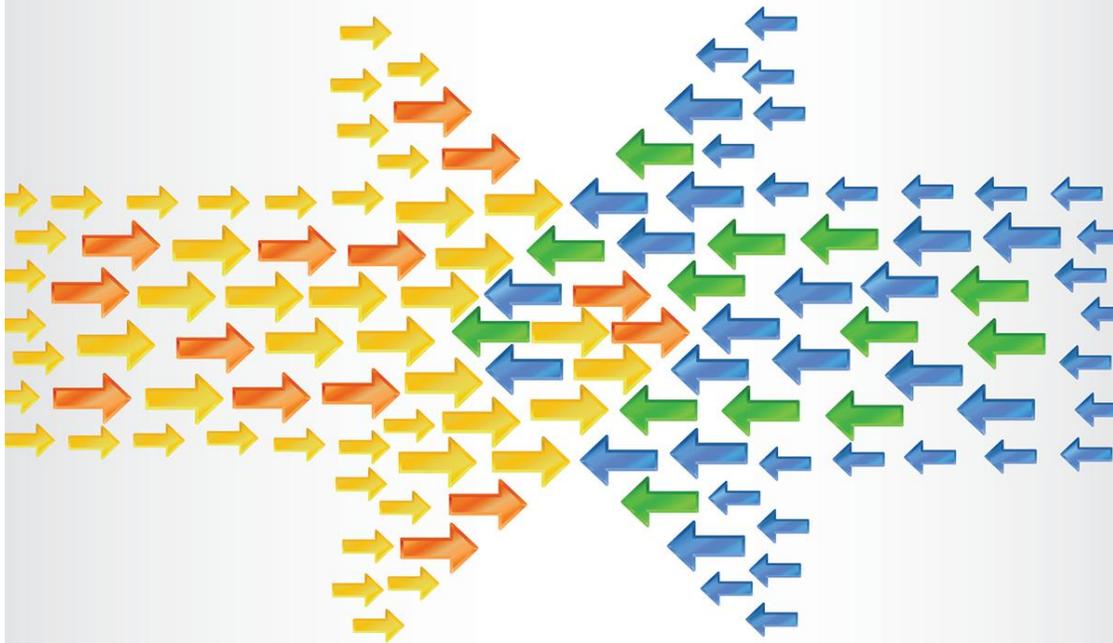


**“One of the great strengths of a non-profit organization is that people don’t work for a living, they work for a cause.”**

*—Peter F. Drucker*

# **NO-NONSENSE** Non-Profit



Leadership Principles for  
Church & Charity

**PETER DARCY**

## Author's Prologue

### Introduction: When Leaders are Absent The Leadership/Management Dance

#### **Chapter 1: Core Leadership Principles**

1. Prayer Is the Strength of the Mission
2. You Incarnate the Mission
3. Define Success For Your Mission And Your People
4. People Will Follow Only Those Who Give Them Hope
5. Don't Be Afraid To Ask For a Sacrificial Buy-In
6. Ask Them How You're Doing
7. The Primordial Temptation
8. Beat the Perennial Catch-22

A successful man is one who can lay a firm foundation with the bricks that others have thrown at him.

~David Brinkley

#### **Chapter 2: Core Promotional Principles**

1. Know Why the World Needs You
2. Promote the Mission With Simplicity and Clarity
3. Communicate With Boldness and Creativity
4. Inspiration, Inspiration, Inspiration
5. Be Prepared for Every Audience
6. Money Follows Mission
7. Stay Constantly in Front of Them
8. Don't Confuse Having an Audience With Having an Impact

I should be sorry if I only entertained them; I wished to make them better.

~George Frideric Handel

#### **Chapter 3: Core Mission Principles**

1. Think People Not Systems
2. Resist Mission Drift
3. Direct Engagement With the Enemy
4. Adapt or Die
5. Build a Performance Culture
6. Create a Culture of Joy and Celebration
7. Generous Stewardship of Limited Resources
8. The Mission Happens Outside the Building

A ship in harbor is safe – but that is not what ships are built for.

~John A. Shedd

## **Chapter 4: Core Organizational Principles**

1. Your People Want You to Be In Charge
2. First Things First
3. Find the Inside/Outside Balance
4. Regular Staff Training
5. Flow Chart Discipline
6. Failing to Plan is Planning to Fail
7. Hire For Work Ethic and Productivity
8. Manage Your Board

There are two way to do something: the right way, and again.  
~Navy SEALs

## **Chapter 5: Core Performance Principles**

1. "It Never Gets Easier—Ever"
2. Good Intentions Don't Pay the Bills
3. Networking and Phone Time
4. Build a Cathedral
5. Always Remember the "Core Unit"
6. Two Essential Performance Disciplines
7. Hone Your Skills
8. Balance and Time Out

Life is a game of cards. The hand that is dealt you represents determinism; the way you play it is free will.  
~Jawaharlal Nehru

## **Conclusion: *Potestas and Auctoritas***

# **Introduction**

## **When Leaders Are Absent**

Like many good things in life, we only appreciate the blessings of leadership when we are deprived of them.

Most of us take leaders for granted because leadership is often a behind-the-scenes, thankless job, the details of which few people see. We mourn the loss of good leadership when it is *absent* because only its absence gives us a clue as to how much leaders do for us in silent ways while the rest of us cruise along on the surface of life enjoying the benefits of their hard work. If you ask yourself how important good leadership is to any human venture, you won't have to look far for an answer. Let's take just one famous example: the *Titanic*.

Virtually everyone in the Western world knows the story of the epic *Titanic* disaster in 1912. It was, of course, fundamentally a business venture for the British company, the White Star Line. It was not a charitable mission, but the leadership lessons we can derive from that tragedy are striking. Starting with the leadership failures surrounding the *Titanic* misadventure, let's begin with the most serious.

### ***Leadership Failure #1 – dereliction of duty:***

Captain Edward J. Smith, an experienced British Royal Navy officer, drove the *Titanic* "full steam ahead" through an ocean full of icebergs with the ambition of setting a new trans-Atlantic passage record to New York. That act easily qualifies Captain Smith as the all-time winner of the "What Was He Thinking?" Award. Pressed for time, Captain Smith cancelled the customary lifeboat drill with passengers the day before the *Titanic* set sail. That same day, Smith dismissed an officer who took the key to the binocular case with him, thus depriving the *Titanic's* crow's nest lookouts of their binoculars to scan for icebergs. Smith went to bed after a banquet held in his honor the night of the disaster, even though the ship was heading into very dangerous waters, and was awakened by the ship's collision with the iceberg. The Captain failed to maintain a dedicated line for

wireless communication with other ships because his communications officer was too busy sending the first-class passengers' cables back to the mainland detailing the adventures of their pleasure cruise. Virtually nothing is known of Captain Smith's final two hours on the *Titanic*.

***Leadership Failure #2 – negligent oversight:***

The year before the *Titanic* sailed, the same Captain Edward Smith was at the helm of the *Titanic*'s sister ship, the *Olympic*, which collided with a British warship, the RMS *Hawke*, near the Isle of Wight. A Navy investigation laid the blame for the incident squarely on Captain Smith. Knowing of this catastrophic event in Smith's recent history, the *Titanic*'s supervising authority, the White Star Fleet, nonetheless chose Smith to be captain of the *Titanic*. That esteemed committee deserves the "What Were *They* Thinking?" Award, which is given for *collective* insanity.

***Leadership Failure #3 – hesitation in time of crisis:***

First Officer in charge of the *Titanic*'s bridge, William McMaster Murdoch, delayed a full thirty seconds in ordering a change of course when he was informed that the ship was in imminent danger of ramming an iceberg – which happened exactly thirty-seven seconds after the iceberg was spotted. Murdoch gave the order with just seven seconds left to impact but by that time, changing the course of the mammoth vessel was impossible.

Another ocean-liner, the *Californian*, was within sight of the *Titanic* (just six nautical miles away) when the lookout crew spotted a four-stack passenger ship that had ceased its forward motion. The crew noticed that the mysterious ship sent up numerous distress rockets at intervals, and the crew notified the *Californian*'s captain, Stanley Lord, of the

ship's unusual situation. Captain Lord chose to ignore the *Titanic's* signals, passing them off as the exuberant *celebrations* of a pleasure cruise. He had shut down his own ship's engines for the night and was unwilling to start them up again. He, likewise, neglected to awaken his communications officer so that he could canvass the area for distress calls. The *Titanic* listed and then disappeared from the horizon after two hours of observation.

In sum, poor and negligent leadership can *literally* be deadly for those who are subjected to it.

But leadership is always a double-edged sword. Good leadership can be life-giving and life-saving. Though the leadership failures of the *Titanic* will go down in history as catastrophic, we must not overlook some astounding examples of heroic leadership in the same moment of disaster.

### ***Leadership Success #1 – sacrificial endurance:***

John "Jack" Phillips was the *Titanic's* radio operator. As the ship began to sink, Captain Smith told Phillips that it was useless to keep sending out distress signals and that he should save himself and abandon ship. Phillips disregarded the order and kept sending out signals to any possible ship that could rescue them. His final message was cut short as the water entered the radio room. He risked his life to send those distress calls and barely escaped to a lifeboat, where he succumbed hours later to hypothermia before he could be rescued.

Of course, the heroism of the "band that played on" is well-known. What is not very well understood is that all eight members of the band chose to remain on board playing music to calm and console the passengers as the *Titanic* sank, and all eight band

members went down with the ship. Their final song was reputed to have been, "Nearer My God to Thee."

***Leadership Success #2 – never compromise:***

Second Officer Charles Lightoller was an experienced veteran of the sea, and he recognized immediately that the *Titanic* was in a desperate situation. His quick action freed several lifeboats that otherwise would have remained unused, which made it possible for dozens more passengers to be saved. But when one lifeboat was found to be full of men, Lightoller jumped into it and forced the men out of the boat *at gunpoint* so that women and children could be saved. He refused an order by the First Officer to board a lifeboat and was eventually sucked underwater by the sinking ship. Miraculously, the explosion of the ship's boiler as the ship went down forced Lightoller away from the sinking vessel, and he surfaced right next to one of the lifeboats he had freed. He helped keep the rickety boat afloat for the next four hours, and after seeing all the others onto the rescue boat, was the very last *Titanic* survivor to be rescued.

***Leadership Success #3 – mission clarity:***

Fr. Thomas Byles, a forty-two-year-old English Catholic priest who was heading to New York for his brother's wedding, twice refused urgent requests that he board a lifeboat because he wanted to be available for any soul who needed his spiritual help during those moments of desperation and death. As the ship sank, the priest stood on the deck praying the Rosary as Catholics, Protestants, and Jews all knelt around him praying.

Father Byle was not the only heroic clergyman on board. Scottish Evangelical Pastor John Harper was travelling with his six-year-old daughter to Chicago to preach at the church of the famed evangelist, Dwight Moody. When the *Titanic* hit the iceberg,

Harper led his daughter to a lifeboat and could have gotten in because he was a widower with a small child. Instead, he kissed his daughter goodbye and ran around to every person who would listen, encouraging repentance and passionately telling others about salvation in Christ. He even gave his life jacket to a man who refused to accept the Gospel message at that late hour, commenting that the man would have another chance for salvation. Harper eventually succumbed to hypothermia in the frigid ocean with the name of Christ on his lips after presenting the message of hope to every passenger he could swim to.

### ***Conclusion***

Very few incidents in modern history show the value of leadership like the demise of the *Titanic*. The failure of leadership in so many key areas has led to a cultural image of the *Titanic* as the symbol of complete and total disaster. The preventable loss of 1,500 lives was an unmitigated tragedy, but it is not the only important truth we can derive from that sad day. The little-known stories of the unsung heroes whose principled leadership kept the disaster from reaching even greater proportions are the real leadership lessons of the *Titanic*.

Leadership is a double-edged sword: we bank on it when it is present and lament it when it is absent. Most of the time, however, we do not even think about it and presume that someone will always be there, carrying the heavy torch of responsibility into the dark night for the safety and wellbeing of people. The work of leadership is often high-profile, stress-filled, and impactful, but more often than not, it is the stuff of our regular lives. “Normal” people in all walks of life like you and me are the leaders who keep things going and perform many helpful services for our fellow humans. This is to say that leaders are

like the plumber down the street whose shop you drive by every day without noticing it; he's there, but he's mostly invisible – until you have a leaky pipe.

In the following chapters, we will address five dimensions of leadership to familiarize ourselves with one of the most critical but often hidden elements of human culture that makes our world a better place in which to live: effective leadership.

## The Leadership/Management Dance

There is a fundamental difference between the skills and mindsets of leaders versus managers, even though there are also many areas of overlap between the two. Leadership and management are a mesh of skills that cannot be separated; they can only be distinguished. Here's my first quick attempt at the distinctions:

- Leadership is the sum total skill set needed to take an organization's mission outward, to the world, where the mission causes life-transforming change.
- Management is the skill set needed to assure the mission's inward support so that it endures into the future and functions efficiently.

A leader's overall objectives are influence and impact; a manager's goal is efficiency. Leadership skills are directed toward marshalling human resources for action like a field lieutenant calls the platoon together and leads them into battle. Management skills are directed toward maximizing the collective capabilities of an organization like the staff sergeant who prepares the troops and makes sure they're equipped for warfare. I'll have more to say on that military analogy below.

Probably the best summary statement that was ever made on the subject came from the undisputed authority on the management profession, Peter Drucker. He made

this distinction in his famous book, *The Effective Executive*: “Management is doing things right; leadership is doing the right things.”<sup>1</sup> Because both of these functions are essentially arts rather than sciences, it is best to use a series of images to capture the nuances of the interplay between the two, *the dance*, if you will:

<b>Leadership...</b>	<b>Management...</b>
...focuses on who, what, and why	...concentrates on how
...sees the forest	...focuses on the trees
...gazes out over the horizon	...looks down for the icebergs
...sees the world awash in color	...views things in black and white
...tends to be lavish when needed	...is inclined to be stingy or economical
...spends	...cuts
...delights in what can be done	...calculates what can't be done
...admits no upper limit	...always finds the bottom line
...is creative	...is constructive
...hears music	...hears complaints
...sees opportunities	...fixes problems
...builds coalitions	...crunches numbers
...dances in the rain along Madison Avenue like a smiling Gene Kelly.	...maneuvers carefully like a stock trader on Wall Street.

The complementarity, or overlap, between the two skill sets is usually found in each individual manager or leader. One skill set usually predominates in every individual, which can be related to his temperament and personality, but I have found that it is extremely rare for a person to be very proficient in *both* skill sets. The skills flow out of different worldviews and take time to develop into a person's individual leadership or

---

<sup>1</sup> Peter F. Drucker, *The Effective Executive*, New York: Harper and Row, 1967.

management character. They are oriented to complementary, but different, objectives, and very few people have the capacity, or time, to pursue both.

Still, effective performers in their respective fields strive to develop both sets of skills to some degree, while recognizing that one set will always be dominant and related to their personal mindset, while the other set will be necessary for their coordination with others in work life and common projects. Leaders need management skills and managers need leadership skills to be fully professional in their approach to their missions.

A friend of mine once told me the story of a Marine Corps Staff Sergeant who was leading a group of newly-minted second lieutenants on a cleanup drill in their encampment during their first days at The Basic School (Marine officer training). The position of sergeant is the quintessential management position in any military organization, but this particular sergeant's *leadership* skills were forever burned into my friend's mind because, on that day, the lower-ranking Marine turned a routine duty of trash cleanup with his officer-trainees into a war exercise.

Technically, the Sergeant could not give orders to the officers, but he could *lead* them; so he divided the larger group into several smaller fire teams, assigned each team its objective for conquering a hill of garbage (in case you haven't noticed, Marines like to take hills), and established communication lines to give him updates on the progress of their war on trash. Not only were the young Marine officers motivated by a war game and cleaned up the field in record time, but they learned a valuable leadership lesson in that manufactured theatre of battle. The best warriors have both leadership and management skills that they put to good use in fulfilling their objectives, whatever those objectives may be. The Staff Sergeant would always be a manager in the military system, but he also knew how to lead men.

On the other hand, leaders must be intimately aware of the issues and concerns of managers and need to have some savvy in that area in order to partner with their managers in seeking solutions to complex problems. After the first successful launch of his Falcon 9 rocket in September of 2013, Elon Musk, the mercurial leader of Tesla and SpaceX, gave an interview in which he described in minute detail the workings of his rocket and why it had been successful. He had overseen just about every detail of the rocket's production process because so much of his company's fortunes depended on a successful launch. Some have accused Musk of being a micromanager – and he may be – but he is essentially a leader who has a load of technical skill to back up his endeavors. In the face of that criticism, I am reminded of what my old basketball coach used to say: “Son, we don't argue with success.”

A leader needs real management ability because the ultimate leadership skill is the management of human resources, i.e., people. A good manager, likewise, has to have real leadership skills in order to motivate people to do the work and channel their skills into an efficient operation, à la the Marine Staff Sergeant. Yet, the respective skill sets remain distinct and dominant for leaders and managers, and the *individual* must blend them for effective performance.

The success of *organizations* too lies in finding that delicate balance between leadership and management within its walls. In the work of a team, this balance can be likened to two people riding a tandem bike. The leader takes the front position with the moveable handle bars to steer the bike while the manager sits in back with the fixed handle bars and provides pedal power. When they first hop on the bike, there is a period of awkwardness and instability that requires their mutual coordination and effort to stay upright, but when they reach a certain equilibrium where their coordinated efforts hurl

them forward in synch, the riding smoothes out and the miles seem to pass without a hitch. Two minds thinking about the task and two bodies pedaling together make for a stronger effort. If you think about it, it is kind of like a dance.

Any complex organism lives and thrives through the coordination of its many parts, and no single part can carry out all the necessary functions. The leader's greatest challenge is to assemble all the parts of an organization for a common purpose to achieve goals outside itself, while the manager's challenge is to bring all the working parts together into an efficient instrument for channeling energy and resources to accomplish those objectives. It is sometimes true that in smaller organizations the leaders also have to be the managers and vice versa, but in all cases, large or small, the leadership and management skills are distinct even if they are not separate.

This manual is primarily about the things that make leaders effective in the non-profit sector. It is a world that requires the best leaders because its objectives are so vital for the wellbeing of people. Peter Drucker clarifies that non-profits "do something very different from either business or government. Business supplies, either goods or services. Government controls.... The 'non-profit' institution neither supplies goods or services nor controls. Its 'product' is neither a pair of shoes nor an effective regulation. Its product is a changed human being."<sup>2</sup> Those of us who have been in the non-profit business for years know how satisfying it can be to be part of a world-changing mission, and we thank God that we are called into the tangible service of people with all their human and spiritual needs. Perhaps for that reason alone I've put this book together because I believe non-profit leadership is one of the most important institutions of our time.

---

<sup>2</sup> Peter Drucker, *Managing the Non-Profit Organization: Principles and Practices* (New York: HarperBusiness, 1992), xiv.

# Conclusion

## *Potestas and Auctoritas*

Speaking of subtle, a great way to showcase an education is to start throwing around Latin terms, so here goes: *Potestas* and *Auctoritas*. You may never have heard these words, but they have everything to do with leadership and also are a good way to tie together all we have discussed in this book.

To boil them down to their clearest definitions, *potestas* means “power” and *auctoritas* means “authority” (that one was pretty easy to translate). *Potestas* was used by the Romans to describe the *political, legal power* of the Roman Emperors and their deputies, or the power implicit in military rank. It is coercive power, by its very nature. *auctoritas*, on the other hand, was used to describe the *influence* that derives from striking personal characteristics like robust intelligence, virtue, charisma, dynamism, vitality, spiritual giftedness, etc. It has no sense of coercion attached to it but of attraction and persuasion.<sup>3</sup>

For our purposes, these terms are useful in describing two types of human power, two qualities of a person’s influence, both of which have their place and proper roles in leadership.

### **The Role of Potestas**

If someone hires you for an executive position (in business, government, no-profit, education, etc.), you receive automatically some measure of *potestas* over the institution

---

<sup>3</sup> These Latin terms are roughly equivalent to the Koine Greek terms ἐξουσία (*exousia*: *power*) and δύναμις (*dunamis*: *authority*) of the Greek New Testament.

you lead. A CEO, as noted in the last chapter, inherits a full measure of legal power to run his organization on the day he assumes office: he can hire and fire; he can sign checks and freely use the assets of the company for business purposes; he controls the day-to-day operations and the employment fortunes of his associates, etc. Potestas goes with the territory of holding an office, as do the burdens of responsibility. A leader is judged to be competent if he lives up to these responsibilities, or at least if he doesn't drive the organization into the ground, legally or financially.

On the plus side, people with legal/coercive power can create change quickly in their environments: when an organization is in distress; if certain operations or programs need immediate overhaul; when incompetent managers have to be removed from entrenched positions; to meet powerful external threats, etc. Law enforcement, security guards, military forces, and courts all use coercive power to protect human society from its worst members. We should be glad when responsible people in authority use this type of power correctly – for service and protection.

A leader who wears his potestas on his sleeve, though, can be one of the worst people to work for, as witnessed by the countless employees who have had to endure overbearing personalities, arbitrary decision-making, manipulation, bullying, yelling, and the like from bad bosses.

Whenever you are put in charge of others, you have potestas, even if you are just the church choirmaster or the head of the maintenance crew. An insecure, self-important person with a bit of power can be the bane of our existence if he runs an organization that provides services we need, like the local driver's license bureau or the controlling condo association. Didn't Jesus Himself note such a tendency when He told his disciples not to be like the pagans who "lord it over others" (Matthew 20:25)?

There are many more modest forms of potestas too. Parents have authority/power to get children to do things and to punish them if they misbehave. Supervisors watch over us in most areas of life: schools and sports, jobs of all types, anything with an office, rank, boss or board. All exercise potestas.

### **The Role of Auctoritas**

This is where auctoritas becomes relevant. Defined as persuasion or influence, auctoritas doesn't need an official commission of any type. It operates in any environment and has a very human face. I call it the soul of leadership because, as I've taken pains to emphasize in this book, leadership is all about people, and human beings are more readily influenced into doing something than coerced into it. They want to be inspired to action, not told what to do. They can also be discouraged or scandalized by negative or failed influencers.

By its very nature, auctoritas radiates from a person as an *aura* or deep sense of confidence that appeals to the minds and hearts of others. It doesn't force behavior; it motivates people to take action and inspires them to make their own decisions. This is what makes influencers so powerful.

Advertisements claiming that "9 out of 10 doctors recommend" such-and-such a product; celebrity endorsements for a cause or product; top performers promoting something in their area of expertise: these are what we call arguments *from authority*. They marshal the aura, feeling, excitement, confidence, expertise or inspiration of influential people or groups to get you to buy what someone is selling, literally or metaphorically. It's entirely natural for people to use influence this way. Virtually everyone exercises a degree of influence over others, whether that is giving professional advice to

a client, exhorting one of your children to do better in school or selling Girl Scout cookies door to door. It's all influence.

That last example reminds me of one of my friends in Scouting when I was a teenager. He was a chubby, freckle-faced kid with dimples, a perennially bad haircut and a winning smile. His personality was effervescent to the point of annoying because he never stopped talking or dreaming up wild projects, which he dragged me into, whether I liked it or not. Nevertheless, when it came time to sell tickets to the Boy Scout jamboree or chocolate bars for a troop fundraiser, my friend *shattered* all sales records every year. People just loved him and opened their wallets to buy whatever he was selling. My friend had some serious *auctoritas* (and is probably a very rich man today.)

On the other hand, *auctoritas* can also be abused: for evil or immoral purposes; for manipulation and deception; to take advantage of the ignorant or vulnerable. History has its share of cults and sects, charlatans and shysters to paint the downside of *auctoritas* in living color.

### **Finding the Right Balance**

Some people can't be coerced but everyone can be influenced. A leader who is in a position to exercise *potestas* must do so with the moderating power of *auctoritas* or his leadership will lack strength and end up as a destructive force. At the same time, someone who lacks *potestas* may still be an effective leader over his own area of influence if he has strong *auctoritas*. Like my annoying friend.

Which type of leadership authority is more essential? Neither. Both are equally important for healthy human communities and organizations. Which leadership power is more effective in creating change? *potestas* in the short-term, *auctoritas* in the long-run.

However, when a person integrates both qualities of power into his leadership, he is someone who can bring dramatic, transformative change to his sphere of influence.

The key leadership challenge, therefore, is to learn to integrate the two types of power into one's personal leadership style. Both powers must be held in a balance *within the leader* himself, which means that his own inner transformation – through self-awareness and mature understanding of how these powers operate – is a prerequisite to changing anyone or anything outside of him.

Let's conclude our book with the example of one effective leader who integrated these powers into an amazing life and mission that changed history.

### **The Leadership Competence of Joan of Arc**

One of the most extraordinary leaders of all time was Joan of Arc, the 15<sup>th</sup> Century maiden who took up arms to liberate her country (France) from the occupation of a foreign power (England) and to put an end to the Hundred Years' War.

She was only *eighteen years old* when she did that. Imagine.

### **Auctoritas in Action**

Joan of Arc had no official status for most of her short life but was full of the radiating aura of a personal and almost mystical auctoritas. She was a farm girl from a backwater region of France that was fervently loyal to the French monarch while deeply resenting their English occupiers. At age fourteen, she began to experience spiritual visions of St. Michael the Archangel, who told her that she was the one chosen by God to free her country from the grip of the English.

Over a three year period, St. Michael's messages took on the character of a specific mission for Joan: she was to go to the crown prince of France (referred to as the

*dauphin*) and urge him to appoint her as head of the army. Then, she was to lift the English siege of the city of Orléans in north-central France to prevent the enemy from taking control of the whole country. After that, Joan was to bring the *dauphin*, Charles, to Rheims Cathedral to be crown the rightful king of France. That was all.

Nothing difficult about that assignment, right?

The full story is extremely complex, and we cannot enter into more than a few details here. I encourage the reader to do his own research into Joan's fascinating story. I highly recommend starting with Mark Twain's novel, *Personal Reflections of Joan of Arc*, which is brilliant.<sup>4</sup>

It is enough for our purposes to say that, while still in her late teens, Joan set out on her mission to urge the political and military leaders of her day to give her command of the army so that she could drive the English out of France. This was something even the greatest military leaders of the age had been unable to do for nearly a century!

Whenever I think of Joan's fearlessness in this mission, I often wonder: What persuasive power must it have taken to convince the politicians and military men of her day to give command of their army to an illiterate teenage girl seeing visions? It's hard to imagine powerful men of *any* time or culture agreeing to an arrangement like that. The whole venture is astonishing on its face. That Joan was successful in her quest was first and foremost a miracle of grace but also a testimony to the extraordinary personal *auctoritas* borne by that young woman.

## **Postestas in Action**

---

<sup>4</sup> See also this author's book, *The 7 Leadership Virtues of Joan of Arc*.

Within three months of setting out on her mission of persuasion, Joan entered upon her mission of power. She received from the *dauphin* the potestas to lead the armed forces of France for the purpose of driving the occupying English forces out of their country.

Without delay, Joan launched into the campaign to lift the siege of Orléans, and everyone, from the monarch to the lowest peasant, held their collective breath to see if she would succeed. Not only did she succeed, but she scored a decisive French victory over a more powerful English force *in just one week*.

She then led her troops to an open field north of Orléans, where the two armies fought what is known to history as the lopsided Battle of Patay. In a surprise attack, the French killed as many as two thousand English soldiers in one day while losing only three sons of France in the fighting.

From there, Joan and the victorious French forces blazed a trail through 165 miles of enemy-held territory, liberated cities under English domination and successfully saw to the crowning of the *dauphin*, Charles VII, as the rightful King of France. That's as awesome an expression of sheer potestas as there ever was.

It's not hard to see that Joan of Arc wielded her military authority with lethal effectiveness, although she herself never killed anyone. She also bristled with personal authority in carrying out her mission, which is why so many soldiers joined the effort to liberate France under her leadership. The integration of both types of authority in the inner life of one dynamic personality profoundly changed the political relations between two nations and had an enormous effect on the future of an entire continent.

### **The Leadership Fusion**

We cannot imitate Joan of Arc's example of heroism, and we shouldn't try. Few people in history could reproduce Joan's perfect synthesis of influence and power in the fulfillment of her mission. Yet, we can strive to achieve *our own* unique integration of virtue and authority to have an effect on our God-given missions.

To assist our efforts, let us consider a few aspects of Joan's mission, which confirm many of the lessons in this book.

- Joan of Arc believed, without question, in the goodness of her cause, and she sacrificed everything – comfort, home, family, her reputation, and ultimately, her life<sup>5</sup> – to accomplish it;
- Prior to her arrival on the scene, the fighting forces of France were in complete disarray and on the verge of losing both war and country to a bitter enemy; Joan rallied her disconsolate troops to heroic nobility and sacrifice in the service of a worthy cause;
- The French kingdom had been impoverished by the Black Plague and nearly eighty years of war, but Joan used the meager material assets at her disposal to carry out bold, unprecedented campaigns and achieve the most astounding victories;
- Her leadership revived an entire nation; prior to Joan, the French culture and traditions were merging with the dominant English culture; after Joan, the monarchy was confirmed, the unique French identity restored, and the people were once again unified.

---

<sup>5</sup> Joan of Arc was captured by her enemies in battle, kept for a year in prison, interrogated in a three-month-long trial, and burned at the stake as a heretic on May 30<sup>th</sup>, 1431. Her enemies believed that witchcraft was the reason for her extraordinary victories, but no credible evidence could be found to convict her of that charge.

Most importantly, Joan of Arc faithfully accomplished what she was asked to do *by God* and thus fulfilled her unique calling. In that sense, Joan of Arc was one of the most unifying spiritual figures in all of Western history, despite being a controversial figure of her day who was hated by many. Unconcerned about her own reputation, she allowed God to work *through* her. She also brought to His service a personal dynamism the likes of which has rarely been seen in the annals of warfare and culture.

Joan of Arc symbolizes, in heroic terms, the main lessons of leadership we've been examining. It's good to have heroes!

Our book began with an epic failure and ends with epic leadership success. To summarize what should be obvious by now, Joan nurtured within herself the perfect fusion of potestas and auctoritas. In contrast, Captain Smith had potestas but lacked auctoritas. In contrast, most of the real heroes of the *Titanic* lacked potestas but exercised auctoritas to a heroic degree in the service of others. The 1,500 passengers who died on the *Titanic* might never have been lost if Captain Smith had internally synthesized both dimensions of leadership. Saying this is not a judgment on the man but a leadership warning for each one of us, myself above all.

A leader can do much with potestas alone or with auctoritas alone, but it is infinitely better that a leader fuse *both* powers of leadership into a personal integration of virtue and action that always changes the world for the better.

That's why we got into the incredible enterprise of non-profit work in the first place, isn't it?

Go, be Joan.

# About the Author



Peter Darcy is an avid writer and editor who spent thirty years as a missionary and teacher. His great passion is educating others about the power of Beauty, Truth, and Goodness. In 2020 he launched the [Sacred Windows](https://sacredwindows.com/) initiative for this purpose.

Peter is the author of ten books. *Natures of Fire: God's Magnificent Angels* (2021) is his most recent. He also published *The 7 Leadership Virtues of Joan of Arc* and *No-Nonsense Non-Profit: Leadership Principles for Church & Charity* in 2020.

## Follow Peter on the Web

Author website: <https://peterdarcywriting.com/> | Sacred Windows: <https://sacredwindows.com/>

## Books

Order this or any of Peter Darcy's books on his Amazon Author Page: <https://www.amazon.com/~e/B089WKPMW7>.