the heat turns up. It stays.

And in leadership? That kind of consistency is *rare*—and powerful.

### **Transformational Leadership Insight:**

Leadership is a relationship. And relationships are built on trust. Without loyalty, nothing else lasts.

You can be charismatic. Strategic. Innovative. But if you abandon people when they need you, they'll remember. Because people don't just follow your ideas—they follow your **consistency**.

When your word is solid, you become a refuge. But when people have to second-guess your allegiance, they withhold their best. Loyalty invites risk-taking. Betrayal kills innovation.

You don't have to be perfect. But you *do* have to be **faithful**.

### **Linking Prior Principles (Knowledge Lock-in):**

In Chapter 6, you learned that real strength protects. Now we deepen that protection with **promise-keeping**. Because it's one thing to shield others in the moment—it's another to stick around when it's no longer convenient.

This builds directly from Chapter 5's theme of honor. Loyalty is **how you honor others in motion**—through shifting seasons, rising stakes, and daily decisions.

This is the next layer of horizontal leadership: **steadfast presence**, even when things are messy or unprofitable.

### **Real-world Leadership Application:**

Consider the late **Fred Rogers**—yes, Mr. Rogers. His quiet leadership transformed generations not because he was flashy or famous, but because he was **unshakably faithful**. He showed up for children, day after day, year after year—teaching them they mattered, and proving it by never breaking character. His team? They stayed for decades. His legacy? Timeless.

Now contrast that with corporate turncoats—leaders who pledge commitment to values, people, or missions, but vanish at the first better offer. Companies crumble. Cultures unravel. Because when loyalty dies, so *does momentum*.

### **Reflection & Growth Questions:**

- **Word audit:** Have you made promises—explicit or implied—that you haven’t kept?
- **Relationship check:** Are there people in your sphere who feel abandoned by your silence or shift?
- **Cost of loyalty:** Where is staying loyal costing you

something—and are you willing to pay that cost?

- **Influence inventory:** Are people still showing up for you because they trust you—or just because they fear you?
- **Loyalty legacy:** How will people describe your faithfulness when you're not in the room?

### **Actionable Leadership Steps:**

- **Close the loop:** Revisit any unfulfilled commitments—small or large—and follow through or clearly communicate why not.
- **Be specific with promises:** Avoid vague assurances. If you say “I’ve got your back,” define what that means.
- **Show up when it’s inconvenient:** Visit the hospital. Make the phone call. Defend the person when no one’s looking.
- **Public loyalty, private honesty:** Critique others privately; praise them publicly. Loyalty doesn’t ignore truth—it delivers it with care.
- **Track trust:** Create a “trust log” and note how often you keep your word. If your promises become habits, trust deepens naturally.



### Summary & Bridge to Next Principle:

Your word is your weight. Break it, and people drop you. Keep it, and your influence compounds—quietly, powerfully, over time.

Because influence isn't granted—it's earned. Not in grand gestures, but in daily follow-through.

This is where loyalty is born. Not from charisma, but from consistency.

The leaders who deliver on their word—especially when it's hard—are the ones people trust when the stakes rise. But loyalty without integrity isn't real trust—it's blind allegiance. And when people sense they've been loyal to someone who hasn't earned it, resentment builds and trust begins to rot from the inside.

In the next chapter, we confront one of the quietest forms of leadership sabotage: **claiming what you didn't earn**. Whether it's stealing credit, misusing resources, or riding the efforts of others, leadership theft corrodes cultures from the inside out.

If this chapter helped you build credibility with your word, the next will help you guard credibility by how you **handle what doesn't belong to you**.

Because selfless leaders don't hoard—they **honor**.

Let's turn the page and learn what it really means to **earn every ounce of your influence**.

## EIGHT

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# EARN EVERY OUNCE OF YOUR INFLUENCE

*No Shortcuts. Steward What's Not Yours.*

IT WASN'T MONEY. IT was credit.

That time I stayed late on a project someone else had started, then presented the final product in a meeting and left their name out of the recap. No one noticed... except me. And probably them.

It wasn't theft, technically. But it sure wasn't ownership either.

In leadership, the temptation to "borrow" is constant: credit for someone else's work, a team's energy, a junior staffer's idea, even budget and resources intended for another goal. The world says: "Everyone does it." But the truth is this:

**You can't lead what you're not willing to steward.**

## **Commandment in Action(Leadership Lens):**

### **“You shall not steal.”**

On the surface, it sounds simple: Don’t take what isn’t yours.

But in leadership, theft is sneakier. It’s not about breaking into vaults—it’s about *claiming what you didn’t earn* or *misusing what you’ve been entrusted with*. It shows up in:

- Taking credit without giving it.
- Abusing time, budgets, or trust.
- Using team effort to prop up your ego.
- Overpromising what your people can deliver.
- Hoarding influence meant to be shared.

God’s command isn’t just about property—it’s about *honor*. When you steal, you devalue the giver. When you steward, you elevate everyone involved.

## **Jesus’ Simplified Principle:**

### **“Love your neighbor as yourself.”**

This isn’t just a call to kindness—it’s a call to fairness. Stewardship is love in action. It says: “I see this team, this

budget, this platform—not as mine to exploit, but as ours to honor.”

Good stewards recognize that **leadership comes with borrowed influence**. Every platform we stand on was built by someone else. Every resource we manage belongs to the organization, the mission, and often, the public trust.

### **Transformational Leadership Insight:**

Real leaders don’t steal—they *steward*. And stewardship is about *intentional responsibility*. It means you treat what you didn’t create as if it were sacred. You invest wisely. You give credit generously. You make decisions that benefit the mission—not just your reputation.

Why does this matter?

Because people *know* when they’re being used. They know when someone’s hoarding spotlight or playing politics with resources. Trust erodes. Morale tanks. The best people leave quietly, and the culture becomes hollow.

But when leaders steward well? Loyalty deepens. Ownership grows. Teams go the extra mile—not because they have to, but because they know their work will be *honored*, not hijacked.

## Linking Prior Principles (Knowledge Lock-in):

So far in the Horizontal Beam, you've explored:

- **Honor (Ch. 5):** Respect those who came before you.
- **Protection (Ch. 6):** Use your strength to lift, not harm.
- **Loyalty (Ch. 7):** Be faithful in your relationships and word.

Now, Chapter 8 presses into the *integrity of influence*. Because loyalty without stewardship breeds entitlement. And protection without ownership breeds abuse.

The truth is, **you can't claim what you didn't carry**. Influence must be earned, not taken. You manage what you've been given with integrity—or eventually, it gets taken from you.

## Real-world Leadership Application:

Consider **Jacinda Ardern**, former Prime Minister of New Zealand. Her leadership style was marked by clear boundaries between personal glory and public trust. She communicated transparently about resource use, gave her team credit, and stepped down when she felt she could no longer serve fully. That's stewardship—not just leadership.

Contrast that with high-profile scandals: embezzled funds, inflated résumés, leadership perks misused. These aren't just bad headlines—they're violations of this principle. They scream, "This is mine," when in fact, it never was.

And in every case? **Trust once broken takes years to rebuild.**

### **Reflection & Growth Questions:**

- **Ownership audit:** Are you managing what's been entrusted to you—or using it to serve your image?
- **Credit check:** When's the last time you gave away credit publicly?
- **Budget integrity:** Are you clear and honest about how you use time, money, and influence?
- **Quiet theft:** Where might you be unknowingly stealing—time, attention, energy—from your team or mission?
- **Stewardship legacy:** Will people say you built platforms... or used them?

### **Actionable Leadership Steps:**

- **Create a "Credit Chain":** At the end of a project,

list every contributor by name and effort. Share it widely.

- **Clarify Boundaries:** Review your role's resources (time, travel, budget). Re-align anything you've overstepped or blurred.
- **Honor Up, Down, Across:** Publicly thank mentors, direct reports, and peers equally. Shared success builds shared loyalty.
- **Lead a Budget Review:** Invite your team into discussions about how resources are spent. Transparency builds trust.
- **Steward Your Platform:** Use your visibility to spotlight others. If you're the only voice being amplified, you're not stewarding—you're stealing attention.

### **Summary & Bridge to Next Principle:**

**Stealing is easy. Stewardship is costly—but worth it.**

You don't lead just to be seen. You lead to **multiply impact**, not hoard it. To **manage resources**, not absorb them. To **elevate others**, not exploit them.

Because when leadership becomes about "what's mine," you've already lost what matters most.

And next? We sharpen the line even further. Because beyond stealing and loyalty comes the ultimate test of trust: **truth**.

**Next up: Truth Is Non-Negotiable.**

Because trust dies where lies begin. And the most powerful leaders are the ones who never fake it.



## NINE

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# TRUTH IS NON-NEGOTIABLE

*People Follow Truth-Tellers. Everyone  
Else Loses Trust.*

THERE WAS A MEETING I'll never forget.

The room was tense—Q4 numbers had underperformed, and the CFO asked me to soften the forecast during a board presentation. “We’ll revise it next month,” he said. “This just buys us time.”

But something felt off. I could’ve spun the numbers, deferred the details, or spoken in “optimistic hypotheticals.” Instead, I told the truth. Not the version that made us look good. The real one.

It wasn’t glamorous. There was silence. A few side glances. Some tension. But two months later, when the truth played out exactly as I’d said—it wasn’t just my prediction that was remembered. It was my **credibility**.

And credibility doesn't just come from competence. It comes from **truthfulness when it's costly**.

### **Commandment in Action (Leadership Lens):**

**“You shall not bear false witness.”**

Originally, this command was about justice. In court, in community, in covenant—truth held everything together. False witness wasn't just a lie; it was a betrayal of trust, a fracture in society.

In leadership, the principle is the same. When leaders spin, withhold, or manipulate the truth—even slightly—trust dies a slow death.

You don't have to flat-out lie to violate this. You just have to:

- Dodge the hard truth.
- Package the facts with fluff.
- Hide the real numbers.
- Speak in vague positivity.
- Stay silent when you know the truth needs a voice.

Every time you trade truth for comfort, clarity, or control—you break something sacred.

## **Jesus' Simplified Principle:**

**“Love your neighbor as yourself.”**

Truth is love. Not the mushy, feel-good kind—*the gritty kind*. The kind that says what needs to be said, in love, with clarity.

When you tell someone the truth, you respect them. You give them power. You stop pretending. And when you lead from truth, you build a team that doesn't second-guess your motives.

## **Transformational Leadership Insight:**

The truth is risky—but it's also magnetic. People crave leaders who **don't sugarcoat, don't hide, and don't fake**. Leaders who can say, “I was wrong,” “We missed it,” or “Here's where we really are.”

Truth-tellers are rare. And that's why they're powerful.

But leaders who play loose with the truth? They may succeed temporarily, but it always catches up. Mistrust creeps in. Performance stalls. Culture corrodes. Because no one wants to follow a leader they have to *decode*.

Truth doesn't just inform—it *transforms*. When a leader lives in truth, teams align faster, conversations go deep—

er, and loyalty grows stronger. Why? Because clarity is kindness. And truth is leadership's backbone.

### **Linking Prior Principles (Knowledge Lock-in):**

So far, the Horizontal Beam has asked: *How do you treat others with respect, protection, loyalty, and stewardship?*

Now, we ask: *Do you speak truthfully to them—even when it's hard?*

Because protection without truth becomes control. Loyalty without truth becomes enabling. Stewardship without truth becomes manipulation.

And influence without truth? That's just performance.

Chapter 9 builds directly on everything before it—truth is the *thread that holds every other relationship principle together*.

### **Real-world Leadership Application:**

**Dr. Brené Brown** is famous for saying, “Clear is kind. Unclear is unkind.” And that couldn't be more true in leadership.

Consider when **Alan Mulally** became CEO of Ford during its financial crisis. Instead of painting a rosy picture, he told the hard truth—publicly. He faced critics. He

owned losses. And in doing so, he earned not just respect, but a culture of transparency that turned the company around.

Now contrast that with companies that hide product failures, fudge financial reports, or dodge responsibility for internal dysfunction. They don't just lose money—they lose trust. And once it's gone, **rebuilding trust is ten times harder than telling the truth in the first place.**

### **Reflection & Growth Questions:**

- **Truth threshold:** Where do you currently soften or spin the truth to avoid discomfort?
- **Fear of fallout:** What hard truth are you afraid to tell right now—and why?
- **Team clarity:** Do your people know what's really going on, or do they get the “safe version”?
- **Self-deception audit:** Are you being fully honest with *yourself* about your motives, strengths, or weaknesses?
- **Language check:** Is your communication style vague, diplomatic, or crisp and clear?

### **Actionable Leadership Steps:**

- **Tell one hard truth this week:** Choose a conversation you've been avoiding—then speak with courage and care.
- **Start meetings with “real talk”:** Begin team huddles with honest updates, not spin. Model it. Make it normal.
- **Eliminate corporate fluff:** Reword your next email, speech, or report to be direct, clear, and honest—without jargon or spin.
- **Ask for feedback about truthfulness:** Invite your team or peers to tell you if they feel you're dodging real issues.
- **Build a truth-telling culture:** Celebrate team members who name problems honestly, not just those who solve them.

### **Summary & Bridge to Next Principle:**

**Truth-telling isn't just about accuracy—it's about integrity.**

It's about saying what needs to be said, when it needs to be said, for the good of others—not the comfort of yourself.

Truth doesn't just protect your reputation. It *builds* your legacy. People may forget your results—but they'll never

forget your honesty.

Next up, we confront something even sneakier than a lie:  
**envy.**

Because comparison is a thief, and coveting what others have will sabotage your own race.

## TEN

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# RUN YOUR OWN RACE, OR ENVY WILL RUN YOU OVER

### *Envy Eats Winners Alive*

IT WASN'T EASY.

I was sitting at my desk, filling out a nomination form for a leadership award I had secretly hoped to be considered for myself. I'd put in the hours, fought through burnout, led multiple projects to the finish line.

But I knew who deserved it too: my colleague. She had shown up in quiet, uncelebrated ways. Kept morale high. Supported teammates when no one else did. She wasn't loud—but her impact was lasting.

So I nominated her.

She didn't win. But I still remember the moment I hit "submit." Because in that moment, I had to choose: *resent the spotlight I didn't get—or reflect it toward someone else.*



That choice changed me. Because leadership isn't just about rising—it's about **refusing to let comparison steal your peace.**

### **Commandment in Action (Leadership Lens):**

**“You shall not covet.”**

Coveting isn't about wanting something good. It's about wanting *what someone else has*—their role, title, applause, influence. It's the slow erosion of joy through the grind of comparison.

In leadership, envy can sneak in silently:

- “Why did *they* get the promotion?”
- “Their project is getting all the attention.”
- “I deserved that client more than they did.”

But here's the truth: **you can't lead freely if you're always looking sideways.**

Comparison doesn't fuel excellence—it poisons it.

### **Jesus' Simplified Principle:**

**“Love your neighbor as yourself.”**

That means *celebrating your neighbor as yourself* too. It

means cheering for their win, even when you wanted the trophy. It means believing that someone else's spotlight doesn't dim your own.

Love says: "Your success doesn't threaten me. I'm still running my race."

### **Transformational Leadership Insight:**

Envy is one of leadership's most subtle saboteurs.

It dresses up like ambition, but it breeds discontent. It whispers, "You're being overlooked," "You're falling behind," "You deserve more." And if you listen too long, envy will wreck your focus, your relationships, and your self-worth.

But when you pivot from envy to *esteem*—when you genuinely elevate others—you unlock a different kind of power: freedom. The freedom to lead without needing the credit. To influence without the applause. To serve without scoreboard obsession.

That kind of leader becomes *unshakable*. Because they're not chasing validation—they're anchored in vision.

### **Linking Prior Principles (Knowledge Lock-in):**

This final principle ties together the entire **Horizontal**

**Beam:**

- **Honor those who came before (Ch. 5)**
- **Protect those under your care (Ch. 6)**
- **Stay loyal in word and action (Ch. 7)**
- **Steward what isn't yours (Ch. 8)**
- **Speak truth no matter the cost (Ch. 9)**

And now: **Refuse to resent what others have.**

Because you can't love your neighbor if you're secretly competing with them. Envy disconnects you from people. Contentment *connects* you to your purpose.

**Real-world Leadership Application:**

Take **Simone Biles**. When she stepped aside at the Olympics due to mental health, she cheered her teammates from the sidelines. Others won gold in her absence. And instead of spiraling in envy, she celebrated them—publicly, powerfully. That's strength. That's selfless leadership.

Or consider the late **Chadwick Boseman**, who helped others shine even while battling a terminal illness in secret. He never needed to *outshine*—because he was deeply rooted in *purpose*, not applause.

Their leadership wasn't diluted by others' success. It was *defined* by how they responded to it.

### **Reflection & Growth Questions:**

- **Spot the drift:** Where are you currently comparing your path to someone else's?
- **Emotional honesty:** Is there a recognition or reward you secretly resented not getting?
- **Redirection:** What would change if you fully celebrated someone else's success this week?
- **Inner validation:** Are you chasing applause or anchoring your identity in something deeper?
- **Gratitude practice:** What blessings or opportunities in *your* race have you been overlooking?

### **Actionable Leadership Steps:**

- **Celebrate someone else's win:** Publicly acknowledge a peer's success—even if you wanted the same win.
- **Unfollow envy triggers:** If certain social feeds or voices are stirring comparison, mute or remove them.

- **Name your race:** Write out your current leadership mission—and remind yourself why it matters *regardless of pace or praise.*
- **Flip the spotlight:** Use your next meeting or message to highlight a teammate's unsung contribution.
- **Establish a personal mantra:** Try this: *"Their win is not my loss. I run my race with purpose, not comparison."*

### **Summary & Bridge to the Heart of the Cross:**

**Comparison is a liar. Envy is a thief. But contentment is a superpower.**

The leaders who finish well aren't the ones with the most trophies. They're the ones with the *clearest conscience*, the *most consistent presence*, and the *deepest joy*.

This marks the end of the **Horizontal Beam**—the way you show up in the world, treat others, and share your influence. You've built a framework grounded in honor, loyalty, truth, protection, stewardship, and self-control.

But there's one more part of the Cross: **the center.**

The place where the Vertical and Horizontal collide.

Where love of God meets love for others.

Where purpose becomes sacrifice—and leadership be-

comes legacy.

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# THE FINAL MIRROR

Once you've looked in the mirror and seen the lies you've told yourself—you *can't unsee them*.

The exaggerations you sold to survive.

The resentment you hid behind busyness.

The bitterness that disguised itself as ambition.

The jealousy you justified because “they didn’t deserve it.”

It all comes into focus. And here’s the brutal beauty of that moment: **you have a choice.**

You can numb it.

Ignore it.

Spin it.

Or—you can own it.

And when you own it? That’s the beginning of something holy. Something whole.

Because **you can’t lead others in truth if you’re lying to yourself.**

But you *can* stop pretending. You *can* apologize. You *can*

make amends. You *can* start again—not from shame, but from **integrity**.

That's the beginning of **selfless leadership**.

Not perfection.

Not performance.

But *presence*.

But *honor*.

But *truth that frees instead of hides*.

### **Tying It All Together: The Horizontal Beam Is Not Optional**

The Horizontal Beam reminds us: **Leadership is a human endeavor**.

You don't just carry goals—you carry souls.

You don't just manage outcomes—you shape people.

You don't just influence behavior—you mold character.

And what connects all six horizontal principles?

- **Honor over ego.**
- **Protection over domination.**
- **Loyalty over leverage.**
- **Stewardship over entitlement.**
- **Truth over spin.**
- **Contentment over competition.**

If you get this wrong, everything collapses—even if you



“succeed.”

Because if the people around you feel **forgotten, used, overlooked, or betrayed**—it won’t matter how sharp your strategy is or how big your platform becomes.

Without the *human element*—your leadership has no legs.

### **The Hidden Power of Letting Go**

When I nominated my colleague for that award, it was more than a kind gesture—it was a death blow to a part of my ego that had quietly taken over.

I wanted the recognition. I thought I deserved it.

But releasing it—genuinely releasing it—wasn’t a loss.

It was a **pivot**.

It showed me that joy didn’t come from applause—it came from *alignment*.

That freedom didn’t come from winning—it came from *letting go*.

That real leadership isn’t about *being seen*—it’s about *seeing others*.

And here’s what’s wild: I never missed the trophy. But I did notice something else—I had **more peace**. More focus. More self-respect.

Because I had *run my own race*, and for the first time, I didn't feel behind.

## **The Cross Points the Way**

Let's zoom out one last time.

- The **Vertical Beam** teaches you to get right internally—clarity, authenticity, integrity, and rest.
- The **Horizontal Beam** teaches you to show up rightly externally—honor, protection, loyalty, stewardship, truth, and contentment.

But at the **center**—where they meet—is the **intersection** of true leadership.

And it's shaped like a Cross.

Not just a religious symbol.

A leadership framework.

A worldview shift.

A lifestyle of surrender.

**Because the Cross isn't just something to wear—it's something to carry.**

And the weight of the Cross isn't shame—it's *love*.

Love that costs something.

Love that builds something.

Love that changes *everything*.

### **Final Reflection Questions:**

- Which commandment of leadership do you resist the most—and why?
- Who has paid the price for your comparison, resentment, or spin?
- What truth about yourself have you been afraid to admit?
- What would your leadership look like if you really surrendered your need to be seen, celebrated, or in control?
- How will you begin leading from the Cross—not from comfort, but from conviction?

### **One Last Challenge:**

Lay it down.

Lay down your need to be right.

Lay down your quest for validation.

Lay down your hidden rivalries and your secret disappointments.

Lay down the lies you've made peace with—and pick up truth.

Because when you lead with a selfless heart, something

happens:

**You stop chasing legacy—and start living one.**

Now, your hands are free.

Your soul is lighter.

And your leadership can finally breathe.

Welcome to the intersection.

This is where true leadership begins.

Not in the spotlight.

Not on the stage.

But at the foot of the Cross.

And that—*that*—is a life that truly matters.

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# APPENDIX A

## *Why We Assess Selfless Leadership*

In a culture obsessed with performance metrics, quarterly KPIs, and vanity analytics, it may seem strange—almost countercultural—to assess something as intangible as *character*. But that’s exactly why it matters most.

**Because what gets measured gets attention.  
And what gets ignored eventually crumbles.**

Leadership is not just about doing things right. It’s about becoming the right kind of person in the process. And yet, most traditional assessments focus on skill, speed, or style. They miss the most important question:

**Who am I becoming as I lead?**

The Selfless Edge Leadership Framework (SELF) helps answer that question.

### **Why We Assess**

#### **1. To Turn Awareness into Growth**

We can’t grow what we refuse to name. Honest assessment is the first act of courage in leader-

ship development. It helps you pause, reflect, and acknowledge both your blind spots and your superpowers. Without clarity, you drift. With clarity, you lead on purpose.

## **2. To Develop Integrity, Not Just Strategy**

The world doesn't need more charismatic strategists—it needs grounded, trustworthy leaders. Measuring how you lead from the inside out keeps you aligned. It prevents drift from values, protects your people from your ego, and creates inner accountability that no org chart can enforce.

## **3. To Strengthen What Actually Lasts**

Skills expire. Titles change. But emotional maturity, humility, and internal clarity? Those scale across industries, generations, and decades. The SELF pillars are not passing trends—they are timeless anchors that make you durable in a world that rewards the superficial.

## **4. To Build Culture From the Core**

You don't create healthy culture by mandating behavior—you cultivate it by modeling character. Measuring your growth in these five core areas allows your team, your company, and your family to benefit from a leader who is present, principled, and growing.

## **5. To Multiply Self-Aware, People-First Leadership**

The future belongs to leaders who can mentor, empower, and emotionally equip others—not just manage them. The SELF assessment becomes a personal compass and a relational mirror. It helps you pour into others with depth, not just delegation.

### **Why These 5 Pillars?**

The five pillars of the Selfless Edge Leadership Framework were chosen not just for their wisdom—but for their *wholeness*. Each one speaks to a critical domain of human leadership:

1. **Foundational Leadership Intelligence** – Without humility and a growth mindset, influence becomes brittle.
2. **Leadership Through Self-Mastery** – Without discipline, your talents self-destruct under pressure.
3. **Character Is Destiny** – Without moral integrity, even your wins eventually collapse.
4. **From Inner Authority to Outer Impact** – Without service-driven courage, leadership becomes self-serving.
5. **Transcendent Leadership** – Without spiritual

depth or surrender, success becomes empty and unsustainable.

When these five dimensions are measured and matured together, you don't just become more productive—you become *transformational*.

### **This Is Not a Scorecard—It's a Mirror**

The purpose of assessing your leadership isn't to rank yourself—it's to *realign yourself*. Each question is a reflective checkpoint. It's an invitation to grow, not a judgment of where you've failed.

You will never “master” all five pillars. But when you consistently *measure* and *tend* to them, you grow into a leader whose influence is rooted, sustainable, and truly selfless.

And that's the kind of leadership the future needs.



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# APPENDIX B

## *SELF Assessment – The Selfless Edge Leadership Framework*

This is more than an assessment—this is a mirror. These 49 reflection statements are not a test of how well you perform, but how deeply you lead. Each one is anchored in the five core pillars of Selfless Leadership. Use the 1-5 scale below as you respond:

- 1 – I rarely practice this**
- 2 – I occasionally apply this**
- 3 – I’m growing in this area**
- 4 – I usually lead with this**
- 5 – This defines how I lead**

Answer honestly. Growth begins where self-awareness meets courage.

### **Pillar 1: Foundational Leadership Intelligence**

**What you believe about learning shapes how you lead.**

This section explores your mindset toward growth, cu-

riosity, humility, and teachability. It helps you uncover whether you approach life like a wise learner—attentive, joyful, and grounded in purpose—or if your learning rhythms need renewal.

1. I consistently make time to explore complex ideas or meaningful truths beyond surface-level understanding.
2. I listen with full presence, without mentally preparing my reply before the speaker has finished.
3. I take time to speak with clarity, choosing words that illuminate rather than confuse.
4. I integrate insight and gut instinct with data when making important decisions.
5. I regularly approach life and leadership with wonder, reverence, and perspective beyond myself.
6. I remain open and teachable, even when I have more experience than others in the room.
7. I bring joy and lightness into learning, work, and conversation—even under pressure.
8. I regularly examine and refine my motives to ensure integrity in what I pursue.
9. I seek out wise mentors and actively apply what I learn from them.

## **Pillar 2: Leadership Through Self-Mastery**

### **Inner discipline builds lasting influence.**

These questions reveal how well you manage your thoughts, desires, time, and speech. They gently point to where your habits serve your leadership—and where distraction, burnout, or overcommitment might be holding you back.

1. I pause to think clearly before reacting, especially in pressure situations.
2. I speak respectfully and intentionally, even during tense conversations.
3. I ask thoughtful questions that move conversations to a deeper level.
4. I respond with calm, controlled presence in emotionally charged interactions.
5. I look beneath the surface and consistently pursue deeper understanding.
6. I practice gratitude and contentment instead of chasing more.
7. I choose habits that support long-term growth over short-term comfort.
8. I manage my time and energy wisely, even when

I'm stretched thin.

9. I focus conversations toward purpose, not gossip or trivial talk.
10. I use humor in a way that uplifts rather than diminishes my credibility.

### **Pillar 3: Character Is Destiny**

#### **Your integrity is your most trusted credential.**

This group invites reflection on your patience, compassion, trustworthiness, and response to feedback or suffering. It shines light on the strength of your moral foundation—who you are when no one's watching.

1. I remain patient and steady, even when I face delays or obstacles.
2. I lead with genuine compassion and care about others' well-being.
3. I honor the wisdom of trusted guides and mentors in my life.
4. I view pain and challenge as opportunities to be refined and strengthened.
5. I'm honest with myself about what's driving my actions or decisions.

6. I build trust by being consistent in both small and big commitments.
7. I welcome feedback, even when it stings, and use it to improve.
8. I take a stand for justice and fairness, even when it's unpopular.
9. I pass along the insights I've gained to help others grow in wisdom.
10. I prioritize authentic connection in my relationships, not surface interaction.

#### **Pillar 4: From Inner Authority to Outer Impact**

##### **Leadership isn't about control—it's about service.**

This section assesses how you handle responsibility, collaboration, ego, and shared impact. It helps you understand whether your influence lifts others or stays limited by self-reliance or fear of failure.

1. I own my actions and their consequences—even when it's hard.
2. I stay calm and lead with clarity when things get intense or chaotic.
3. I make time in Scripture a core part of my leadership rhythm.

4. I pursue deep, focused learning that directly equips me for my mission.
5. I intentionally resist distractions that pull me from my core purpose.
6. I surrender my ego in order to serve something greater than myself.
7. I care more about impact than attention or applause.
8. I stay humble and receptive to learning, even when I'm the one teaching.
9. I seek consensus and shared wisdom when making key decisions.
10. I walk with others in their struggles, not just their victories.

## **Pillar 5: Transcendent Leadership**

**The most powerful leaders are anchored in something higher.**

These questions explore your connection to purpose, truth, and legacy. They invite you to consider whether your leadership is driven by popularity or surrender—whether you lead for now or for eternity.

1. I choose to see the best in others, even when it's

difficult.

2. I actively shape others' growth by teaching, mentoring, or modeling truth.
3. I step into conflict to restore peace and bring resolution.
4. I focus my learning with discipline, not distraction or urgency.
5. I study carefully to understand things fully—not just quickly.
6. I engage in dialogue with curiosity and thoughtful insight.
7. I listen deeply and offer ideas that elevate the group's thinking.
8. I teach as a way to learn more deeply and multiply understanding.
9. I stand by truth even when it costs me comfort, popularity, or power.
10. I seek full surrender to a purpose higher than personal success.

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## APPENDIX C

### *Discover Your Court of Wisdom™ Profile*

Now that you've completed the 49-question SELF Assessment, it's time to take the next step: turning reflection into insight.

This chapter helps you:

- Calculate your leadership scores across the five SELF pillars
- Normalize your results
- Match your scores to one of ten powerful leadership profiles in the **Court of Wisdom™**
- Reflect on your top strengths—and what to grow next

#### **Step 1: Understand the 5 SELF Pillars**

Each pillar includes 9–10 questions. Your goal is to total your scores in each section, then calculate your average



by dividing by the maximum possible (typically 45 or 50).

Pillar Name	Question Range	Max Score
Foundational Leadership Intelligence	Questions 1–9	45
Leadership Through Self-Mastery	Questions 10–19	50
Character Is Destiny	Questions 20–29	50
From Inner Authority to Outer Impact	Questions 30–39	50
Transcendent Leadership	Questions 40–49	50

### Step 2: Calculate Your Scores

Write your score totals here:

- **Foundational:** \_\_\_\_\_ / 45
- **Self-Mastery:** \_\_\_\_\_ / 50
- **Character:** \_\_\_\_\_ / 50
- **Inner Authority:** \_\_\_\_\_ / 50
- **Transcendent:** \_\_\_\_\_ / 50

Then, normalize each score as a decimal (rounded to 2 places) by dividing it by the max:

Example:

If you scored 36 in Foundational →  $36 \div 45 = \mathbf{0.80}$

### Step 3: Apply Your Profile Weights

#### Court of Wisdom™

Each of the 10

profiles reflects a distinct leadership style shaped by core traits, natural strengths, and specific growth edges. Every profile is most influenced by different pillars of the Self-lessEdge™ framework—guiding how a leader shows up and where their growth potential lies.

#### Court of Wisdom™ Profiles

Profile	Core Trait	Strengths	Growth Edge	Pillars That Shape It
Scribe	Reflective	Wisdom, depth	Overthinking	Foundational, Transcendent
Shepherd	Nurturing	Compassion, presence	Avoiding conflict	Character, Inner Authority
Architect	Strategic	Focus, precision	Disconnect from people	Self-Mastery, Inner Authority
Flame	Bold Catalyst	Energy, passion	Risk of burnout	Self-Mastery, Transcendent
Sentinel	Protector	Integrity, discernment	Resistance to change	Character, Transcendent
Oracle	Discerning	Insight, depth	Emotional distance	Foundational, Character
Reformer	Challenger	Courage, truth-telling	Intensity, friction	Self-Mastery, Inner Authority
Artisan	Restorer	Creativity, empathy	Avoids structure	Character, Foundational
Anchor	Steady Guide	Patience, trust	Overprotective tendencies	Self-Mastery, Character
Crown	Legacy-Driven	Empowering, humble	Hesitating too long	Transcendent, Inner Authority

Use this overview to identify your likely fit, then move into the score-matching activity to find your leadership profile and pillar priorities.

#### **Step 4: Identify Your Profile**

To find your best-fit profile, compare your normalized pillar scores with the “profile weights” table below. Multiply each pillar score by the weight for a given profile, then total it.

##### **Example for “Crown”:**

If your normalized pillar scores were:

Foundational: 0.76

Self-Mastery: 0.82

Character: 0.90

Inner Authority: 0.78

Transcendent: 0.88

Crown’s weights = [0.1, 0.1, 0.1, 0.3, 0.4]

Score =  $(0.76 \times 0.1) + (0.82 \times 0.1) + (0.90 \times 0.1) + (0.78 \times 0.3) + (0.88 \times 0.4) = \mathbf{0.833}$

Repeat this process for each of the 10 profiles and find your highest match.

#### **Step 5: Meet Your Top Profile**

Once calculated, match your top score to the profile descriptions below.

## **Your Court of Wisdom™ Leadership Profiles**

You've assessed your leadership using the SELF (Selfless Edge Leadership Framework). Now it's time to translate those insights into actionable growth. The Court of Wisdom™ profiles below reveal how your scores align with timeless leadership archetypes.

Each profile below includes a brief description, core weighting, the reason behind that weighting ("Why"), the type of leader it represents ("Profile Type"), key traits, top strengths, typical areas for growth, and strategic ways to grow your leadership edge.

### **1. The Scribe**

**Quiet strength and relentless learner.**

**Core Weighting:** Foundational (40%), Self-Mastery (10%), Character (20%), Inner Authority (10%), Transcendent (20%)

**Why:**

The Scribe is grounded in deep reflection and foundational wisdom. Primarily a learner and thinker, this leader focuses on deep understanding, strong moral grounding, and visionary foresight, often operating quietly without seeking spotlight or influence.

**Profile Type:**

The learner-leader who builds from the inside out.

- **Traits:** Reflection, Discernment, Learning
- **Strengths:** Wisdom, deep insight, humility, teachability
- **Areas for Growth:** May overanalyze or hesitate to act
- **Growth Edge Strategy:** Practice timely, decisive action; balance thorough reflection with strategic decision-making deadlines.

## 2. The Shepherd

**Safe presence and Spirit-led mentor.**

**Core Weighting:** Foundational (10%), Self-Mastery (20%), Character (40%), Inner Authority (20%), Transcendent (10%)

**Why:**

The Shepherd excels through relational warmth, emotional maturity, and stability. They mentor others from a deeply compassionate, grounded presence. Though dependable and caring, they typically avoid the spotlight or visionary leadership roles.

**Profile Type:**

The emotionally intelligent protector and mentor.

- **Traits:** Compassion, Loyalty, Presence

- **Strengths:** Compassionate, emotionally present, spiritually grounded
- **Areas for Growth:** Conflict-avoidant, may struggle with strategic structure
- **Growth Edge Strategy:** Engage courageously in necessary conflict and set strategic boundaries to complement emotional strength.

### 3. The Architect

**Strategist with vision and precision.**

**Core Weighting:** Foundational (10%), Self-Mastery (40%), Character (10%), Inner Authority (30%), Transcendent (10%)

#### **Why:**

The Architect excels in disciplined thinking and internal clarity. Strongly structured and organized, they lead effectively within complex environments. Less emotionally driven, they must intentionally integrate relational connection.

#### **Profile Type:**

The disciplined builder of scalable, sustainable systems.

- **Traits:** Vision, Precision, Clarity
- **Strengths:** Focused, analytical, disciplined

thinker

- **Areas for Growth:** May neglect emotional nuance or relational connection
- **Growth Edge Strategy:** Cultivate emotional intelligence and prioritize relational check-ins within strategic planning.

#### 4. The Flame

**Bold fire-starter who wakes others up.**

**Core Weighting:** Foundational (10%), Self-Mastery (40%), Character (10%), Inner Authority (10%), Transcendent (30%)

**Why:**

The Flame initiates bold, passionate action and catalyzes transformative movements. High-energy and visionary but less relationally focused, they risk burnout without intentional balance and grounding.

**Profile Type:**

The disruptor who energizes change.

- **Traits:** Fire, Passion, Disruption
- **Strengths:** Bold, passionate, catalytic leader
- **Areas for Growth:** Can burn out or lack long-term focus

- **Growth Edge Strategy:** Establish healthy routines for renewal; partner with stable leaders for sustained impact.

## 5. The Sentinel

**Protector of people, peace, and truth.**

**Core Weighting:** Foundational (10%), Self-Mastery (10%), Character (40%), Inner Authority (10%), Transcendent (30%)

### **Why:**

The Sentinel leads with justice-driven purpose, prioritizing integrity and dependability. They often guard principles fiercely, though their less tactical nature means flexibility and openness to change must be intentionally developed.

### **Profile Type:**

The resilient moral guardian.

- **Traits:** Integrity, Stability, Guarding
- **Strengths:** Grounded, dependable, justice-oriented
- **Areas for Growth:** Can be rigid or resistant to change
- **Growth Edge Strategy:** Intentionally foster cu-



riosity and adaptability while remaining anchored in core values.

## 6. The Oracle

**Sees through noise and speaks with weight.**

**Core Weighting:** Foundational (30%), Self-Mastery (10%), Character (40%), Inner Authority (10%), Transcendent (10%)

### **Why:**

The Oracle possesses deep insight and moral clarity. A truth-centered, wise advisor, they often stay internally reflective, needing deliberate engagement with outward execution, practical influence, and relational connection.

### **Profile Type:**

The inner compass with truth-weighted vision.

- **Traits:** Discernment, Insight, Authority
- **Strengths:** Discerning, spiritually insightful, calm
- **Areas for Growth:** Can feel distant or overly internal
- **Growth Edge Strategy:** Regularly engage in relational dialogue; proactively share insights to build relational trust.

## 7. The Reformer

**Disrupts stagnation with clarity and courage.**

**Core Weighting:** Foundational (10%), Self-Mastery (40%), Character (10%), Inner Authority (30%), Transcendent (10%)

### **Why:**

The Reformer thrives by courageously confronting comfort and stagnation, pushing toward clarity, growth, and justice. Their intensity demands intentional integration of empathy and relational skills to balance their approach.

### **Profile Type:**

The change-agent who confronts comfort.

- **Traits:** Courage, Clarity, Challenge
- **Strengths:** Bold truth-teller, growth driver
- **Areas for Growth:** May seem confrontational or intense
- **Growth Edge Strategy:** Combine directness with relational empathy; foster trust-based connections to lead sustainably.

## 8. The Artisan

**Creates beauty and hope where others see ruin.**

**Core Weighting:** Foundational (30%), Self-Mastery (10%), Character (40%), Inner Authority (10%), Transcendent (10%)

**Why:**

The Artisan blends empathetic restoration with creativity and vision. Typically resistant to structure or authority-driven roles, they need intentional frameworks to maintain momentum and impactful creativity.

**Profile Type:**

The gentle restorer and soulful creator.

- **Traits:** Creativity, Compassion, Restoration
- **Strengths:** Creative, compassionate, redemptive
- **Areas for Growth:** May avoid structure or delay action
- **Growth Edge Strategy:** Adopt clear structures and manageable deadlines that support, not restrict, creativity.

## **9. The Anchor**

**Holds steady when others drift.**

**Core Weighting:** Foundational (10%), Self-Mastery (40%), Character (30%), Inner Authority (10%), Transcendent

(10%)

**Why:**

The Anchor maintains emotional steadiness, reliability, and perseverance. Less visionary or reflective, they excel at maintaining equilibrium but must cultivate flexibility and openness to innovation.

**Profile Type:**

The reliable stabilizer in storms of change.

- **Traits:** Stability, Trust, Patience
- **Strengths:** Reliable, emotionally steady, trusted
- **Areas for Growth:** May resist change or overprotect
- **Growth Edge Strategy:** Actively embrace new ideas; support innovation while providing grounded guidance.

## 10. The Crown

**Servant-first leader who multiplies others.**

**Core Weighting:** Foundational (10%), Self-Mastery (10%), Character (10%), Inner Authority (30%), Transcendent (40%)

**Why:**

The Crown focuses on empowering others and fostering

generational legacy. Strong in inner authority and transcendent vision, they often minimize their own visibility, needing intentional encouragement toward bold leadership.

**Profile Type:**

The legacy leader who multiplies others.

- **Traits:** Legacy, Service, Empowerment
- **Strengths:** Empowering, legacy-driven, others-focused
- **Areas for Growth:** May hesitate to take bold leadership
- **Growth Edge Strategy:** Step intentionally into bold leadership moments; elevate others through confident, visible leadership actions.

**Your Next Steps**

As you reflect on your profile(s):

- Leverage your natural strengths for impact.
- Proactively address identified growth areas.
- Use suggested growth strategies to evolve continually.

**Great leadership never stops growing.**

*Lead selflessly, wisely, and intentionally.*

## **Putting Your Profile Into Practice**

Reflect on your top profile (or combination of top profiles) and consider:

- **Which strengths come naturally?** Use these generously to lead effectively.
- **Which growth areas challenge you most?** Lean into these areas courageously.
- **How can the recommended strategies become habits in your daily leadership?**

Remember, great leaders aren't defined by how perfectly they match a profile, but by how purposefully they grow toward it.

*Lead with wisdom. Serve with clarity. Transform with courage.*

## **Quick Interpretation:**

- **Foundational-heavy profiles** (e.g., Scribe, Oracle, Artisan) reflect **wisdom, depth, and core values**.
- **Self-Mastery emphasis** (e.g., Architect, Flame, Reformer) signals a focus on **discipline, clarity,**

**and action.**

- **Character-driven profiles** (e.g., Shepherd, Sentinel, Artisan) highlight **emotional strength and relational depth**.
- **Inner Authority focus** (e.g., Crown, Architect) shows strength in **purpose-driven, internal leadership clarity**.
- **Transcendent emphasis** (e.g., Flame, Crown, Sentinel) points to leaders drawn to **legacy, inspiration, and impact**.

### **Bonus Reflection: Your Top 3 Profiles**

Often, leaders resonate with a blend of styles. After calculating your top 3 scores, consider:

- What strengths overlap in these profiles?
- Are you leaning too heavily on one edge (e.g., strategy without compassion)?
- Which growth areas challenge you the most?

Use this insight to **journal, build habits**, or guide a **coaching conversation**.

### **Need Help?**

For a fully automated version of this calculator or to receive a personalized leadership report, visit:

**[selflessedge.com/assessment](https://selflessedge.com/assessment)**



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## ABOUT THE AUTHOR

J. A. Tomlinson is a strategic leader, systems architect, and unapologetic advocate for character-first leadership. With decades of experience leading finance transformations and building enterprise forecasting systems, he is best known for bringing clarity to complexity—without losing sight of the people at the center of every solution.

But Jason's leadership journey didn't begin in a boardroom. It began before dawn, seven days a week, delivering newspapers from a dusty Honda CR-V while juggling college classes and odd jobs. Those early mornings taught him something no textbook could: faithfulness matters. Showing up early, working hard, and doing the right thing—even when no one's watching—still works.

Today, Jason combines strategic clarity with relational warmth and deep moral conviction. He believes leadership is stewardship, spreadsheets can be sacred, and influence without integrity is just noise. Whether mentoring an intern, advising a CFO, or leading a discipleship group, he brings the same steady presence and Kingdom-first mindset.

He listens before he speaks. He builds trust before scaling systems. And he measures success not just by outcomes—but by the growth and transformation of the people around him.

His latest work, *The Cross of Selfless Leadership*, introduces *The Selfless Edge™ Leadership Framework*—a transformative system designed to help organizations raise up leaders anchored in character, clarity, and lasting impact. From boardrooms and nonprofits to churches and classrooms, *The Selfless Edge* equips individuals and teams to lead with purpose and leave a legacy.

Equal parts strategist, mentor, and spiritual guide, Jason's mission is simple: to build leaders who don't just perform—they transform. His vision is to see a new generation of selfless leaders—defined not by titles or trophies, but by service, substance, and Kingdom influence.

He still drinks his coffee black, reads the newspaper in print, and holds a firm belief: wisdom, like joy, is best when shared.