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Review of Rare Leadership, 4 Uncommon Habits for Increasing Trust, Joy, and Engagement in the People You Lead, by Marcus Werner and Jim Wilder

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work for any organization.

The principles of this book can be applied to Christian leadership. The power of a Christian leader is based in the ability to mentor, encourage, and comfort the people he or she leads. When people are motivated, their potential is unleashed. A thriving Christian leader rejoices in the outstanding work done by others. The main concern is not the development of his/her own agenda, but the success of the organization that is led (Acts 6:1-7).

Christian leaders also effectively share their vision; their passion is contagious, and they direct their effort towards the empowerment of every individual throughout the entire organization (Prov. 29:18). As such, the vision of a Christian organization should be based on the Word of God (2 Tim. 3:16-17).

The value of this book could be based on the fact of giving an audience of outsiders the taste and principles experienced and which could be applied with the objective of bringing any organization to experience success. Give people ownership in their results, measure success visible and straightforward, encourage everyone to learn from each other, expect open and honest communication, and watch great things happen (loc. 1532).

I give this book my highest recommendation. Many books about the subject elicit ideas about the success of many leaders, their ambitions, creativity, focus, and capability. This book highlights the principle that the success of an organization is not only in its leaders but also in its people. What is missing in many leadership books is what these leaders had: an extraordinary ability to capture the hearts of the people, their inner ambition for success, the capacity to be inspired to new heights, and their own desire for success (loc. 3368).

When everyone in an organization taps into their creativity, the organization shines.

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RARE LEADERSHIP, 4 UNCOMMON HABITS FOR INCREASING TRUST, JOY, AND ENGAGEMENT IN THE PEOPLE YOU LEAD

*By Marcus Warner & Jim Wilder
Chicago, IL: Moody Publications
(2016)*

Hardcover, 204 pages; Kindle edition

Reviewed by ROBERT MENESES

Doctors Jim Wilder and Marcus Warner have dedicated their lives to leadership. They conclude that a strong leader has “emotional intelligence,” or EQ. Their thesis is that “there are four uncommon habits developed by high-capacity leaders that distinguish them from ‘common leaders’ whose attention is diverted by problem-solving and driving toward results. These four habits all relate to the fast-track system of the brain” (loc. 25). Wilder and Marcus focus on leaders developing one’s fast-track system that will produce a fruit of four uncommon habits that are related to emotional intelligence. One knows if they are using their fast-track system and becoming a stronger or more effective leader if there is a “dramatic increase in trust, joy, and engagement in the people you lead” (loc. 13).

The authors dive into brain science to discover that “leadership skills are

learned in a different way and in a different area of the brain than management skills and academic studies” (loc. 19). Many leadership programs are focusing on managerial types of models but the church is filled with people and in need of leaders with exceptional interpersonal skills. To develop what the authors call a RARE leader, the right side of the brain, or fast-track, needs to be developed to the point where it takes over when not even thinking about it. The slow-track system is optimized for management, monitors results and provides explanations to the problems we face while the fast-track system is relational.

Wilder and Warner claim that by developing the fast-track system one will become a RARE leader, and the RARE leader will:

- Remain relational.
- Act like yourself.
- Return to joy.
- Endure hardship well.

The benefits of becoming this type of a leader are beneficial not only for you as a leader but to the ones being led. How does becoming a RARE leader benefit everyone involved? Joy is the driving force behind this RARE model. “Joy is a renewable energy source that the brain is wired to prefer” (loc. 64). The Bible speaks about how Jesus came so that our joy may be full, and in Psalm 16:11 it says that joy is found in the face of God. Joy is a motivator in the Bible and a RARE leader will be driven by the same motivation, “our deepest need and most desperate craving is joyful relationships. People will do crazy things in the pursuit of joyful relationships” (loc. 66).

The authors don’t believe in accountability groups because they say they are based out of fear. If I don’t make it on my end then I will be looked down on, the boss will be upset, or I could lose my job or posi-

tion. Instead, Wilder and Warner make a case for identity groups, where people are free to be vulnerable and open. It’s a group of allies; the group is tender towards weakness; they are committed to seeking God and can be anywhere in the world. Here relationships are built and people are uplifted and encouraged if they “fail” and don’t hold up to their part, and a RARE leader facilitates this kind of a group rather than a pressure, fear-based accountability group where the focus is on results which are all that matters. “RARE leaders understand that results matter, but they don’t fix their sights on results. Fast-track leaders don’t push their organizations or their ministries toward a results target. RARE leaders aim at their group identity” (loc. 100).

Every strong leader aims to live as a RARE leader and to equip others to live and teach the four habits of a RARE leader. A RARE leader remains relational, doesn’t focus on the problem and puts aside relationships but keeps their relationships bigger than their problems. A RARE leader acts like him or herself, has a consistency of character and whatever emotions they may face and still know how to act like themselves. Also “they are really good at seeing Jesus in others and waking up that part of the person’s heart” (loc. 142). A RARE leader returns to joy, can experience upsetting emotions but recovers quickly and helps others recover and return to joy from a variety of negative emotions. A RARE leader endures hardship well, suffering well as Jesus did since “Jesus is the ultimate model of maturity in the face of suffering” (loc. 175).

I recommend this book to all who desire to be stronger leaders, to look not only at results as a sign of a good leader but to relationships and emotional maturity. “When it comes to leadership, it turns out that emotional

maturity may just be the most important assessment we can make” (loc 194). If you desire to remain relational, act like yourself, return to joy, and endure hardships well, then you might want to read this book.

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HOW TO LEAD WHEN YOU'RE NOT IN CHARGE: LEVERAGING INFLUENCE WHEN YOU LACK AUTHORITY

By Clay Scroggins
Grand Rapids, MI: Zondervan (2017)
Hardcover, 214 pages; Kindle edition

Reviewed by DANIEL BRAN

In the book *How to Lead When You're Not in Charge: Leveraging Influence When You Lack Authority*, Clay Scroggins offers an insightful rendition of the dynamics between authority and leadership. In a clear, easy to follow format, Scroggins addresses the misconception of seeing “positional authority as a prerequisite for effective leadership” (loc. 185). The goal of the book is to help one recognize that when it comes to leadership, “authority is largely irrelevant—if you are a leader, you will lead when you are needed” (loc. 229).

The book is organized into three parts. In the first part, Scroggins addresses the challenge one faces both within the work environment and within oneself. In the second part, he identifies four behaviors that can affect influence and leadership. In the last section, the focus is on how to challenge up, or how to lead within a system of authority construc-

tively and positively.

The mindset of leading without authority can prove to be counterintuitive as “we learn, at an early age, that having the steering wheel is the only way to lead” (loc. 185). It also proves to be freeing for creativity and ownership within one’s area of responsibility as the dynamic of being told what to do can be an inhibitor of thought. This mindset requires a strong sense of self-awareness because “how we see ourselves affects our ability to follow others, our ability to lead others, and our ability to find the future God has for us” (loc. 388). Scroggins identifies five basic components of identity: your past, people, personality, purpose, and priorities, and presents them within a theocentric world view where God’s opinion has the greatest relevance (loc. 598). The author isn’t against authority. His theocentric worldview confirms his proposition that “there isn’t a healthy church or organization that exists for leaders who think they don’t need an authority over them” (loc. 840).

To lead well, one has to be able to lead oneself. This law of personal responsibility identifies that “everyone is responsible for leading something, even if that something is just you” (loc. 1096). This leadership behavior pattern is also interconnected to the way one chooses to look at the world. “How you see your world shapes your world. And you have a say in how you see” (loc. 1429). Choosing positivity, therefore, becomes an essential trait of good leadership and confirms that it is not just a personality trait but also a character trait. It is developed by choice and practiced over time.

Positivity alone, though, is dangerous without critical thinking. Critical thinkers can connect, identify emotions and their cause, be able to