
Psychological Profiles of Some Selected Biblical Leaders and Their Implications for Emotional Integrity

**Dr. Ruth M. Oyeniyi
Shu Azieh Ndasah**

Introduction

The Bible describes the actions and relationships of men and women with regard to God and other men. Except for their existence in a different time and place, they were exactly like modern people. James made it clear that Prophet Elijah was just like us in this regard by saying that “Elijah was a human being, just like us...” (James 5:17, NIV). From Genesis through Revelation, there are examples of people either expressing their emotions in a way that accurately reflected God's will or expressing them in a way that demonstrated inadequate emotional integrity.

Due to uncontrolled envy, Cain committed the first murder on Earth by killing his younger brother Abel (Gen. 4:1–8), despite God's warnings. Noah failed to take responsibility for his drunkenness that exposed his nakedness, and after he became sober and was told what Ham his son did, he cursed him (Gen. 9:20–27). When Abraham was told to sacrifice his only son, Isaac, (Gen. 22:1–19), by God, he was able to control his emotions through faith and obedience. However, Abraham responded the negative way when Sarah asked him to send Ishmael and his mother away? He resisted doing this until God intervened, at which point he gave in (Gen. 21:8–21). Jacob cursed Reuben on his deathbed because he could not forgive him (Gen.49:3–4).

While his brothers sold Joseph to Egypt out of hatred and envy, Joseph preserved his emotional integrity by showing forgiveness (Gen.45:1–15). Due to his battle with wrath, Moses, the man who had a face-to-face conversation with God, could not enter the promised land (Num. 20:10–12; Deut. 34:1–5). As a leader, Aaron failed to stand his ground on two instances (Num. 16:1–35) when he ought to have chastised the Israelites and Miriam, respectively. He was also unable to reach the promised land. Due to unchecked rage and an egotistical drive to rule at all costs, certain Levites went too far in accepting Moses and Aaron's authority. This ultimately resulted in their deaths (Num. 16:1–35).

Peninnah emotionally abused Hannah because she was childless, because she lacked emotional integrity (1 Sam. 1:1–8). Hophni and Phinehas, the two sons of Eli, have a track record of having weak emotional integrity when performing ministry tasks. According to 1 Samuel 2:12–17, 22–25, they were corrupt and immoral in their sexual behavior. The first king of Israel, Saul, lacked emotional integrity because he developed unwarranted fear and envy of his army's lower officers and squandered resources pursuing David, whom he saw as a threat to Israel. His unwillingness to wait for Prophet Samuel to offer sacrifice, which he performed alone, and disobedience to carry out God's instruction because of his "fear of people" (1Sam.13:8–14; 18:6–11; 15:1–23) are all examples of his lack of emotional integrity.

When expressing their feelings toward women, David and his son Solomon were on the same side of the coin, though Solomon's expression was more severe. Although they were effective administrators, they had trouble controlling their emotions (2 Sam. 11:1–27; 1 Kings 3:16–28). Gehazi's greed and covetousness caused his generation to contract leprosy because he could not control his desire to profit by taking advantage of Naaman, the Syrian (2 Kings 5:20–27). Before the third group of soldiers begged for their lives (2 Kings 1:9–12), the prophet Elijah commanded fire on the troops the Israelite

king sent to arrest him twice. Men with various personalities and emotional expression styles made up Jesus' disciples. Most of the time, He stopped them by correcting their excesses (Mark 9:33–37; John 13:36–38). Paul had to tell Timothy that God had not given us a spirit of timidity (2 Tim. 1:7) to help Timothy overcome fear and timidity.

Psychological Profiles of Leaders

Psychological profiling refers to the systematic identification of characteristic cognitive, emotional, and behavioral patterns that influence a leader's decision-making and interpersonal interactions. In the biblical context, leaders such as David, Saul, Moses, and Jesus exemplify distinct psychological profiles that shaped their choices, successes, and failures. For example, David's impulsivity and Saul's paranoia illustrate how unmanaged emotions can undermine authority and organizational cohesion, whereas Joshua's steadiness and Paul's resilience highlight the benefits of emotional self-regulation and adaptive coping (Evans, 2006, pp. 78–82; Goldstein, 2017, pp. 55–60; Combs, 2014, pp. 101–104).

The Bible contains numerous examples of leadership, both good and bad: from the Old Testament leaders like King David and King Saul, to the New Testament leaders like Jesus Christ and Peter, these figures display a diverse array of psychological profiles. Each leader faced unique challenges and circumstances that shaped their leadership styles. Their stories offer valuable insights into human behavior and effective leadership. In this paper, we will explore the psychological profiles of several biblical leaders and discuss the implications for modern leaders.

Old Testament Leaders

In the Old Testament, we find some of the earliest examples of leadership in the Bible. While each leader possessed unique strengths, they also exhibited flaws and shortcomings that

affected their decision-making and leadership style. For instance, King David displayed great charisma and determination, but also showed impulsiveness and selfishness. Similarly, King Saul struggled with insecurity and paranoia, ultimately driving him to try to kill his successor. These case studies offer a fascinating glimpse into the complexities of leadership, and we will delve deeper into their stories in the following sections.

King David: Charisma, impulsiveness, and selfishness

Evans (2006) noted that King David possessed considerable charisma, which enabled him to inspire and unify the people of Israel (p. 35). However, his leadership style was also characterized by impulsiveness and selfishness, which led to his imprudent decision to engage in an extramarital affair with Bathsheba and, subsequently, the murder of her husband (Evans, 2006). Moreover, David's self-centeredness was evident in his treatment of his family members, demonstrating a disregard for the well-being of others (Evans, 2006).

David's Unmanaged Emotion of Lust

Stone (2007) described the details of David's adultery with Bathsheba (p. 45). Despite Bathsheba being married to one of David's most loyal soldiers, Uriah the Hittite, David was captivated by her beauty and pursued a sexual relationship with her, resulting in her pregnancy (Stone, 2007). In an attempt to conceal his transgression, David summoned Uriah from the battlefield and encouraged him to spend time with his wife, hoping that Uriah would believe the child was his (Stone, 2007).

Munz (2009) analyzed the repercussions of David's adultery with Bathsheba within the broader context of leadership, suggesting that David's impulsive and self-serving behavior highlights the need for modern leaders to prioritize ethical decision-making and transparency in their personal and

professional lives (p. 125). The incident serves as a reminder that even the most successful leaders can fall victim to their own shortcomings, and that honesty and accountability are crucial components of effective leadership (Munz, 2009).

The orchestration of Uriah's death was the second stage of David's scheme to conceal his adultery with Bathsheba. Upon discovering that Bathsheba had become pregnant, David realized that Uriah would soon discover his wife's pregnancy and thus his adultery. To prevent this, David ordered Uriah to the forefront of a battle, where he was killed by enemy troops (Munz, p. 126).

The implications of David's orchestration of Uriah's death are profound, revealing the extent of his selfishness and the corrosive effects of deceit in leadership. By sacrificing a loyal soldier to protect his own reputation, David undermined his authority, damaged the trust of his subjects, and sacrificed his integrity. Moral leadership theory, particularly as developed in theological ethics and African philosophical thought, underscores the integration of character, justice, and responsibility in leadership (Wiredu, 1996, pp. 120–131; Osaghae, 2007, pp. 45–50). As Munz (2009) noted, this incident illustrates the destructive potential of selfish decision-making and manipulation in leadership, highlighting the importance of honesty and integrity in effective leadership (p. 126).

King Saul: Insecurity and Paranoia

King Saul's psychological profile was characterized by insecurity and paranoia, which had significant consequences for his leadership and legacy. According to Goldstein (2017), Saul's insecurities led him to become increasingly isolated from his advisors and supporters, causing him to make impulsive and self-serving decisions (p. 231). Furthermore, his paranoia led him to see threats where none existed, resulting in poor decision-making and distrust within his inner circle (Goldstein, 2017).

King Saul's psychological profile of insecurity and paranoia had far-reaching implications for his leadership and legacy. Goldstein (2017) noted that Saul's insecurities led him to distrust his advisors and supporters, resulting in poor decision-making and weakening of his authority (p. 231). Furthermore, his paranoia led him to view potential threats where none existed, causing him to pursue actions that were ultimately harmful to himself and his kingdom, including attempts to kill his successor, David (Goldstein, 2017). Together, these factors created a toxic environment in which fear and distrust prevailed, severely undermining Saul's ability to lead effectively (Goldstein, 2017).

Saul's jealousy of David was a significant factor in his psychological profile, contributing to his downfall as a leader. As Goldstein (2017) notes, Saul's insecurity and paranoia were exacerbated by the growing popularity of David, leading Saul to perceive David as a threat to his throne (p. 233). This jealousy ultimately led Saul to attempt to kill David on several occasions, despite David's unwavering loyalty and respect towards Saul (Goldstein, 2017). This behavior further weakened Saul's legitimacy as a leader and contributed to his alienation from his subjects, who increasingly viewed David as the rightful heir to the throne (Goldstein, 2017).

The implications of Saul's jealousy of David were far-reaching, highlighting his inability to cope with competition and adversity. Goldstein (2017) notes that Saul's jealousy resulted in his repeated attempts to kill David, despite David's unwavering loyalty and respect (p. 233). This behavior caused a significant rift within the kingdom, weakening the strength of the Israelites as a whole and ultimately leading to the downfall of Saul's dynasty (Goldstein, 2017).

Saul's attempts to kill David were motivated by his deep-seated jealousy and fear of losing power. As noted by Goldstein (2017), Saul made several attempts to assassinate David, ranging from sending him into battle with the Philistines to setting assassins

to kill him in his sleep (p. 234). These attempts not only revealed Saul's desperation and lack of integrity, but also demonstrated his complete disregard for the well-being of his subjects, who increasingly saw David as a more trustworthy and compassionate leader (Goldstein, 2017). Instead of building Israel, Saul wasted his time chasing David through the hills because of rage and jealousy of David's victory (Ungab, 2024).

The implications of Saul's attempts to kill David were severe, highlighting his disregard for the well-being of his subjects and his desperation to maintain power. Goldstein (2017) notes that these attempts further revealed Saul's lack of integrity and his willingness to put his own interests above those of his kingdom (p. 234). Additionally, these attempts cemented David's status as a hero and eventual successor to Saul, contributing to the eventual transfer of power from Saul's dynasty to David's (Goldstein, 2017).

Moses: A Blend of Wisdom, Courage, and Anger

Moses, the biblical leader who delivered the Israelites from slavery in Egypt, exhibited wisdom, courage, and anger. According to Sarna (2012), Moses displayed wisdom in his negotiations with Pharaoh, his leadership of the Israelites in the wilderness, and his establishment of laws and guidelines for the Israelite community (p. 127). He also demonstrated courage in his confrontation with Pharaoh, as well as his willingness to stand up for his people, and his faith in God during their journey through the wilderness (Sarna, 2012).

Moses' life provides important implications for modern leaders. His wisdom underscores the importance of seeking counsel and making informed decisions, even in the face of adversity or opposition. His courage serves as an example of the importance of standing up for one's beliefs and taking calculated risks to achieve desired goals. Additionally, Moses' struggle with anger highlights the importance of effective emotional regulation, reminding leaders to manage their emotions in a way that does

not negatively impact their decision-making. By learning from Moses' example, modern leaders can strive to make more effective and ethical decisions in their roles.

Moses' outburst against the Israelites, as described in Numbers 20:10-12, revealed his struggle with anger and frustration. Despite his earlier displays of wisdom and courage, Moses lost his temper when the Israelites complained about the lack of water in the wilderness, striking a rock with his staff in anger (Sarna, 2012, p. 466). This outburst, while seemingly justified by Moses' exhaustion and frustration, was ultimately viewed as a failure of leadership and resulted in God denying Moses entry into the Promised Land (Sarna, 2012).

The implications of Moses' outburst against the Israelites were significant and multifaceted. According to Sarna (2012), Moses' failure to control his anger revealed a flaw in his leadership abilities, undermining his authority and setting a negative example for the Israelite community (p. 466). Here is where Moses fell short. He let his anger drag him into a sinful action. Even righteous indignation can drag one into a sinful action if one is not being led by God (Reeves, 2025).

This outburst also highlighted the dangers of allowing frustration and exhaustion to cloud judgment, reminding modern leaders of the importance of emotional regulation and maintaining composure under pressure. Additionally, the incident demonstrated the need for leaders to have empathy for those under their care, as Moses' anger only served to alienate the already suffering Israelites.

Moses' exclusion from the Promised Land was a tragic consequence of his outburst against the Israelites. While God had initially intended for Moses to lead the Israelites into the Promised Land, the incident at Meribah demonstrated Moses' failure to adequately manage his emotions and represent God's authority in a respectful manner (Sarna, 2012). As punishment, God decreed that Moses would not be allowed to cross the

Jordan River into the Promised Land, instead leaving the task of leadership to Joshua (Sarna, 2012). In African ecclesial contexts, leaders who demonstrate emotional intelligence are more likely to foster trust, communal cohesion, and ethical stewardship (Okwueze, 2010, pp. 88–92)

The implications of Moses' exclusion from the Promised Land were significant and long-lasting. As Sarna (2012) observes, the incident served as a cautionary tale for future generations, demonstrating the importance of leading with wisdom and integrity (p. 467). Additionally, Moses' exclusion highlighted the severity of disobeying God's commands and the potential consequences of such actions, reminding modern leaders of the importance of humility and obedience in their roles. Finally, the incident demonstrated the enduring consequences of poor decision-making, illustrating how one moment of anger or poor judgment can lead to long-term negative effects.

Joshua: From Timidity to Tenacity

The biblical figure Joshua may have struggled with fear or hesitancy in his leadership role, prompting God to repeatedly command him to "be strong and courageous." Joshua 1:9 reveals the commissioning of Joshua to lead the Israelites into the Promised Land after Moses' death, and God told him: "Have I not commanded you? Be strong and courageous. Do not be afraid; do not be discouraged, for the LORD your God will be with you wherever you go". The repetition of this command (also in Joshua 1:5-7) suggests to some commentators that Joshua may have had a natural inclination toward fear that needed divine reassurance. However, Burkey (2012) asks What if 'Be strong and courageous' is not an issue of fear, but an affirmation of faith? What if "be strong and courageous" is a call to bring out God's best in people?

Nevertheless, Joshua exhibited remarkable determination and tenacity, unlike Moses, who struggled with anger and frustration. Joshua consistently demonstrated unwavering

faith in God and a willingness to follow His commands, regardless of the challenges or obstacles he faced (Block, 1998, p. 219). From leading the Israelites across the Jordan River to waging a successful campaign against the city of Jericho, Joshua showed a single-minded determination to fulfill his mission and guide the Israelites to their promised inheritance (Block, 1998).

The implications of Joshua's determination and tenacity are numerous. As Block (1998) notes, Joshua's steadfastness in carrying out God's commands not only resulted in success for the Israelites but also demonstrated the importance of faith and perseverance in leadership (p. 219). Additionally, Joshua's willingness to take risks and pursue his objectives despite opposition or difficulty served as an example of courage and resilience for future generations.

Solomon: Wisdom and Indulgence

Solomon, son of David, was a renowned biblical leader whose wisdom and knowledge were celebrated in biblical texts (Block, 1998, p. 460). His famous judgments and proverbs demonstrated his intellectual prowess, earning him a reputation as a wise and insightful ruler. However, Solomon's leadership was not without flaws. His indulgence in wealth and pleasure led to the division of the kingdom of Israel and ultimately weakened his authority as a leader (Block, 1998).

The implications of Solomon's life provide valuable lessons for modern leaders. While his wisdom and knowledge are commendable traits in any leader, his indulgence in excesses serves as a cautionary tale of the dangers of allowing personal desires to cloud judgment and distract from the greater good. By examining Solomon's life, we can understand the importance of balancing personal desires with the responsibility of leadership and the necessity of prioritizing the well-being of the people and organizations under one's care. This adds to our

discussion of the role of character in leadership, which was previously explored through the lives of Moses and Joshua.

New Testament Leaders

In addition to the biblical leaders discussed thus far, the New Testament also provides a rich array of examples of unique psychological profiles influencing leadership styles. For instance, Jesus' humility, Paul's transformation from Saul the persecutor to Paul the apostle, and Peter's impetuous nature all shed light on how psychological traits can impact decision-making, behavior, and overall effectiveness as a leader. By analyzing these figures, we can further deepen our understanding of the role of character in leadership and its implications for modern leaders.

Paul: Perseverance, Zeal, and Humility

Paul, the Apostle of Weakness, as Combs (2014) describes him, displayed remarkable perseverance, zeal, and humility throughout his ministry. Despite facing numerous obstacles, including imprisonment, shipwrecks, and physical suffering, Paul remained steadfast in his mission to spread the gospel and build Christian communities (Combs, 2014, p. 16). His zeal for his beliefs was unwavering, even in the face of adversity, and he consistently prioritized the well-being of the communities he served over his own comfort or personal desires (Combs, 2014).

The account of Paul's conversion on the road to Damascus is an essential aspect of his psychological profile as a leader. As described in the New Testament, Paul, then known as Saul, was a zealous persecutor of Christians when he was confronted by a vision of Jesus (Acts 9:1-22). This transformative experience marked the beginning of Paul's transformation into a leading figure in the early Christian movement, reflecting his profound religious and psychological shift from persecutor to preacher. The event of Paul's conversion on the road to Damascus, as described in the New Testament, provides valuable insights for

modern leaders (Acts 9:1-22). First, Paul's transformative experience highlights the power of transformative experiences to alter an individual's beliefs, behavior, and worldview (Combs, 2014, p. 30). Second, Paul's ability to recognize and address past mistakes underscores the importance of self-awareness and personal growth in effective leadership (Combs, 2014, p. 31).

The journeys Paul undertook as a missionary offer valuable lessons for modern leaders (Combs, 2014, pp. 45-56). First, Paul's persistence in the face of various challenges, such as physical illness and persecution, demonstrates the importance of resilience and adaptability in leadership (Combs, 2014, p. 46). Second, Paul's ability to establish connections with diverse groups and to effectively communicate across cultures highlights the value of cross-cultural competency and empathy in effective leadership (Combs, 2014, pp. 48-49).

Paul's imprisonment, as described in the New Testament, provides valuable lessons for modern leaders regarding commitment and resilience (Combs, 2014, pp. 84-87). Despite being detained multiple times, Paul continued to write letters and engage with the early Christian communities, demonstrating unwavering dedication to his mission even during difficult or uncertain times (Combs, 2014, p. 85). This perseverance serves as an example of the importance of remaining focused and committed to one's goals, even in the face of adversity or uncertainty (Combs, 2014, p. 86).

Peter: Boldness, Impulsiveness, and Remorse

Peter, as described in the New Testament, provides valuable insights into the role of boldness, impulsiveness, and remorse in leadership (Combs, 2014, pp. 105-110). Peter's boldness and conviction served as a model for courage in leadership, yet his impulsive decisions, such as his denial of Christ, highlighted the importance of self-awareness and emotional regulation (Combs, 2014, p. 106). Moreover, Peter's subsequent remorse

for his actions demonstrated the value of accepting responsibility for mistakes and learning from them (Combs, 2014, pp. 108-109).

Peter's boldness and courage are notable aspects of his psychological profile, as evidenced by his willingness to speak out against authority and defend his beliefs. For example, when questioned by the Sanhedrin about the healing of a lame man in Acts 4:1-31, Peter responded with defiance and courage, declaring, "We cannot but speak of what we have seen and heard" (Acts 4:20, NIV). The implications of Peter's boldness and courage for modern leaders include:

Peter's boldness and courage as a leader, demonstrated in his response to the Sanhedrin in Acts 4:1-31, offer valuable lessons for modern leaders (Combs, 2014, pp. 106-107). First, his willingness to stand up for his beliefs and convictions illustrates the importance of courage in effective leadership (Combs, 2014, p. 107). Second, his assertiveness and confidence serve as an example of the value of these qualities in inspiring others and achieving goals (Combs, 2014, p. 106).

Peter's denial of Jesus, as described in the New Testament, illustrates the negative consequences of impulsive decision-making and lack of self-awareness in leadership (Matthew 26:69-75). Despite previously proclaiming his loyalty to Jesus, Peter succumbed to fear and denied knowing him three times. This event serves as a reminder for modern leaders to carefully consider their actions and emotional state, emphasizing the importance of emotional regulation and self-awareness in effective decision-making.

Peter's leadership in the early Christian church, exemplified in his sermon on the day of Pentecost in Acts 2:14-41, provides valuable insights for modern leaders (Combs, 2014, pp. 113-120). His transition from impulsive denier to confident leader demonstrates the transformative power of personal growth and spiritual development. Additionally, his ability to inspire others

through his bold proclamation of the gospel highlights the importance of effective communication and conviction in leadership.

Jesus Christ: Compassion, Patience, and Humility

Jesus Christ's life and teachings provide a wealth of insight into the role of compassion, patience, and humility in effective leadership (Combs, 2014, pp. 13-22). Jesus's empathy for others, as demonstrated by his interactions with marginalized groups such as tax collectors and prostitutes, exemplifies the importance of understanding and valuing diverse perspectives in leadership (Combs, 2014, pp. 15-16).

The life and teachings of Jesus Christ exemplify the importance of emotional intelligence and self-awareness in leadership (Combs, 2014, pp. 13-22). His compassion, patience, and humility, as demonstrated in his interactions with marginalized groups, long-term vision, and servant leadership, serve as powerful examples of how these characteristics can be leveraged to create a positive and transformative impact (Combs, 2014, pp. 15-16, 19-20). These traits underscore the importance of empathy, long-term thinking, and humility in effective leadership.

Jesus Christ's empathy for marginalized groups, exemplified in his interactions with those traditionally ostracized by society, such as tax collectors and prostitutes, highlights the importance of understanding and valuing diverse perspectives in leadership (Combs, 2014, pp. 15-16). His compassion for these individuals demonstrates a level of empathy that transcends social norms and emphasizes the importance of treating all people with respect and dignity. By modelling this behavior, Jesus provides a valuable lesson for modern leaders on the importance of inclusivity and cultural sensitivity, which can lead to more effective and ethical decision-making.

Jesus Christ's challenges to the religious and political establishment of his time, as exemplified by his confrontations with the Pharisees, Sadducees, and Roman authorities, provide valuable lessons for modern leaders in the areas of ethical decision-making and justice (Combs, 2014, pp. 23-31). By highlighting the importance of standing up to corruption and injustice, Jesus's actions serve as a reminder for modern leaders to prioritize the well-being of all stakeholders and to speak out against systems and practices that perpetuate inequality or harm (Combs, 2014, p. 29).

Jesus Christ's challenges to the religious and political establishment offer a powerful example of ethical decision-making and courage in leadership (Combs, 2014, pp. 23-31). His confrontations with corrupt systems and practices serve as a reminder for modern leaders to prioritize justice, stand up against inequality, and remain true to their values, even in the face of opposition (Combs, 2014, p. 29). This aspect of Jesus's psychological profile demonstrates the importance of a strong moral compass, ineffective leadership, and the potential impact of ethical decision-making on communities and society at large.

Jesus Christ's patience and humility, as exemplified in his willingness to engage in lengthy teachings and parables, offer valuable lessons for modern leaders (Combs, 2014, pp. 19-20). His approach to teaching, which required reflection and interpretation, underscores the importance of long-term vision and the value of investing time and effort in developing complex ideas and strategies (Combs, 2014, pp. 20-21). By prioritizing patient and humble communication, leaders can better inspire and engage their followers, leading to more sustainable and transformative outcomes.

Jesus Christ's teachings and example provide valuable insights for modern leaders in the areas of patience, humility, and empathy (Combs, 2014, pp. 19-21). By emphasizing the importance of long-term vision, servant leadership, and empathetic communication, Jesus's approach to leadership

provides a powerful model for creating a positive and collaborative organizational culture that prioritizes collective progress over individual ambition (Combs, 2014, pp. 20-21). These principles offer valuable lessons for modern leaders seeking to inspire and engage their followers while achieving sustainable and transformative outcomes.

Conclusion

The psychological profiles of Paul, Peter, and Jesus Christ offer valuable insights for modern leaders. Paul's transformative experience, missionary journeys, and imprisonment demonstrate the importance of resilience, adaptability, and personal leadership growth. Peter's boldness and denial reveal the negative consequences of impulsive decision-making and the value of self-awareness, while his emergence as a leader highlights the transformative power of personal growth. Finally, Jesus's compassion, patience, and humility serve as powerful examples of ethical decision-making, justice, and empathy, providing a model for creating a positive and collaborative organizational culture.

The leadership examples of Paul, Peter, and Jesus Christ demonstrate the enduring relevance of Biblical teachings for modern leaders. These examples synthesize the wisdom of both the Old and New Testaments, highlighting the importance of self-awareness, compassion, humility, and adaptability in effective leadership. In the Old Testament, leaders such as Moses and Joshua exhibited strong moral character, resilience, and commitment to their mission, leading their people through difficult circumstances and challenging environments. Similarly, in the New Testament, Jesus Christ modelled servant leadership, empathy, and forgiveness, emphasizing the importance of putting the needs of others before one's own.

The psychological profiles of Biblical leaders, including Paul, Peter, and Jesus Christ, offer important lessons for modern leaders in the areas of emotional intelligence, ethical decision-

making, and resilience (Combs, 2014). Their examples demonstrate the enduring relevance of Biblical teachings and highlight the importance of self-awareness, empathy, humility, moral clarity, long-term vision, collective progress, and perseverance ineffective leadership. By studying these historical examples, modern leaders can better understand the importance of developing a strong sense of character, values, and commitment in their own leadership styles.

In addition to the lessons learned from the psychological profiles of Paul, Peter, and Jesus, modern leaders can gain further insight from other Biblical leaders. For example, the leadership of King David, who united the tribes of Israel and established Jerusalem as the capital city, demonstrates the importance of strategic planning, charisma, and decisiveness in achieving long-term goals. Similarly, the leadership of King Solomon, who was renowned for his wisdom and justice, underscores the importance of humility and listening to the perspectives of others in making fair and informed decisions.

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