

# DEVELOPING THE LEADER WITHIN YOU

## THE COMPLETE SUMMARY

BY JOHN C. MAXWELL

### The first principle: leadership is creating positive influence

Each person has the potential to exert influence in any given situation or with any group. There are five stages of influence that individuals move through alongside five levels of leadership. The key to progression is to understand one's present source of influence and level of leadership. Further, advancement to the next level can only happen once an individual has excelled in the present level.

### The five levels of leadership

#### Level one: position

At stage one, an authority figure exerts control largely because of position. Often, a leader at this level rules by intimidation. People will follow because they have to. Otherwise, employees will not exert effort beyond their job description or what is required. At this level of leadership, staff lacks commitment leading to high turnover and low morale within the organization.

#### Indicators of excellence:

- Highly skilled.
- Knows job description thoroughly.
- Strong initiative.
- Proactive.
- Highly responsible.

#### Level two: permission/relationships

At this level, a permission leader relies on people interrelationships with strong emphasis on bringing people together. Employees begin to follow beyond the leader's stated authority.

#### Indicators of excellence:

- Genuine care for people.
- Strong people relationship.
- Believes in win-win results.
- Knows how to deal with difficult people.

#### Level three: production/results

At level three, the leader brings the people together on a journey to accomplish a purpose, allowing them to share in the glory of results. People follow to accomplish an objective.

#### Indicators of excellence:

- Driven by a statement of purpose.
- Accountable for results.
- Knows and does things that give a high return.
- Accepts responsibility.

#### Level four: people development/reproduction

A leader at this stage empowers followers and helps them grow personally. People follow because of loyalty brought about by how the leader has helped them grow.

#### Indicators of excellence:

- Recognizes people are valuable assets.
- Role models for others to follow.
- Develops people.
- Shares goals.
- Surrounds oneself with a core group that complements leadership philosophy.
- Leadership is passed through the core group.

#### Level five: personhood

A level five leader has spent years growing people and organizations. People follow because of who and what the leader represents.

#### Indicators of excellence:

- Followers are loyal and sacrificial.
- Leader mentors and molds leaders.
- Leader transcends the organization.
- Leader's ultimate joy is to watch others grow and develop.

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