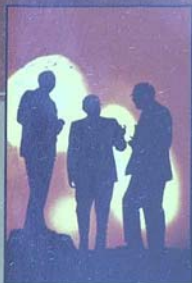


# Character & Leadership



## A Sacred Trust

*Thomas J. Barry, PhD*

Author of *How to Nurture the Creative Thinking Organisation*

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# Character & Leadership

A Sacred Trust

**PUSAT PENERBITAN DAN TEKNOLOGI MEDIA  
UNIVERSITI UTARA MALAYSIA**

**NASKHAH PERCUMA**

*Dengan Ingatan Tulus Ikhlas*

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# Character & Leadership

## A Sacred Trust

*Thomas J. Barry, PhD*

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## Foreword

Leadership is an art that is full of its own uniqueness. Organization, societies, countries and the world at large need good – competent and efficient leaders.

History has shown many organizations, societies and countries collapse because of poor leadership. Much has been said about ideal leaders but as the saying goes, it is easier said than done.

A lot of literature was written on leadership traits and styles. Dr. Thomas J. Barry of this book helps to enrich the literance on this subject matter by interestingly analyzes the character which a good leader must possess.

I strongly believe the 14 character put forward by Dr. Thomas J. Barry are highly critical and beneficial and in fact, every leader should internalize them. In order to develop these characters, I strongly suggest that they should be taught at colleges and universities so as to prepare not only students but also practicing managers and leaders to become C & E leaders.

I would like to express my sincere appreciation to Dr. Thomas J. Barry and others whose contributions had made the publication of this book a reality.



Prof. Dato' Ahmad Fawzi Mohd Basri, PhD  
Vice Chancellor  
Universiti Utara Malaysia



# Contents

|  |      |
|--|------|
| Author's Profile                                 | ix   |
| Introduction                                     | xi   |
| Note to My Reader                                | xiii |
| Chapter 1  |      |
| Character and Leadership .....                   | 1    |
| Chapter 2  |      |
| Moral Integrity and Honesty .....                | 31   |
| Chapter 3  |      |
| Courage and Good Judgement .....                 | 47   |
| Chapter 4  |      |
| Justice and Dedication .....                     | 61   |
| Chapter 5  |      |
| Responsibility, Faithfulness and Industriousness | 73   |
| Chapter 6  |      |
| Fairness, Devotion and Forgiveness .....         | 87   |
| Chapter 7  |      |
| Love .....                                       | 99   |
| Chapter 8  |      |
| Spirituality .....                               | 111  |
| Chapter 9  |      |
| Planting The Seed .....                          | 135  |



## Author's Profile

Dr. Thomas J. Barry is currently an Independent Consultant, Writer and Adviser to two (2) local Universities. He has worked in the civil and private sectors in the areas of managing change with governments of US and South East Asia, including the Malaysian cabinet. Dr. Barry provides the knowledge and facilitation required for the development and implementation of a strategic plan for excellence with a focus on the overall creative process.

He founded and managed his own international consulting firm located in the United States of America for over seven years. He then returned to Malaysia as a Managing Partner for a local international consulting group for three years. He now resides in Malaysia permanently and he considers Malaysia his home.

Previously with the United States of America President's Commission on Executive Exchange as the Executive Assistant to the Associate Director for Management in the Office of Management and Budgets. He served as the full time consultant in the Federal Government's efforts to create a Federal "Quality" Institute. The Federal "Quality" institute had the responsibility to function as the internal consultant for "Quality" implementation in the Federal Government. He was also a steering committee member for the National Academy of Public Administration study on "Quality" in government.

Prior to his White House temporary assignment, he founded and served as the Director of the IBM "Quality" Institute, responsible to develop instructional material to teach the practical application of White Collar "Quality" to IBM Executives and key government officials in eight Asian Countries. During his Asian assignment, he was recognised by the governments of Indonesia, Malaysia, Singapore, Taiwan and Thailand for his contributions to their "Quality" educational efforts.

Dr. Barry has over 20 years of international experience with the IBM Corporation in staff and line management. His

experience includes three years working with all the major European countries and two years with the Asia Pacific Group countries. He has also been a Programme Manager in the IBM Corporate Middle Management School where he trained over 2,000 middle managers.

He had the honour of introducing the National "Quality" Productivity Month for the government of Taiwan and was previously a foreign correspondent for the government of Singapore. He has also conducted "Quality" Education Programmes at a Prime Minister's level in Asia and for the Executive Office of the President of the United States.

He has been an international key note speaker to over 100,000 executives and managers around the world on the topic of "Quality" Improvement, Strategic Planning, Motivational Environments, Personal Effectiveness/Values, Spirituality and Creativity.

He has received numerous managerial awards including a President's Award for Excellence in Human Resource Management. He was also an Adjunct Professor at a number of Universities in the field of Management, Organisational Behaviour and Industrial Psychology, and has extensive experience in the educational environment.

Dr. Barry is the published author of numerous articles worldwide and seven books: - • "Quality" Circles: Proceed With Caution • Management Excellence Through "Quality", both published by American Society for "Quality" (ASQ). • Excellence is A Habit: How To Avoid "Quality" Burnout published by ASQ, USA and Golden Books Centre Sdn. Bhd. • A Secret Rose: An Inward Spi-ritual Journey published by RITZ Print Sdn Bhd. Where Will Your Journey Lead To? Developing Personal Effectiveness And Values and • How To Nurture The Creative Thinking organisation, both published by TIMES, Federal Publications Sdn. Bhd. • Total "Quality" Organisation - Balance And Harmony For Excellence (revised edition) published by University Utara Malaysia Press.

## Introduction

This book is written in an attempt to communicate to you in some small way my current conclusions on character and leadership. My personal journey has taken me all over the globe and I have had the opportunity to deal with the issue of executive leadership in both the private and public sectors.

In all my management writings, illustrations and lectures, I have focused on leadership first. Whatever you do, whether it be in business or on a personal basis, I have always felt that it all begins and ends with leadership.

My field of knowledge and experience is behavioural science. However, I have also included a strong spiritual focus and will emphasise the overall creative process; sharing important learning experiences which have enlightened me in my personal journey in life and work.

As a researcher, writer and teacher, I have now taken my focus on the issue of character and leadership to the next level. This focus is nothing new to me since I have always believed that a strong relationship exists between character and effective leadership. Both are often closely aligned. I have also arrive at some conclusions to the meaning of character and how it can be defined and developed.

As with all my research and findings, I do not propose that I have found the key to character and leadership, but I feel I may have uncovered a layer that will help you to understand better the strong relationship between the two. It still remains a mystery to me how some key individuals take the strong view that character really does not matter. They have a narrow definition of success and say that what really matters is bottom line performance.

The world defines success as “they that die with the most worldly stuff win.”

If you personally have defined your own measure of success as the accumulation of worldly stuff, I have really no issue with your definition. However, one of the key questions I would ask of you is, “How much of your worldly stuff do you plan to take with

you into the next level of consciousness?"

The accumulation of worldly stuff or material wealth may be a good measure of success as long as the worldly stuff or material wealth brings you true *inner peace*.

I would like to ask you to consider redefining your personal definition of success and reflect on the issue of character as I take you on a short journey of discovery.

Character, leadership and performance should flow as an overall process and they should not be in conflict with each other. However, when we attempt to define character we start to ask the *moral* question. The moral question is an extremely sensitive issue since we start to define *what is right and wrong* based on our personal values.

Our personal values usually comes from our knowledge and the surrounding environment. They shape our attitudes and affect our behaviours. Our strongest values are most likely based on our spiritual path or our belief in a higher power, and the quality of that belief.

It is indeed an extremely sensitive area to focus on since we are all unique and we will go to great lengths to defend what we value most. This holds true especially if our values are given to us by our loved ones and family.

There is an extremely thin line that I must walk as a writer when dealing with the question of right and wrong. At times I may cross the line in my writing and I may approach the level of preaching, and I now apologise for that. However, I will attempt to walk on this thin line and hope for some balance.

I pray and hope that I do not preach to you in this small effort. However, I truly believe with my mind, heart and spirit that we must start to focus and come to a clearer understanding of character.

This understanding of character should be incorporated in some way in the executive's repertoire of competency skills, and a methodology should be developed and a measurement process set in place. Even if the measurement process is

subjective it can become objectively based on the credentials of the subjective observers.

Please understand I am not proposing to you in this effort a complete definition of character. Nevertheless, it is my hope that you will take this research to the next level.

## Note To My Reader

This is my *eighth* publication in my journey on this earth. I have chosen to write this small effort due to the specific requests from readers of my previous books and from discussions in my lectures. In addition, this is an attempt to help you discover, at a deeper level, the foundations for true leadership.

My hope is that you will develop the process I recommend and take it to the next level in your own observations of individual leaders. You should also consider creating your own individual mind map for each of the key words I have provided for a definition of character.

In all my previous books and writings, I have tried to be brief and focused. I shall continue to keep this work focused and as brief as possible to meet my readers' request.

It is also my conviction that I would rather say 100 words from my soul than 1,000 words from my mind. I am not a painter showing you my interpretation of reality. What I have tried to accomplish in this book is to assist you in some way to find your own interpretation of reality in your journey of life.

If I have crossed the preaching line in this work then please forgive me since I am still in the process of learning. As with all my previous books, the more I learn, the more I come to the awareness of how little I really know and understand.

This book is dedicated to my special friend and wife, Kuan, my lasting success — who endured when it was difficult for her, and encouraged when it was difficult for us.