

LEADING WITH INFLUENCE

WORKBOOK



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1. Lead Yourself Well

“Your potential to lead others is a direct result of how you lead yourself”

-Craig Groeschel

How to Level Up Your Inner Leader: Do's and Don'ts for Self-Leadership

Do...	Don't...
✓ Embrace self-discovery (know your strengths)	Lead on autopilot (without self-awareness) ✗
✓ Set purpose-driven goals	Wing it and hope for the best ✗
✓ Practice self-discipline	Procrastinate and get derailed by distractions ✗
✓ Embrace continuous learning	Stagnate and stop learning ✗
✓ Celebrate wins and reflect on setbacks	Dwell on failures and give up ✗
✓ Practice self-care (physical and mental)	Neglect your needs and burn out (unsustainable living) ✗
✓ Build strong support systems	Isolate yourself and go it alone ✗



Introduction

As a leader, your ability to lead and influence others begins with how you manage yourself. Leading yourself well is the foundation upon which all other leadership skills are built. You cannot effectively lead others if you are not first in control of yourself. It's about being the leader you would want to follow—one who is disciplined, emotionally intelligent, aligned with their values, and committed to growth. When you lead yourself well, you set the stage for inspiring and empowering others to do the same.

Understanding Self-Leadership

What Does It Mean to Lead Yourself Well?

Leading yourself well involves taking full responsibility for your life and making choices aligned with your values, goals, and aspirations. It encompasses self-awareness, discipline, and intentional decision-making in every aspect of your life. It means taking proactive steps to grow, manage challenges, and align your actions with your values. When you lead yourself well, you not only enhance your own life but also set a powerful example for others to follow.

Why It Matters

- **Preparation for Tomorrow:** The actions you take today shape your future. Being proactive and disciplined today sets the foundation for future success and well-being.
- **Personal Growth:** Leading yourself well promotes continuous personal and professional development. It helps you to grow beyond your current capabilities and reach your full potential.
- **Effective Management:** By managing various aspects of your life effectively, you enhance your overall quality of life and productivity.
- **Your Ability to Lead Others:** To lead means others are looking to you for direction. If you're a hot mess express and unable to lead yourself effectively, you'll be ineffective leading others because people will always do what they see rather than listen to what you say. You must be able to lead yourself in order to lead others. When you get better, everyone around you does too.

Key Areas to Manage

1. Emotions

Why It Matters: Managing your emotions effectively is crucial for personal well-being and professional success. Emotional control impacts how you handle stress, interact with others, and achieve your goals.

How to Manage Your Emotions:

- **Practice Self-Awareness:** Regularly reflect on your emotional state and triggers. Journaling or mindfulness exercises can help.
- **Develop Emotional Regulation Skills:** Techniques such as deep breathing, visualization, or mindfulness can help calm your emotional responses.
- **Reframe Negative Thoughts:** Replace negative self-talk with positive affirmations. Focus on aspects you can control.
- **Practice Empathy:** Understand others' perspectives and communicate respectfully.
- **Seek Support:** Reach out to friends, family, or professionals when needed.

2. Time

Why It Matters: Effective time management ensures that you are focusing on what truly matters, which increases productivity and reduces stress.

How to Manage Your Time:

- **Set Clear Goals and Priorities:** Define specific, achievable goals and prioritize tasks based on their importance and urgency.
- **Plan Your Time:** Use planners or digital tools to organize your schedule, set deadlines, and allocate time for breaks.
- **Minimize Distractions:** Reduce interruptions from social media, emails, or other sources to maintain focus.
- **Stay Focused:** Work on one task at a time to improve efficiency.
- **Delegate Tasks:** Assign tasks to others when appropriate to manage your workload effectively.
- **Take Breaks:** Regular breaks help maintain focus and prevent burnout.
- **Be Flexible:** Adapt your schedule to accommodate changes and unexpected events.

3. Priorities

Why It Matters: Managing priorities ensures that you are investing your time and energy in the most impactful activities, leading to better results and satisfaction.

How to Manage Your Priorities:

- **Identify Your Goals:** Clearly define what you want to achieve personally and professionally.
- **Prioritize Your Goals:** Focus on the goals with the greatest impact and urgency.
- **Make a Plan:** Break goals into smaller tasks with deadlines to track progress.
- **Evaluate Regularly:** Review and adjust your goals and priorities as needed.
- **Say No:** Decline tasks that do not align with your priorities.
- **Focus on What Matters:** Concentrate on activities that support your goals and values.
- **Be Realistic:** Set achievable expectations and avoid overcommitting.

4. Energy

Why It Matters: Managing your energy ensures that you maintain physical, emotional, and mental well-being, which is essential for sustained productivity and overall quality of life.

How to Manage Your Energy:

- **Prioritize Sleep:** Ensure adequate rest to restore energy and improve cognitive function.
- **Exercise Regularly:** Incorporate physical activity to boost energy levels and reduce stress.
- **Eat a Balanced Diet:** Maintain energy levels with a diet rich in whole foods, lean proteins, and healthy fats.
- **Manage Stress:** Use stress-reducing techniques like mindfulness or meditation.
- **Take Breaks:** Regular breaks help recharge and refresh your mind and body.
- **Say No to Energy-Draining Activities:** Avoid activities that deplete your energy, such as excessive social media use or negative self-talk.
- **Find Your Energy Boosters:** Engage in activities that invigorate you, such as hobbies or spending time with loved ones.

5. Thinking

Why It Matters: Managing your thinking shapes your beliefs and attitudes, impacting your actions and overall outlook on life.

How to Manage Your Thinking:

- **Practice Self-Awareness:** Monitor your thoughts and recognize negative patterns.

- **Challenge Negative Thoughts:** Question the validity of negative thoughts and seek evidence-based reasoning.
- **Practice Positive Self-Talk:** Replace negative thoughts with positive affirmations.
- **Reframe Situations:** Find positive aspects in challenging situations.
- **Practice Gratitude:** Focus on what you're thankful for to cultivate a positive mindset.
- **Surround Yourself with Positivity:** Engage with positive influences and messages.
- **Practice Mindfulness:** Be present and non-judgmental of your thoughts to manage negativity effectively.

6. Words

Why It Matters: Effective communication fosters clear, respectful, and productive interactions, influencing relationships and outcomes.

How to Manage Your Words:

- **Think Before You Speak:** Consider the impact of your words before expressing them.
- **Use Clear and Concise Language:** Avoid misunderstandings by being straightforward.
- **Be Respectful:** Communicate respectfully, even in disagreements.
- **Listen Actively:** Show that you understand others' perspectives through attentive listening.
- **Avoid Gossip and Negativity:** Refrain from spreading rumors or engaging in negative talk.
- **Give Constructive Feedback:** Provide specific, actionable suggestions for improvement.
- **Speak with Integrity:** Maintain honesty and trustworthiness in your communication.

7. Personal Life

Why It Matters: Managing personal aspects of life ensures a balanced and fulfilling life, enhancing overall well-being and satisfaction.

How to Manage Your Personal Life:

- **Define Your Priorities:** Identify core values to guide decisions and actions.
- **Create a Routine:** Establish a daily routine that supports your priorities.
- **Manage Your Finances:** Set financial goals and manage money to reduce stress and achieve security.
- **Cultivate Healthy Relationships:** Invest in meaningful relationships with family and friends.

- **Pursue Personal Growth:** Continuously learn and develop skills for personal and professional improvement.
- **Practice Self-Care:** Maintain physical, mental, and emotional well-being through exercise, healthy eating, and stress management.
- **Have Fun:** Engage in activities that bring joy and relaxation.

Discussion Questions

- What does it mean to lead yourself well, and why is it important?
- Do you have an emotional regulation skill that you use to calm your emotions when necessary? If so, what is it?
- What are some ways to be intentional with your time?
- How do you determine when to say no and what to prioritize?
- What specifically boosts your energy?
- Share some methods you use to practice gratitude and/or positive self-talk.
- What are some techniques for active listening?
- Do you have a daily routine? If so, what does it involve?
- What actions do you take daily to grow yourself?
- What are your core values?
- How do you protect yourself from gossip and negativity?

Takeaway Activity:

DAILY DOZEN – RANK 1-12 HOW WELL YOU DO EACH

_____ ATTITUDE: CHOOSE AND DISPLAY THE RIGHT ATTITUDES DAILY.

_____ PRIORITIES: DETERMINE AND ACT ON IMPORTANT PRIORITIES DAILY.

_____ HEALTH: KNOW AND FOLLOW HEALTHY GUIDELINES DAILY.

_____ FAMILY: COMMUNICATE WITH AND CARE FOR MY FAMILY DAILY.

_____ THINKING: PRACTICE AND DEVELOP GOOD THINKING DAILY.

_____ COMMITMENT: MAKE AND KEEP PROPER COMMITMENTS DAILY.

_____ FINANCES: MAKE AND PROPERLY MANAGE DOLLARS DAILY.

_____ FAITH: DEEPEN AND LIVE OUT MY FAITH DAILY.

_____ RELATIONSHIPS: INITIATE AND INVEST IN SOLID RELATIONSHIPS DAILY

_____ GENEROSITY: PLAN FOR AND MODEL GENEROSITY DAILY.

_____ VALUES: EMBRACE AND PRACTICE GOOD VALUES DAILY.

_____ GROWTH: SEEK AND EXPERIENCE IMPROVEMENTS DAILY.

Verify Your Self-evaluation: Talk to a friend who knows you well and ask him or her to confirm how you evaluated yourself. If your friend ranks your strengths and weaknesses differently than you do, discuss your differences of opinion and make adjustments to the rankings as needed.

Pick Two Strengths: Pick two strengths from your top six to work on. Make sure that you have made the necessary decision for each area. Then begin practicing the daily disciplines in that area to make it a part of your life.

Pick One Weakness: Choose a weakness from your bottom six to work on. Again, make sure you have made the decision for that area and begin practicing the daily disciplines that go with it.

Reevaluate: After sixty days have passed, reevaluate yourself in the three areas in which you've been working to improve. If you have made significant progress in an area, move on to something new. If an area still needs more work, remain focused on it for another sixty days. But don't work on more than three areas at a time, and never work on more than one weakness at a time.

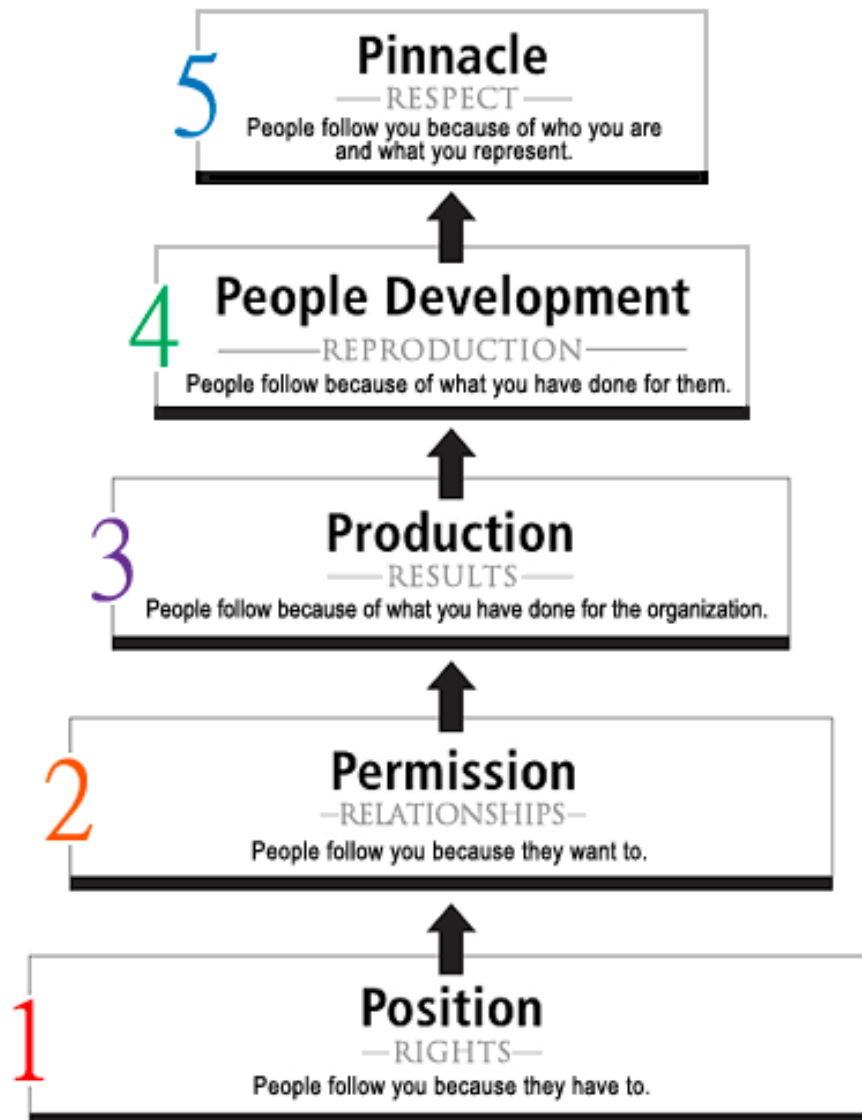
Repeat: Keep working on areas until you have the entire Daily Dozen under your belt. Once you have made all the key decisions and each of the disciplines has become a habit in your life, then the Daily Dozen will be second nature to you. When these disciplines are woven into the fabric of your life, you will be able to make today your masterpiece. And when you do that, tomorrow will take care of itself.

[illegible]

2. The Five Levels of Leadership

“Leadership is influence, nothing more, nothing less“

-John Maxwell



Watch this before you meet:



Introduction

Leadership is not simply a matter of holding a title or position; it's a journey of growth and influence. John Maxwell's concept of the **5 Levels of Leadership** serves as a powerful framework for understanding how leaders can progress from merely being appointed to a role to becoming someone who inspires and develops others. The five levels—**Position, Permission, Production, People Development, and Pinnacle**—represent a leader's evolution from relying on authority to building trust, achieving results, empowering others, and ultimately becoming a leader who commands respect based on character and influence. Understanding these levels is crucial because it helps leaders recognize where they currently stand and provides a clear pathway for how they can grow and elevate their leadership impact. By progressing through these levels, leaders not only increase their effectiveness but also cultivate meaningful relationships and leave a lasting legacy.

"A leader is someone who knows where they are going, walks in that direction and brings willing people along with them." – John Maxwell

Who do you influence

Remember that leadership is influence. You may have few or no people reporting to you, but you still have influence:

1. _____
2. _____
3. _____
4. _____
5. _____

Leadership Assessment:

Put a check mark next to each statement that is true for you. At the first level where fewer than 8 statements are true for you, you may stop. That is the level on which you need to focus your development. Even if you complete this assessment and a later level shows 8 or more statements are true for you, your development needs at the lower level are your first development priority. Use the Leadership Assessment Tally to record your results.

Level 1	
☐	I don't have to remind the people who work for me that I am the leader
☐	I think of each person who works for me as an individual person, not just in terms of his or her function or role
☐	Most days, I look forward to going to work
☐	I recognize that the position I've been given is an opportunity to learn, not turf to be guarded
☐	The people who work for me are willing to do work above and beyond their job descriptions
☐	I know that dealing with people problems is a part of leadership and have accepted that as part of my job
☐	I possess the desire to learn more about leadership and become a better leader
☐	I think of my job in terms of work to be accomplished and give very little focus to career path and positions I desire to achieve along the way
☐	One of my primary objectives is to assist the people who work for me
☐	Most people find it easy to work with me
Total for Level 1 _____	

Level 2	
☐	People outside my department (area of responsibility) respect my opinions and frequently seek me out for advice
☐	I know my strengths and weaknesses and rarely get blindsided in my work
☐	I genuinely like most people and want to help them
☐	I am very consistent and even-tempered in my interaction with the people who work for me
☐	When I say something to people on my team, they always know they can count on it because I am trustworthy
☐	I have developed solid relationships with all of the people who work for me
☐	The people who work for me find me likable and pleasant nearly 100% of the time
☐	When I need to have a candid conversation with team members to correct errors or take care of problems, I follow through and don't allow too much time to go by
☐	I believe that employees desire more than just a fair day's pay for a fair day's work; most desire encouragement and I give it to them
☐	I have developed relationships with everyone who works for me

Total for Level 2 _____

Level 3	
	I consistently hit targets and goals in my work
	Good people always want to work with me and my team
	People see me as an expert in my field and seek me out to learn from me
	I am constantly setting and achieving higher goals for myself even when my superiors don't set them for me
	My performance in my work often carries the team to a higher level
	I give my best to whatever I do
	I am comfortable with the idea that others are watching how I perform and follow my example
	I am known as a problem solver and I often get difficult tasks done
	My work is very consistent on a daily basis
	I have systems and routines that help me perform at a very high level
Total for Level 3 _____	

Level 4	
	I schedule and follow through with training and development for all the members of my team on a regular, consistent basis
	When deadlines loom or work becomes urgent, we never cancel our training and development sessions
	I consistently take risks by giving people responsibilities and authority that will stretch them
	I spend a significant amount of time every month mentoring up-and-coming leaders
	I know very thoroughly the strengths and weaknesses of all the people I lead
	I individualize the way I train, develop and mentor my people
	I spend the most strategic and significant mentoring time with the people who have the highest capacity, talent and potential
	I have a history of moving people from position to position to help them find their fit
	I am continually giving people feedback, not just during formal reviews
	My team or department is considered by others to be the best trained (or one of the best) in the organization
Total for Level 4 _____	

Level 5	
	I can name several specific people whom I have encouraged to speak hard truths to me and they do it regularly
	I am using my influence to instill values in my organization
	I (or a team of which I am a part) set the course of my organization
	I have developed many leaders who are developers of leaders
	I enjoy the interaction and friendship of a small circle of leaders with whom I am taking the leadership journey
	I am still at the top of my game and the positive impact I am making is strong
	I can name at least one person who would be ready to step in and take my place should I decide to leave my current position
	I have influence outside of my organization
	People from outside of my specific industry seek me out for leadership advice
	I am using my influence and resources for causes greater than myself or my organization
Total for Level 5 _____	

Overview of the 5 Levels of Leadership

1. Position

At the **Position** level, leadership is based solely on the title or position held. People follow you because they have to, not necessarily because they want to. At this level, your influence is limited, and people tend to do only what is required of them. This level is often the starting point for new leaders, but it's the weakest form of leadership because it relies on authority rather than influence. Leaders who stay at this level may struggle to build trust or inspire loyalty among their team.

2. Permission

The **Permission** level is where true leadership begins. At this stage, people follow you because they want to—because you've built genuine relationships and earned their trust. This level focuses on developing strong connections, showing respect, and genuinely caring for your team members. By creating an environment of trust and mutual respect, leaders gain the permission to lead, which in turn encourages greater collaboration and team morale. Moving to this level requires active listening, empathy, and a focus on people over tasks.

Do You Know Your Team?

What three **NONBUSINESS** things do you know about this person?

What does this person **VALUE**?

What are this person's top three **CONCERNS**?

What does this person want or **HOPE** for in life?

-John C Maxwell, The 5 Levels of Leadership

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3. Production

At the **Production** level, leaders gain influence because of their ability to drive results and achieve objectives. People follow you because of what you have accomplished for the organization. At this level, leaders are recognized for their effectiveness in turning vision into reality, which boosts team productivity and morale. Achieving this level means you've proven that you can deliver on promises and that your leadership positively impacts the organization. The focus here is on achieving tangible results while maintaining positive relationships.

AS A LEVEL 3 LEADER YOU MUST MAKE THE DIFFICULT DECISION TO:

- **Be successful** before you try to help others be successful
- Hold yourself to a **higher standard** than you ask of others
- Make yourself **accountable** to others
- Set tangible **goals** and then reach them
- Accept **personal responsibility** for personal results
- **Admit failure** and mistakes quickly and humbly
- Ask from others what you have **previously asked** of yourself
- Gauge your success on **results**, not intentions
- **Remove** yourself from situations where you are ineffective

-JOHN C. MAXWELL, THE 5 LEVELS OF LEADERSHIP

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4. People Development

The **People Development** level is where leaders focus on developing others. Here, people follow you because of what you've done to help them grow personally and

professionally. Leaders at this level are committed to mentoring, coaching, and empowering their team members to reach their full potential. By investing in people, these leaders create a culture of growth and loyalty that goes beyond individual performance. This level is about multiplying your leadership impact by developing other leaders who can, in turn, influence others.

5. **Pinnacle**

The **Pinnacle** is the highest level of leadership, where influence extends far beyond your immediate circle. At this stage, people follow you because of who you are and what you represent. Leaders at this level have not only achieved exceptional results and developed countless leaders but have also built a lasting legacy. Pinnacle leaders inspire others to reach their highest potential and leave a mark on their organization that lasts long after they've moved on. Reaching this level requires a lifelong commitment to personal growth, integrity, and the development of others.

Discussion Questions

- How effective are you in getting to know your team?
- How effective are you in giving feedback to others?
- How effective are you in training and developing others?
- What are the potential drawbacks of relying solely on positional power to influence others?
- In what situations might a leader need to primarily utilize their positional authority?
- What strategies can you use to build trust and rapport with your team to gain their “permission” to lead?
- How can a leader balance achieving results with the well-being and development of their team members?
- How can you create a culture of continuous learning and development within your team?
- What role does personal character play in achieving higher levels of leadership?
- What are the signs that your team is truly giving you permission to lead them?
- What life or work experience have shaped you that could help someone else if shared?
- What life skills can you teach to others?
- How do you inspire your team to reach higher levels of leadership?

Takeaway Activity

- Go through the list of people that you influence and put a number by each name indicating the level of leadership that best describes your influence with that person
- What's your plan to progress?
- Create a plan to move to the next level with one person in your realm of influence.

***NOTE:** I read this book using a Kobo e-reader without page or location functions. So for the sake of citations, I used (n.p.) for any direct quotes from Maxwell's book.

The 5 Levels of Leadership:

Proven Steps to Maximize Your Potential

BY JOHN C. MAXWELL

What level of leadership are you on???

True leadership isn't about having a certain job, title, or position. True leadership is about investing in people, building relationships, and inspiring them. True leadership is about achieving results and building a team—a team that produces. True leadership is about helping people develop their own skills to become leaders themselves. True leaders who have skill and dedication can reach the pinnacle of leadership—extending their influence for the benefit of others, creating true leaders following behind.

John C. Maxwell's 5 Levels of Leadership are:

1. **Position** - People follow because they have to.

2. **Permission** - People follow because they want to.

3. **Production** - People follow because of what you have done for the organization.

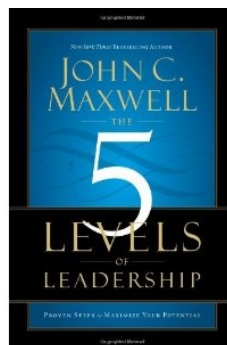
4. **People Development** - People follow because of what you have done for them personally.

5. **Pinnacle** - People follow because of who you are and what

you represent.

To become a great leader, Maxwell has given wonderful advice in his book. He begins the book with a leadership game plan, which includes an overview and insights into the 5 levels. Next, he shares a leadership assessment which allows you to determine your current level of leadership. The subsequent sections are dedicated to the 5 levels.

Each level is explained in its own section, as well as the upside and downside of the level, the best behaviors for that level, the beliefs that help a leader to move up to the next level, and how the level relates to the Laws of Leadership (*The 21 Irrefutable Laws of Leadership* by John Maxwell). Maxwell also includes a *Guide to Growing* through each level at the end of each section.



About the Author...

John C. Maxwell is an internationally respected leadership expert, speaker, and author who has sold more than 20 million books. Dr. Maxwell is the founder of EQUIP, a non-profit organization that has trained more than 5 million leaders in 126 countries worldwide. Each year he speaks to the leaders of diverse organizations, such as Fortune 500

companies, foreign governments, the National Football League, the United States Military Academy at West Point, and the United Nations. A *New York Times*, *Wall Street Journal*, and *Business Week* best-selling author, Maxwell has written three books that have sold more than a million copies: *The 21 Irrefutable Laws of Leadership*, *Developing the Leader Within*

You, and *The 21 Indispensable Qualities of a Leader*. You can find him at JohnMaxwell.com or his blog can be read at JohnMaxwellOnLeadership.com.



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“Leadership is a process, not a position. There was a time when people used the terms *leadership* and *management* interchangeably. I think most people now recognize that there is a significant difference between the two. Management is at its best when things stay the same” (n.p.).

“Everything rises and falls on leadership” (n.p.).

Leadership Game Plan:

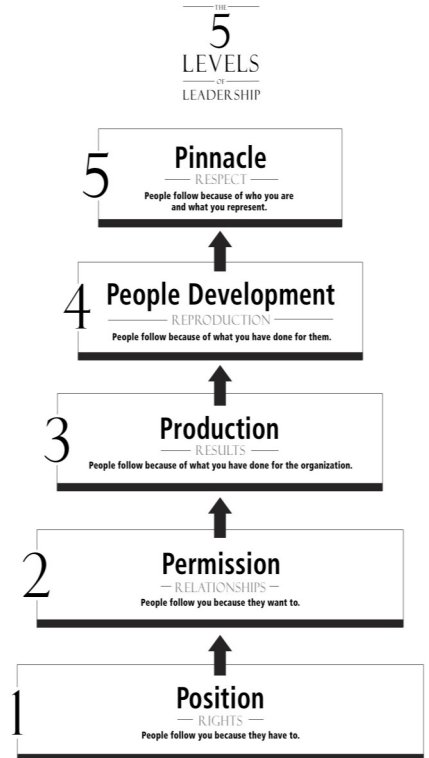
Maxwell is very passionate about leadership. He’s a motivational teacher who tries to help people reach their potential. He convinces readers that his book is for them because “it works!” He claimed the 5 levels of leadership:

- * Provides a clear picture of leadership
- * Defines *LEADING* as a
- * verb and not a noun
- * Breaks down leading into understandable steps
- * Provides a clear game plan for leadership development
- * Aligns leadership practices, principles, and values

Insights into the 5 Levels:

Maxwell shares **10 insights** that help the reader understand how the levels are related to one another:

1. You can move up a level but you never leave the previous one behind
2. You are not on the same level with every person
3. The higher you go, the easier it is to lead
4. The higher you go, the more time and commitment is required to win a level
5. Moving up levels occurs slowly, but going down can happen quickly
6. The higher you go, the greater the return
7. Moving farther up always requires further growth



8. Not climbing the levels limits you and your people
9. When you change positions or organizations, you seldom stay at the same level
10. You cannot climb the levels alone

Leadership Assessment:

Maxwell provides a four-part questionnaire to help readers understand where they are in the leadership journey. Readers are encouraged to assess their current level of leadership before continuing to read more of the book.

Part One—Leadership Level Characteristics (Answer True or False on 10 Statements for each level)

Part Two—Individual Team Member Assessment—Leader’s Point of View (for each person you oversee, answer Yes or No to questions for each level)

Part Three—Leadership Assessment—Team Member’s Point of View (ask each person who reports to you to fill out the worksheet—Yes or No questions for each level. This part can be done anonymously)

Part Four—Current Leadership Level Assessment (put it all together and tally the results. Instructions on how to do this are included.)

Five Levels Leader Assessment			
Instructions: (1) Write team member names. (2) Answer questions about each person. (3) Assess what level you are on with each person.	Team Member: Always	Team Member: Always	Team Member: Always
Level 1 Am I a newly titled leader and/or new leader to this person? Do I have to remind this person that I'm the leader? Does this person only do what I tell them to do? Does this person go around me to communicate with my boss? Does this person only want to get a paycheck?	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No
Level 2 Do I genuinely care for this person? Can I trust this person? Is this person giving more than they "have to"? Do I feel I can openly communicate with this person? Do I know their strengths and weaknesses and how they complement mine?	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No
Level 3 Do I value this person's ability to perform? Does this person have a desire to learn from me? Do I help this person experience success? Am I and this person building production momentum? Is this person willing to perform at a higher standard with me?	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No
Level 4 Am I dedicated to training this person in learning to lead? Does this person take on more responsibility to support me? Does this person challenge me by leading up? Is this person investing and developing others? Can this person represent me and my philosophy in multiple situations?	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No
Level 5 Is this person a potential successor? Do I use my influence with this person to instill values and set the course for the organization? Is this person an advocate to other leaders, increasing respect for me before I meet them? Is this person developing other leaders? Is this person willing to serve you without focusing on monetary compensation?	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No

For more information on how to bring 5 Levels of Leadership training into your organization, go to www.leadershipgameplan.com or call 800.959.6866.



Leadership is more than just having a position.

Position is the entry level of leadership. Every leader starts here. It is the foundation every leader builds upon.

“Positional leadership is based on the *rights* granted by the position and title. Nothing is wrong with having a leadership position. Everything is wrong with using position

to get people to follow. Position is a poor substitute for influence” (n.p.).

Level 1 people may be bosses, but they are never leaders. They do not have the influence that is needed to lead.

The people of Level 1 have subordinates—not team members—and they rely heavily on rules, policies, and regulations to control their people. These “subordinates” will only do what is required of them and nothing more.

Anyone can be given or appointed to a position. Because of the ease of obtaining a position, this level does not require ability and effort to achieve.

People follow you because they have to.

The Upside of Level 1

Maxwell claims that if you are new to leadership and you receive a position, there are four things to celebrate:

1. **A leadership position is usually given to people because they have leadership potential**—once you have been given the invitation to lead something, you need to celebrate because someone
2. **A leadership position means authority is recognized**—with position and title comes some level of authority or power. Leaders must prove themselves before they’re given much power and authority.
3. **A leadership position is an**

in authority believes in you.

invitation to grow as a leader—one main requirement of receiving a leadership position is personal growth. If a leader is not willing to grow, then not much leading will take place.

4. **A leadership position allows potential leaders to shape and define their leadership**—this allows the people invited to take a leadership position the opportunity to choose the kind of leader they want to be.

“Leadership is much less about what you DO, and much more about who you ARE.”

—Frances Hesselbein

The Downside of Level 1

1. **Having a leadership position is often misleading**—even though you are given a certain title or position, it does not automatically make you a leader.
2. **Leaders who rely on position to lead often devalue people**—positional leaders place very high value on their position, and not all the other important aspects of leading.
3. **Positional leaders feed on politics**—“Positional leaders focus on control instead of contribution” (n.p.).
4. **Positional leaders place rights over responsibilities**
5. **Positional leadership is often lonely**—since Level 1 leaders mostly only care about themselves and their positions, it becomes “lonely at the top”!
6. **Leaders who remain positional get branded and stranded**—if position is used in the wrong way, Level 1 leaders become branded as positional leaders and are often stranded on
7. **Turnover is high for positional leaders**
8. **Positional leaders receive people’s least, not their best**—Level 1 leaders are the weakest of all leaders and give their least. As a result, their people give their least as well.

“Leadership is action, not position” (n.p.).

Best Behaviors on Level 1

Laws of Leadership at the Position Level:

- **The Law of the LID—Leadership ability determines a person's level of effectiveness**
- **The Law of PROCESS—Leadership develops daily, not in a day**
- **The Law of NAVIGATION—Anyone can steer the ship, but it takes a leader to chart the course**

For

Discussion:

Why do leaders who never progress beyond Level 1 experience high turnover rates of their teams?

In order to help you make the most of your leadership position while shifting to the next level, Maxwell suggests you do three things:

1. **Stop relying on position to push people—**don't use your position to get things done. You need to use other skills.
2. **Trade entitlement for**
3. **movement—**don't rely on your title to lead people but keep your people and the organization moving forward. Moving forward to its vision.
4. **Leave your position and move toward your people—**don't expect your people to come to you for their needs and wants, but go to them. Initiate.

This is how Level 1 leaders think...

Top-down: "I'm over you."

Separation: "Don't let people get close to you."

Image: "Fake it till you make it."

Strength: "Never let 'em see you sweat."

Selfishness: "You're here to help me."

Power: "I determine your future."

Intimidation: "Do this or else!"

Rules: "The manual says..."

Beliefs That Help a Leader Move Up to Level 2

In order to move up, you must change your thinking about leadership. Maxwell suggests internally embracing the following four statements before you will be able to move from Level 1 to Level 2:

1. Titles are not enough
2. People—not position—are a leader's most valuable asset
3. A Leader doesn't need to have all the answers
4. A good leader always includes others

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Guide to Growing through Level 1

Maxwell suggests the following 10 tips to help you plan your growth:

1. Thank the people who invited you into leadership
2. Dedicate yourself to Leadership Growth
3. Define your Leadership
4. Shift from Position to Potential
5. Focus on the Vision
6. Shift from Rules to Relationships
7. Initiate contact with your team members
8. Don't mention your title or position
9. Learn to say, "I Don't Know"
10. Find a Leadership Coach

People follow you because they want to.

Relationships, relationships, relationships. The key to Level 2 is *relationships*. Level 2 is also about developing influence with your people. Liking your people and treating them like individuals with value, influence is created.

Level 2 leaders are so concerned about preserving their position, but their concern is getting to know their people, figuring out

Leaders may be tempted to stop at Level 2, but there is more to leadership than just relationships!

“You can like people without leading them but you cannot lead people well without liking them” (n.p.).

I. **Leadership Permission makes work more enjoyable**—Level 2 leaders shift their focus from *me* to *we*. Since Level 2 leaders put their focus on relationships and winning people over with interactions, this creates a positive working

2. **Leadership Permission increases the energy level**—when you spend time with people you know and like, it gives you energy!

3. **Leadership Permission opens up channels of communication**—Level 2 leaders listen to their people and in

4. **Leadership Permission** focuses on the value of each person—good relationships are built when people value and respect one another.

5. **Leadership Permission nurtures trust**—in order to maintain these essential relationships, trust must be built!

1. Permission Leadership appears too soft for some people
2. Leading by Permission can be frus-

3. Permissional Leaders can be taken advantage of
4. Permission Leadership requires openness to be effective
5. Permission Leadership is difficult for people who are not naturally likable
6. Permission Leadership forces you to deal with the whole person



For Discussion:

Why is “openness” required for permission leadership to be effective?

Best Behaviors on Level 2

Laws of Leadership at the Permission Level:

- **The Law of the INFLUENCE—** The true measure of leadership is influence—nothing more, nothing less
- **The Law of ADDITION—** Leaders add value by serving others
- **The Law of SOLID—** Trust is the foundation of Leadership
- **The Law of MAGNETISM—** Who you are is who you attract
- **The Law of CONNECTION—** Leaders touch a heart before they ask for a hand
- **The Law of BUY-IN—** People buy into the leader, then the vision

oneinabillionconsulting.blogspot.com



"Leadership is influence, nothing more, nothing less" (n.p.).

How can you gain people's permission? Maxwell suggests the following:

1. **Connect with yourself before trying to connect with others—**you must know yourself first, get along with yourself first, be honest with yourself, change yourself first before trying to change
2. **Develop a people-oriented leadership style—**use a personal touch: listen, learn, and then lead!
3. **Practice the golden rule—**Treat others as you want others to treat you
4. **Become the chief en-**

courager of your team—encouraging words go a long ways.

5. **Strike a balance between care and candor—**it is in a leader's best interest to show care AND candor to others. Just having one or the other is not enough, there must be a balance between the two in order to maintain those positive relationships.

This is how Level 2 leaders think...

Side by Side: "Let's work together."

Initiation: "I'll come to you."

Inclusion: "What do you think?"

Cooperation: "Together we can win."

Servanthood: "I'm here to help you."

Development: "I want to add value to you."

Encouragement: "I believe you can do this!"

Innovation: "Let's think outside the box."

Beliefs That Help a Leader

Move Up to Level 3

In order to win a higher level of leadership, Maxwell reminds his readers of the following:

1. **Relationships alone are not enough—**there's more to leadership than influence, now you have to take your people somewhere!
2. **Building relationships**
3. **Achieving the vision as a team is worth risking the relationships—**risk for the sake of the bigger picture.

require twofold growth—as well as growing toward each other, people must grow with each other.

Guide to Growing through Level 2

Maxwell suggests the following to help you plan your growth:

1. Be sure you have the right attitude toward people
2. Connect with yourself—self-awareness, self-image, self-honesty, self-improvement, and self-responsibility
3. Understand where you're coming from
4. Express value for each person on your team
5. Evaluate where you are with your team
6. Accept the whole person as part of leading
7. Make FUN a goal
8. Give people your undivided attention
9. Become your team's Encourager-in-Chief
10. Practice Care and Candor

LEVEL 3: PRODUCTION



<http://hardcourtlelessons.blogspot.ca/2010/09/productivity-lessons-from-web-designer.html>

People follow because of what you have done for the organization.

Produce RESULTS!

There's more to being a good leader than creating a pleasant and positive working environment. Good leaders get things done! They produce results.

On Level 3, leaders gain influence and credibility. Positive things happen with a Level 3 leader: work gets done, goals are achieved, morale improves, profits go up, turnover goes down, and momentum kicks in!

It is on Level 3 that leading and influencing others becomes fun!

Level 3 leaders can become change agents. They can:

- ⇒ tackle tough problems and face thorny issues,
- ⇒ make the difficult issues that will make a difference, and
- ⇒ take their people to another level of effectiveness. (n.p.)

Making Things Happen Separates Real Leaders from Wannabes

The Upside of Level 3

With strong relationships as the foundation for Level 3, these leaders get results and as a result improve their team and organization. Maxwell explains the following 6 upsides:

1. **Leadership Production gives credibility to the leader**—"There are two types of people in the business community: those who pro-

2. **Leadership Production models and sets the standard for others visually**—Level 3 leaders are examples to their people, so their productivity sets the standard to their people as well.

3. **Leadership Production brings clarity and reality to the vision**
4. **Leadership Production solves a multitude of problems**
5. **Leadership Production creates momentum**—there's momentum takes, breakers, and makers...which would you rather be!!?
6. **Leadership Production is the foundation for team-building**

"The credibility of a Level 3 leader can be summed up in one word: example" (n.p.).

The Downside of Level 3

Even though organizational achievement becomes easier in Level 3, the actual leadership itself does not. Maxwell discovered four main downsides:

1. **Being productive can make you think you're a leader when you're not**—in order to be a good leader, you need to do things with and for others, not just yourself!
2. **Productive leaders feel a heavy weight of responsibility for results**—this is one of the costs of effective leadership.
3. **Production Leadership requires making difficult decisions**
4. **Production Leadership**

demands continual attention to Level

2—even though Level 3 leaders are responsible results, this does not mean that they stop caring about their people. Relationships continue to be built, maintained, and deepened.



<http://www.leadership-expert.co.uk/>

Laws of Leadership at the Production Level:

- **The Law of RESPECT**—People naturally follow leaders stronger than themselves
- **The Law of MAGNETISM**
- **The Law of the PICTURE**—People do what people see
- **The Law of VICTORY**—Leaders find a way for the team to win
- **The Law of the BIG MO**—Momentum is a leader's best friend
- **The LAW of PRIORITIES**—Leaders understand that activity is not necessarily accomplishment
- **The Law of SACRIFICE**—A leader must give up to go up
- **The Law of BUY-IN**

For Discussion:

How does one balance leading others and being productive at the same time?

Best Behaviors on Level 3

Maxwell suggests the following for making the most of Production in Leadership:

1. **Understand how your personal giftedness contributes to the vision**—figure out where your true strengths lie.
2. **Cast vision for what needs to be accomplished**—having a clear and communicated vision contributes to the productivity of the team.
3. **Begin to develop your people into a team**—Level 3 people must work together, and production makes this possible.
4. **Prioritize the things that yield high return**—the key to being productive is prioritizing. Effective Level 3 leaders not only get lots done, but they get the right things done.
5. **Be willing and ready to be a change agent**—"Progress always requires change" (n.p.).
6. **Never lose sight of the fact that results are your goal**

Beliefs That Help a Leader Move Up to Level 4

Maxwell suggests embracing the following four ideas on Level 3. Understanding these statements will help you move to Level 4.

1. **Production is not enough**—don't just settle for production, but try to achieve higher levels to help change others' lives.
2. **People are an organization's most appreciable asset**—so value, challenge, and develop them, as well as help them grow!
3. **Growing leaders is the most effective way to accomplish the vision**—invest in your people and your organization will be better.
4. **People development is the greatest fulfillment for a leader**—helping people become better and greater is such a joy. "Few things in life are better than seeing people reach their potential" (n.p.).

Guide to Growing through Level 3

Maxwell suggests the following to help you plan your growth:

1. Be the team member you want on your team
2. Translate personal productivity into leadership
3. Understand everyone's productivity niche
4. Cast vision continually
5. Build your team
6. Use momentum to solve problems
7. Discern how team members affect momentum
8. Practice the Pareto Principle
9. Accept your role as Change Agent
10. Don't neglect Level 2



<http://www.leadership-expert.co.uk/>

LEVEL 4: PEOPLE DEVELOPMENT



http://www.ehow.com/about_6292185_team-building-leadership-development.html

Developing people to become great leaders

Level 4 leaders have the ability to empower others. “They use their position, relationships, and productivity to invest in their followers and develop them until those followers become leaders in their own right” (n.p.). The result??? *Reproduction!* Level 4 leaders reproduce themselves.

each other better, and therefore strengthens loyalty.

2. **Performance increases**—since there are more leaders on the team, everyone’s performance improves.

People follow because of what you have done for them.

Maxwell suggests that two things always happen on Level 4:

1. **There is a very high level of teamwork**—high investment in people deepens relationships, which helps people to know

“Level 4

leaders change the lives of the people they lead” (n.p.).

The Upside of Level 4

1. **People Development sets you apart from most leaders**—Level 3 leaders focus on increasing production, Level 4 leaders focus on growing the company by growing the people in it.
2. **People Development assures that growth can be sustained**—developing and training people gives an organization the best chance for sustaining success and growth.
3. **People Development empowers others to fulfill their leadership responsibilities**—“If your actions inspire others to dream more, learn more, do more and become more, you are a leader”—John Quincy Adams
4. **People Development empowers the leader to lead larger**—sharing leadership with others gives you back time, allowing you to do the most important things.
5. **People Development provides great personal fulfillment**—giving to others is one of the greatest satisfactions in life.

The Downside of Level 4

People Development requires a high level of maturity and skill. People Development is not easy, and therefore there are some downsides to this level.

1. **Self-centeredness can cause leaders to neglect People Development**—selfish leaders do not reach a level of maturity, and as a result, people development does not happen.
2. **Insecurity can make leaders feel threatened by People Development**—do you have ego, control, or trust issues!?
3. **Shortsightedness can keep leaders from seeing the need for People Development**—be willing to adopt a long-term mindset.
4. **Lack of commitment can keep leaders from doing the hard work of People Development**



LEADERSHIP

<http://nonetheless.blog.ca/2012/04/23/what-does-leadership-development-training-consist-of-13565586/>

Putting the “D”evelopment in Leadership!

Laws of Leadership at the People Development Level:

- The Law of **PROCESS**
- The Law of **ADDITION**
- The Law of The **INNER CIRCLE**—A leader's potential is determined by those closest to him
- The Law of **EMPOWERMENT**—Only secure leaders give powers to others
- The Law of **EXPLOSIVE GROWTH**—To add growth, lead followers—to multiply, lead leaders
- The Law of **BUY-IN**

For Discussion:

In what ways can you make people-development a lifestyle? How would this lifestyle change your team, business or organization?

Best Behaviors on Level 4

Maxwell says "Only leaders can develop other people to become leaders...Nobody really understands leadership until he or she does it" (n.p.).

He claims:

It Takes a Leader to KNOW a Leader (Recruiting & Positioning)

It Takes a Leader to SHOW a Leader (Modeling

and Equipping)

It Takes a Leader to GROW a Leader (Developing, Empowering, and Measuring).

1. **Recruiting**—find the bets people possible
2. **Positioning**—placing the right people in the right position

3. **Modeling**—showing others how to lead
4. **Equipping**—helping others do their jobs well
5. **Developing**—teaching them to do life well
6. **Empowering**—enabling people to succeed
7. **Measuring**—evaluating those whom you develop to maximize their efforts

Beliefs That Help a Leader Move Up to Level 5

Maxwell suggests embracing the following beliefs before attempting to climb to the last level. Understanding these statements will help you have the best chance at making it at the top.

1. **The highest goal of leadership is to develop leaders, not gain followers or do their work**—developing others

should be your goal at this point.

2. **To develop leaders, you must create a leadership culture**—a culture that cultivates Level 5 leaders is one that will champion, teach, practice, coach, and reward leadership.
3. **Developing leaders is a life commitment, not**

a job commitment



<http://www.succeswithcrm.com/next-positive-step/>

Guide to Growing through Level 4

Maxwell suggests the following to help you plan your growth:

1. Be willing to keep growing yourself
2. Decide that people are worth the effort
3. Work through your insecurities
4. Recruit the best people you can to develop
5. Commit to spend the time needed to develop leaders
6. Create a personal development process
7. Never work alone
8. Blend the soft and hard sides of development
9. Take responsibility for energizing others
10. Remain approachable as a leader, role model, and coach

LEVEL 5: PINNACLE



<http://www.therainmakergroupinc.com/blog/bid/109582/Human-Capital-Strategies-December-12>

People follow you because of who you are and what you represent.

Taking others to the top!

Of course, Level 5 is the highest and most difficult level. Not many people achieve this level, and if they do, it's because they are naturally gifted leaders. Most people can achieve Levels 1 through 4, but Level 5 requires a lot of effort, skill, intentionality, and a high level of talent.

Level 5 leaders develop their people to become Level 4 leaders. Many leaders don't make it to Level 5 because it requires them to develop followers rather than simply lead followers. Developing followers to lead on their

own takes a lot of work and effort and is very difficult.

"Developing leaders to the point where they are able and willing to develop other leaders is the most difficult leadership task of all" (n.p.).

Level 5 leaders develop Level 5 organizations. Level 5 leaders create opportunities that other leaders don't. Their leadership gains a positive reputation, thus creating a great deal of respect.

"The highest leadership accomplishment is developing other leaders to Level 4" (n.p.).

The Upside & Downside of Level 5

Maxwell explains that while there should be many upsides and very few to no downsides of Level 5, this is not the case on the Pinnacle level.

UPSIDES of Level 5—Your influence is a wonderful thing!

1. **Pinnacle Leadership creates a Level 5 Organization**

2. **Pinnacle Leadership creates a legacy within the organization**
3. **Pinnacle Leadership provides an extended platform for leading**

DOWNSIDES of Level 5—It's not all about you

1. **Being on the Pinnacle can make you think you've arrived—you're not done**

- growing, leading, or learning.
2. **Being on the Pinnacle can lead you to believe your own press**—don't get carried away with your power and position.
3. **Being on the Pinnacle can make you lose focus**—remain focused on your purpose and vision, and continue leading.

Best Behaviors on Level 5

To be successful on the highest level of leadership, embrace the following:

1. **Make room for others at the top**—"The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability..."—Fred A. Manske Jr.
2. **Continually mentor potential Level 5 leaders**
3. **Create an inner circle that will keep you grounded**—"those closest to leaders determine their potential" (n.p.).
4. **Do things for the organization that only Level 5 leaders can do**
5. **Plan for your succession**—leave a successor, and leave before you have to.
6. **Leave a positive legacy**—make the right decisions along the way so a positive legacy can be left!



<http://www.nwlink.com/~donclark/leader/mentoring.html>

"The leadership journey has the potential to take individuals through a lifelong process in three phrases: learn, earn, return" (n.p.).

Laws of Leadership at the Pinnacle Level:

- **The Law of RE-SPECT**
- **The Law of IN-TUITION—** Leaders evaluate everything with a leadership bias
- **The Law of TIM-ING—**When to lead is as important as what to do and where to go
- **The Law of LEG-ACY—**A leader's lasting value is measured by succession
- **The Law of EX-PLOSIVE GROWTH**

Maxwell ends his book with a portrait of and tribute to a Level 5 Leader—Coach John Wooden (UCLA Basketball Coach)

Help Others Move Up to Levels 4 & 5

In order to make the most of your influence on Level 5, Maxwell suggests the following to help your best leaders reach their leadership potential:

1. **Identify and create the crucial leadership lessons they must learn**
2. **Look for unexpected crucible moments they can learn from—**look for teachable moments in every day
3. **Use your own crucible moments as guidelines to teach others—**share your experiences and lessons learned from them.
4. **Expose them to other people and organizations that will impact them—**this is part of your job to help create and develop leaders

Guide to Being Your Best at Level 5

Maxwell gives suggestions on how to help you grow as a leader and develop others to become Level 4 leaders.

1. Remain humble and teachable
2. Maintain your core focus
3. Create the right inner circle to keep you grounded
4. Do what only you can do
5. Create a supercharged leadership development environment
6. Create room at the top
7. Develop your top leaders
8. Plan your succession
9. Plan your legacy
10. Use your leadership success as a platform for something greater

For Discussion:

Do you believe there's plenty of room at the top for addition leaders, or do you think that space is limited? Why? How does this impact the way you would develop other leaders?

Personal Evaluation of The 5 Levels of Leadership...

I now understand what all the hype John Maxwell is about. He is a phenomenal motivator, leader, and teacher of leadership. Even though it took me a long time to read this book, I thoroughly enjoyed it. Maxwell's writing style is very simple and to-the-point. The way he laid out the sections of his book was very easy to follow (hence my choice of layout and headings for this EBS), and I really liked his tips and points—all in a numbered list fashion. However, there was a lot of information in the book, and sometimes I found it a bit repetitive. Nonetheless, a great read for someone wanting to learn how to lead! :)

Maxwell shared his life experiences and examples throughout the book, as well as including some humor. As I read through each level, I was intrigued to go on, and go further, not just in the book, but in my leadership career. He has a wonderful way of motivating the reader to keep travelling on the leadership journey.

I am glad that I chose to read this book, and it makes me want to become a great, effective, and successful leader. There are many examples, suggestions, and ideas that I will take with me from this book. I will recommend this book to others, and I look forward to other books by Maxwell.

Notes:

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[illegible]

3. 360 Degree Leader – Leading Up

“Successful people are willing to do the things that unsuccessful people are unwilling to do”



**Introduction:**

Leadership is not confined to directing those who report to you, it also involves influencing those above you. Anyone, regardless of their position in an organization, can positively impact their leaders and the direction of their organization. Leading up is about being proactive, adding value, and building trust with your leaders, enabling you to contribute meaningfully to the team's goals. This chapter focuses on the strategies and principles that empower leaders at all levels to influence upward effectively, creating a culture of collaboration and shared vision.

Why It's Important:

Leading up is vital because it enhances your contribution to the organization, strengthens relationships with your leaders, and prepares you for greater leadership roles. It's about adding value, building trust, and influencing from where you are, proving that leadership is not about position but about action and impact.

1. Leading up expands your impact beyond your role
2. Leading up strengthens team collaboration
3. Leading up supports your leader's success
4. Leading up builds trust and credibility
5. Leading up fosters personal and professional growth
6. Leading up increases organizational or departmental efficiency

How to Apply:**Lead Yourself Exceptionally Well**

You can't lead up effectively without first demonstrating discipline, competence, and reliability in your own role. This means learning everything you can about your own role before offering support outside your role. When you manage yourself well, it earns respect and credibility with your leaders, making them more open to your influence.

Lighten Your Leader's Load

As an employee, you can do one of two things for your leader. You can make the load lighter, or you can make it heavier. It's similar to the Elevator Principle in *Winning With People*: "We can lift people up or take them down in our relationships". When the boss succeeds, the organization succeeds. Conversely, it is almost impossible for you to win if your boss fails. Also, there's a difference between "lifting up" and "sucking up". 360-degree

leaders look for ways to make their leader's job easier. This might involve solving problems independently, anticipating needs, or taking on responsibilities that free up their leader's time. Leaders appreciate team members who proactively contribute to the team's success.

- Lifting shows you are a team player
- Lifting shows gratitude for being on the team
- Lifting makes you part of something bigger
- Lifting gets you noticed
- Lifting increases your value and influence

What are practical ways that I can lighten my leader's load?

- Do your own job well
- When you find a problem, provide a solution
- Tell your leader what they need to hear, not what they want to hear
- Go the extra mile
- Stand up for your leader whenever you can
- Stand in for your leader whenever you can
- Ask your leader how you can help lighten their load

Be Willing to Do What Others Won't

Few things gain the appreciation of a top leader more quickly than an employee with a whatever-it-takes attitude. Standing out as a leader who takes initiative means stepping into challenges others avoid. Whether it's solving difficult problems or volunteering for tough assignments, this willingness demonstrates your commitment and builds trust with those above you.

What does it practically look like to be willing to do what others won't?

- Be willing to take the tough jobs
- Be willing to pay your dues – sacrifice some personal goals for the sake of others
- Be willing to work in obscurity
- Be willing to succeed with difficult people
- Be willing to take a risk
- Be willing to admit fault, but not make excuses
- Be willing to do more than expected
- Be willing to be the first to step up and help
- Be willing to perform tasks that are “not your job”
- Be willing to take responsibility for your responsibilities

Do More Than Manage—Lead

Managers work with processes – leaders work with people. “Leaders must be good

managers, but most managers are not necessarily good leaders". Leaders influence beyond their job description. While management ensures tasks are completed, leadership involves inspiring others, driving vision, and taking initiative. By consistently leading within your role, you create opportunities for your ideas and influence to reach higher levels.

Are you a leader or a manager?

- Leader's think longer term
- Leaders see within the larger context
- Leaders push boundaries
- Leaders put the emphasis on intangibles
- Leaders learn to rely on intuition
- Leaders invest power in others
- Leaders see themselves as agents of change

Invest in Relational Chemistry

All good leadership is based on relationships. People won't go along with you if they can't get along with you. The key to developing chemistry with your leaders is to develop relationships with them. The reality is that some leaders do little to connect with the people they lead. If that is the case, you must take it upon yourself to connect with your leader. Understanding their preferences, communication styles, and goals allows you to better align your efforts with their vision. Strong relationships foster trust and open the door to greater influence.

How can I connect with my leader?

- Pay attention to: what brings your leader joy, what touches your leader's heart, what brings your leader fulfillment
- Know your leader's priorities
- Share in your leader's enthusiasm
- Connect with your leader's interests
- Understand your leader's personality
- Earn your leader's trust
- Learn to work with your leader's weaknesses
- Respect your leader's family

Be Prepared Every Time You Take Your Leader's Time

Every leader values time. Time is the only commodity that cannot be increased, no matter what a leader does. When approaching your leader with an idea or concern, preparation is essential. Come with well-thought-out solutions, clear questions, or specific proposals.

This respect for their time builds your credibility and increases the likelihood of being heard.

Guidelines for respecting your leader's time:

- Spend 10 minutes preparing for every minute that you expect to meet
- Don't make your boss think for you
- Bring something to the table
- When asked to speak, don't wing it
- Learn to speak your boss's language
- Get to the bottom line
- Give a return on your leader's investment by being prepared

Know When to Push and When to Back Off

Effective leaders understand timing. To be successful, you have to know when to push and when to back off. A great idea at the wrong time will be received just the same as a bad idea. Being persistent without being pushy is a delicate balance. Recognize when to advocate for an idea and when to give your leader the space they need to process or prioritize other tasks.

4 questions to determine if it's time to push:

- Do I know something my boss doesn't, but needs to?
- Is time running out?
- Are my responsibilities at risk?
- Can I help my boss win?

6 questions to determine if it's time to back off:

- Am I promoting my own personal agenda?
- Have I already made my point?
- Must everyone but me take the risk?
- Does the atmosphere say "No"?
- Is the timing right only for me?
- Does my request exceed our relationship?

Become a Go-To Player

Winning teams always have players who make things happen. They demonstrate consistent competence, responsibility and dependability. 360-degree leaders position themselves as reliable and resourceful team members. When leaders know they can depend on you to deliver results and handle challenges, they're more likely to trust your

input and rely on your expertise. All leaders are looking for people who can step up and make a difference when it matters.

Go-to players produce when:

- Go-to players produce when the pressure's on
- Go-to players produce when the resources are few
- Go-to players produce when the momentum is low
- Go-to players produce when the load is heavy
- Go-to players produce when the leader is absent
- Go-to players produce when the time is limited

Be Better Tomorrow Than You Are Today

Sometimes we think we have “arrived” by obtaining a specific position or getting to a certain level in an organization. When that happens, we stop striving to grow and improve and waste our potential. Most people have no idea how far they can go in life. They aim way too low. Continuous growth is crucial for leading up. If you want to influence the people who are ahead of you in the organization – and keep influencing them – then By consistently improving your skills, knowledge, and performance, you demonstrate your commitment to the team and your own development, earning greater respect from those above you.

Benefits of being better tomorrow than you are today:

- The better you are, the more people listen
- The better you are, the greater your value today
- The better you are, the greater your potential for tomorrow

How to become better tomorrow:

- Learn your craft today
- Talk your craft today
- Practice your craft today

Discussion Questions

- How can you add value and build trust with leaders in your organization even if you're not in a formal leadership role?
- How can effectively "leading up" positively influence the dynamics within a team, particularly when team members are empowered to share their perspectives with their manager?
- What are potential challenges associated with leading up, particularly when dealing with a supervisor who might not be receptive to feedback?
- What are some effective ways to proactively offer solutions and ideas to your manager, even if they haven't explicitly asked for them?
- Have you ever made your leader's day easier without being asked? How was it received?

Takeaway Activity:

Reflect on the self-reflection questions below. Considering your responses, identify opportunities to provide value to those above you and develop a plan to better influence your leaders.

Self-reflection questions to help you assess your "leading up" capabilities

Personal Leadership and Self-Management:

- Am I leading myself well in terms of discipline, time management, and emotional regulation?
- Do I consistently deliver high-quality results in my role to build credibility with my leaders?
- How well do I understand my leader's goals, priorities and challenges?

Relationship Building

- Have I built a strong- trust-based relationship with my leader?
- Do I communicate with my leader in a way that aligns with their preferred style?
- How often do I proactively seek to understand my leader's perspectives and needs?

Adding Value

- Am I actively looking for ways to lighten my leader's load and help them succeed?

- Do I anticipate needs or issues that could arise for my leader and act preemptively?

Preparation and Timing

- Do I prepare thoroughly before approaching my leader with questions, proposals or concerns?
- Am I mindful of my leader's time and priorities when I seek their attention?
- Do I know when to push for an idea and when to step back?

Growth and Initiative

- Am I continuously improving my skills and knowledge to become more valuable to my leader and organization?
- Have I sought feedback from my leader or peers to understand how I can better support those above me?
- Do I take initiative in my role, or do I wait for instructions from my leader?

Team and Organizational Alignment

- Do I align my efforts with the broader goals and vision of the organization?
- Am I contributing positively to the team dynamic and supporting my leader's vision?
- Have I demonstrated a willingness to step into challenges that others might avoid?

[illegible]

[illegible]

4. 360 Degree Leader – Leading Across

“Leaders set the tone for their peers. Peers look up to them and say, ‘They’re doing it, so I’m doing it’” – Chris Bosh





Introduction:

Leadership is not limited to managing those above or below you in an organization. Competent leaders can lead followers. They can find, gather, recruit and enlist them. That's not an easy task, but a leader who can lead only followers is limited. To make it to the next level of leadership, a leader must be able to lead other leaders – not just those below them, but also those above and alongside them. To succeed as a leader who leads peer-to-peer, you have to work at giving your colleagues reasons to respect and follow you. Leading across means influencing, collaborating with, and building strong relationships with peers and colleagues. This concept focuses on fostering trust, mutual respect, and teamwork to achieve shared goals. Leading across is vital because it strengthens team dynamics, breaks down silos, and enhances organizational success. This chapter explores the principles that empower leaders to lead across effectively, emphasizing the importance of collaboration and influence without authority.

Why It's Important:

Leading across focuses on influencing your peers and colleagues. It allows you to influence beyond formal authority, making you an invaluable team member.

How to Apply:

Understand, Practice, and Complete the Leadership Loop

Many people who have difficulty leading across have trouble because their approach is too short-sighted. They try to gain influence too quickly. Leading is not a one-time event; it's an ongoing process that takes time – especially with peers. Leadership among peers requires trust and mutual respect. The Leadership Loop involves caring for others, learning from them, and helping them succeed. By practicing humility and cooperation, you create stronger bonds and cultivate a team-oriented mindset.

The Leadership Loop:

- Caring – take an interest in people
- Learning – get to know people
- Appreciating – respect people
- Contributing – add value to people
- Verbalizing – affirm people
- Leading – influence people
- Succeeding – win with people

Put Completing Fellow Leaders Ahead of Competing with Them

In healthy working environments, there is both competition and teamwork. The issue is how to know when each is appropriate. When it comes to teammates, you want to compete in a way that instead of competing with them you are completing them. Rather than viewing peers as rivals, 360-degree leaders focus on complementing each other's strengths. Collaboration over competition builds unity, fosters mutual success, and creates a culture where everyone thrives. The success of the team is more important than any individual wins.

Competing v. Completing	
Competing	Completing
Scarcity mind-set	Abundance mind-set
Me first	Organization first
Destroys trust	Develops trust
Thinks win-lose	Thinks win-win
Single thinking (my good idea)	Shared thinking (our great ideas)
Excluding others	Including others

How to balance competing and completing:

- Acknowledge your natural desire to compete
- Embrace healthy competition
- Put competition in its proper place
- Know where to draw the line

Be a Friend

No matter how driven or competitive or driven your coworkers appear to be, they will enjoy having a friend on the job. Friendship among peers enhances trust and communication. Being approachable, supportive, and genuinely interested in your colleagues fosters stronger relationships and creates a foundation for effective collaboration.

"If you would win a [wo]man to your cause, first convince [her] that you are [her] sincere friend." – Abraham Lincoln

- Friendship is the foundation of influence
- Friendship is the framework for success
- Friendship is the shelter against sudden storms

How to be a friend:

- Listen!
- Find common ground not related to work
- Be available beyond business hours

- Have a sense of humor
- Tell the truth when others don't

Avoid Office Politics

Playing politics at work is a surefire way to alienate your peers. 360-degree leaders refuse to engage in office gossip, manipulation, or politics. Instead, they focus on maintaining integrity, fairness, and transparency in their interactions with peers.

People who rely on production	People who rely on politics
Depend on how they grow	Depend on who they know
Focus on what they do	Focus on what they say
Become better than they appear	Appear better than they are
Provide substance	Take shortcuts
Do what's necessary	Do what's popular
Work to control their own destiny	Let others control their destiny
Grow into the next level	Hope to be given the next level
Base decisions on principles	Base decisions on opinions

How to avoid office politics:

- Avoid gossip
- Stay away from petty arguments
- Stand up for what's right, not just for what's popular
- Look at all sides of the issue
- Don't protect your turf
- Say what you mean, and mean what you say

Expand Your Circle of Influence

It's always easier to stay within environments where we are comfortable and secure. In fact, that's what most people do. They avoid change and remain where it's safe.

Expanding your circle of acquaintances may be uncomfortable, but it can do a lot for you. Effective leaders intentionally build connections beyond their immediate team. By engaging with a diverse range of peers, you gain broader perspectives, share resources, and create a more inclusive and cooperative environment. Expanding your circle also has another valuable benefit. It expands your network, putting you into contact with more people and giving you potential access to their networks.

How to expand your circle:

- Expand beyond your inner circle
- Expand beyond your expertise
- Expand beyond your strengths

- Expand beyond your personal prejudices
- Expand beyond your routine

Let the Best Idea Win

Good ideas are too important to the organization. Great organizations possess leaders throughout the organization who produce great ideas. It's how they become great. Leaders who prioritize results over ego are open to the best solutions, regardless of who proposes them. This mindset fosters innovation and encourages peers to contribute their best thinking without fear of judgment.

What practices lead to the best ideas:

- Listen to all ideas
- Never settle for just one idea
- Look in unusual places for ideas
- Don't let personality overshadow purpose
- Protect creative people and their ideas
- Don't take rejection personally

Don't Pretend You're Perfect

One of the worst things leaders can do is expend energy on trying to make others think they're perfect. Since nobody is perfect, we need to quit pretending. People who are real, who are genuine concerning their weaknesses as well as their strengths, draw others to them. Authenticity is essential for leading across. Acknowledging your flaws and mistakes makes you relatable and approachable, encouraging peers to trust and collaborate with you more openly.

"Nothing would get done at all if a [wo]man waited until [s]he could do something so well that no one could find fault with it" -John Henry Cardinal Newman

How to "Get Real"

- Admit your faults
- Ask for advice
- Worry less about what others think
- Be open to learning from others
- Put away pride and pretense

Discussion Questions

- What is your motivation to lead?
- Think about peers, family members or community connections. Who are 2-3 people that would benefit from a stronger connection with you – and vice versa?
- Identify the specific benefits to building these peer relationships.
- What are some of the challenges around building these peer relationships?
- Spend some time brainstorming about how to approach the challenges you might face.

Takeaway Activity:

Evaluate your current relationship with 3 coworkers or non-work peers (friends, mom group, volunteer teams). What state are you in with each (caring, learning, appreciating, contributing, verbalizing, leading or succeeding)? What action will you take to reach the next step in your relationship?

Coworker Name:	Coworker Name:	Coworker Name:
Current State:	Current State:	Current State:
Action to reach next step	Action to reach next step	Action to reach next step

[illegible]

[illegible]

5. 360 Degree Leader – Leading Down

“Real leadership is leaders recognizing that they serve the people they lead.”

-Pete Hoekstra



**Introduction:**

Leadership is traditionally thought of as a top-down activity. The leader leads, the followers follow. 360-Degree Leaders are by definition nonpositional, they lead through influence, not position, power or leverage. And they take that approach not only with those above and alongside them, but with those who work under them. They take the time and the effort to earn influence with their followers just as they do with those over whom they have no authority. When you lead down, you're doing more than just getting people to do what you want. You're finding out who they are. You're helping them to discover and reach their potential. You're showing the way by becoming a model they can follow. You're helping them become a part of something bigger than they could do on their own. And you're rewarding them for being contributors on the team.

Why It's Important:

Leading down is crucial because it directly impacts your team's morale, engagement, and performance. A leader's ability to empower, inspire, and develop their team determines the success of the entire group. By investing in your people, you build a foundation of trust, foster loyalty, and create a high-performing team that can achieve extraordinary results. Leadership isn't about commanding people – it's about serving them, helping them grow, and ensuring they have the tools and support to succeed.

How to Apply:**Walk Slowly Through the Halls**

One of the greatest mistakes leaders make is spending too much time in their offices and not enough time out among the people. Leadership is a people business. If you forget the people, you're undermining your leadership and you run the risk of having it erode away. Good leaders are intentionally connected to the people they lead. Get to know your team personally and understand their needs. Being approachable and visible helps you build trust and encourages open communication.

How to build this skill:

- Slow down
- Express that you care
- Create a healthy balance of personal and professional interest
- Pay attention when people start avoiding you

- Tend to the people, and they will tend to the business

See Everyone as a “10”

People will almost always live up or down to your belief in them. 360-Degree leaders get more out of their people because they think more of their people. They respect and value them, and as a result, their people want to follow them. Believe in the potential of each team member. When you see value in people, they’re more likely to see it in themselves and perform at a higher level.

How to build this skill:

- See them as who they can become
- Let them “borrow” your belief in them
- Catch them doing something right
- Believe the best – give others the benefit of the doubt
- Realize that “10” has many definitions
- Give them the “10” treatment

#1 Build people up by encouragement

#2 Give people credit by acknowledgement

#3 Give people recognition by gratitude

Develop Each Team Member as a Person

There is a difference between equipping people and developing them. When you equip people, you teach them how to do a job. Development is different. When you develop people, you are helping them to improve as individuals and to acquire personal qualities that will benefit them in many areas of life, not just their job. Leadership isn’t just about professional development; it’s about personal growth too. Help your team members grow holistically by understanding their goals, strengths, and challenges.

How to get started:

- See development as a long-term process
- Discover each person’s dreams and desires
- Use organizational goals for individual development
 - When it’s good for the individual but bad for the organization, everyone loses
 - When it’s good for the organization but bad for the organization, the organization loses
 - When it’s good for the individual but bad for the organization, the individual loses
 - When it’s good for the individual and good for the organization, everybody wins

Goal: What is a need or function within the organization that would bring value to the organization	Strength: Who on your team has a strength that needs developing, which will help achieve the organizational goal	Opportunity: What do you need to do in order to provide the time, money, and resources the individual needs to achieve the goal?
GOAL	Strong Team Member	Opportunity

- Help them know themselves
- Be ready to have a hard conversation
- Celebrate the right wins
- Prepare them for leadership

Place People in Their Strength Zones

Based on data analysis, The Gallup Organization determined that employees who believed they were placed in their “strength zones” were 50% more likely to work in business units with lower employee turnover, 38% more likely to work in more productive business units and 44% more likely to work in business units with higher customer satisfaction scores. The #1 reason people don’t like their jobs is that they are not working in the area of their strengths. When you place individuals in their strength zones, several things happen. First, you change people’s lives for the better. People’s work lives color the other aspects of their lives. When you put people in their strength zones, their jobs become rewarding and fulfilling. The other benefit is that you help the organization and yourself. Identify the strengths of your team members and assign tasks that align with their abilities. When people work in their areas of strength, they’re more engaged and productive.

Steps for placing people in their strength zones:

- Discover their true strengths
- Give them the right job
- Identify the skills they’ll need, and provide world-class training

Model the Behavior You Desire

When a leader’s identity and actions are consistent, the results she gets are consistent. When they are inconsistent, so are the results. Sometimes when we don’t get the results we want, we are often tempted to try to place the blame outside of ourselves. Just as consistency can create power in your personal life, it can create power in your leadership. Leaders set the tone and pace for all the people working for

them. Therefore, they need to be what they want to see. Leadership by example is critical. Demonstrate the attitudes, work ethic, and values you expect from your team.

The Leader's Impact:

- Your behavior determines the culture
- Your attitude determines the atmosphere
- Your values determine the decisions
- Your investment determines the return
- Your character determines the trust
- Your work ethic determines the productivity
- Your growth determines the potential

Transfer the Vision

As a leader in the middle of the organization, a lot of times you will be communicating the vision of others. Leaders in the middle are the critical link. The vision may be cast by the top leaders, but it rarely gets transferred to the people without the whole-hearted participation of the leaders lower in the organization who are closer to them. Although leaders in the middle may not always be the invention of the vision, they are almost always its interpreters. Clearly communicate the organization's mission and goals to your team. When people understand the bigger picture, they're more motivated to contribute meaningfully.

How to effectively communicate the vision:

- Clarity
- Connection of past, present and future
- Purpose
- Goals
- A challenge
- Stories
- Passion

Reward for Results

Whatever actions leaders reward will be repeated. When you use every tool at your disposal to reward your people, you not only inspire them to do the things that are right for the organization but also work harder and to feel better about the job they're doing. Recognize and reward team members who achieve results. Publicly celebrating success fosters a culture of appreciation and drives continued performance.

Reward results effectively by:

- Give praise publicly and privately
- Give more than just praise
- Don't reward everyone the same
- Give perk beyond pay
- Promote when possible
- Remember that you get what you pay for

Build Strong Relationships

Connection fosters influence. Take the time to build trust-based relationships with your team to create a supportive and collaborative environment.

Discussion Questions

- **What value can you take from having conversations around this topic before you are in a formal position with people reporting to you on an org chart?**
- **How do these principles relate to the relationship with your children? Or others that may look up to you, even though they don't report to you?**
- What does "walking slowly through the halls" look like for you? What practices fit your personality, working situation and leadership style?
- Who do you give your best effort to? The leader who believes you're a 10 or the leader who believes you're a 2? Give an example.
- Now consider – who will give you their best effort? The employee who you treat as a 10, or the employee you treat as a 2?
- How will you help people on your team discover their strengths?
- **What will you do in the coming year to grow as a leader, even if you're not currently in a role with direct reports?**
- What reasons have you given your people to trust you? Do your words and actions align?
- What perks can you offer your team members?
- How do you communicate the importance of your team to the overall vision and success of the organization?

Takeaway Activity:

Complete the below mapping exercise:

1. **List each team member:** Write their names in the first column.
2. **Identify their strengths:** In the second column, list their key strengths or areas where they excel.
3. **Opportunities for growth:** In the third column, note areas where they could develop further.
4. **Development actions:** In the fourth column, brainstorm one or two actionable steps you can take to help each individual grow (e.g., assigning a stretch project, recommending a training program, mentoring, etc.).

Employee Name	Strengths	Opportunities for Growth	Development Actions

Use these insights to create a Team Development plan including:

1. Key objectives for your team's overall growth and performance
2. Specific goals for each team member
3. A timeline for check-ins and progress evaluation
4. A plan for providing regular feedback and recognition

Coaching Worksheet

Prior to the coaching session use this worksheet to prepare for and make notes of your coaching conversation.

Employee Name _____

Leader Name _____ Meeting Date _____

Goal/Agenda – What is your goal for this individual? What do you want them to accomplish?	
Reality/Obstacles (and feelings) – What is currently happening in the situation? What are the facts of the situation?	
Options – What options or choices are available for this individual? What resources are available to them?	
What/Actions – What will need to happen next to accomplish the goal? What will the employee need to do first? What will you need to do first?	

Reference – GROW Questions

These questions form the basis of a coaching session. They are suggested questions only. It is important to adapt them to your own style. Each coaching session should work each part of the GROW process.

GROW

What are we working got accomplish?
What do you want the outcome to be?
Why do you want to achieve this goal?
Where do you want to be in 30 days?
What exactly do you want to achieve?
What is your timeframe?
What does success look like?
What do you want to achieve out of this coaching session/relationship?
What are the SMART goals you want to achieve?
Why are you hoping to achieve this goal?
What are the expectations of others?
Who else needs to know about the plan? How will you inform them?

REALITY

What is currently happening in the situation?
What is your current method for handling this area?
Walk me through the challenges you are facing.
Tell me how you've managed this previously.
What have you tried so far?
What is your current level of knowledge or understanding?
Why haven't you reached this goal already?
What is really stopping you?
Do you know anyone who has achieved that goal?
What can you learn from them?

OPTIONS

What options or choices can help us move forward?

What have you considered as an option?

What has worked for you in the past?

What is the cost of considering these options?

What resources are available?

What is your time frame?

What could you do as a first step?

What would happen if you did nothing?

WHAT

What will need to happen next to accomplish the goal?

What follow up do you need?

When should we follow up?

What obstacles do you anticipate?

How will you overcome them?

How will we measure your progress?

How will we know if you have accomplished your goal?

What are you going to do first?

What do you need from me or How can I help you?

Where does this goal fit in with your other priorities at the moment?

How committed are you to this goal?

What steps do you need to take to achieve this?

Notes:

[illegible]

[illegible]

6. Leading with Character

“You can lead without character, but character is what makes you a leader worth following”

– Andy Stanley





Introduction

Leadership is more than just skills, strategies, and results – it’s about who you are at your core. Leadership rooted in character is essential for long-term success. Character is the foundation upon which trust, respect, and influence are built. Leading with character means aligning your actions with your values, demonstrating integrity, and making tough decisions that reflect your principles. This chapter explores the importance of leading with character and provides practical tools to help you grow as a leader who inspires others through authenticity and moral courage.

If people don’t know what to expect from you as a leader, at some point they won’t look to you for your leadership.

What is a Leader of Character?

- **Leads by Example**
They embody the values and behaviors they expect from others. Their actions consistently reflect their principles, creating a standard for their team to follow.
- **Prioritizes Integrity**
Integrity is central to their decision-making. They act honestly and ethically, even when faced with challenges, and make choices that align with their moral compass.
- **Demonstrates Moral Courage**
A leader of character has the courage to stand up for what is right, address difficult issues, and make tough decisions—even when those decisions are unpopular or uncomfortable.
- **Values Relationships**
They respect and care for the people they lead. Their leadership is focused not just on achieving goals but also on helping others grow and succeed.
- **Is Self-Aware and Humble**
Leaders of character understand their strengths and weaknesses and are willing to admit mistakes. They seek feedback and continuously strive for personal and professional growth.
- **Practices Self-Discipline**
They stay committed to their values and responsibilities, maintaining consistency in their actions and attitudes. They follow through on promises and remain steadfast in the face of adversity.
- **Acts with Selflessness**
A leader of character places the needs of others and the organization above their

personal ambitions. They focus on serving their team and ensuring everyone's success.

- **Inspires Trust**

By acting with integrity, humility, and courage, they build trust with their team, peers, and leaders. This trust creates a foundation for collaboration and loyalty.

“You have to do what you want to be. If you want to be a great leader, a leader of character, you have to do what great leaders do. Just like good basketball players practice in order to become great basketball players, good leaders must practice in order to be great leaders.”

6 Habits of Character:

1. Courage v. Fear

Courage	Fear
Definition: Courage is the willingness to do what is right even when it's difficult, unpopular, or risky. It involves standing firm in your convictions and taking action despite fear or uncertainty.	Definition: Fear in the workplace is avoiding difficult decisions, failing to address problems, or staying silent when action or honesty is needed. It stems from fear of confrontation, failure, or consequences.
Why It Matters: Without courage, leaders may avoid tough decisions, fail to address problems, or compromise their values. Courageous leaders inspire trust and confidence because they demonstrate moral and ethical strength.	Impact: Fear fosters a culture of inaction and mediocrity. It allows problems to fester and erodes trust in leadership.
Practical Applications: Confront difficult conversations with honesty and respect. Make decisions based on principles, not convenience. Take responsibility for mistakes instead of deflecting blame.	Examples: Ignoring unethical behavior or issues to avoid conflict. Avoiding responsibility for fear of making mistakes. Failing to stand up for what's right or for your team's needs.

2. Humility v. Arrogance

Humility	Arrogance
Definition: Humility is the ability to see yourself accurately, acknowledging your strengths and weaknesses without arrogance or self-deprecation. It's about being open to feedback and valuing others'	Definition: Arrogance is an inflated sense of self-importance that disregards the contributions or perspectives of others. It often manifests as pride, overconfidence, or a refusal to admit mistakes.

contributions.	
Why It Matters: Humility builds trust and collaboration. Leaders who are humble create a culture where others feel valued and empowered to contribute.	Impact: Arrogance alienates colleagues, stifles collaboration, and creates resentment, leading to a toxic work environment.
Practical Applications: Admit when you're wrong and apologize sincerely. Seek input and feedback from others, regardless of their position. Recognize and celebrate the achievements of your team over your own.	Examples: Dismissing feedback or constructive criticism. Taking credit for others' work or not sharing success with the team. Refusing to acknowledge weaknesses or learn from failures.

3. Selflessness v. Selfishness

<u>Selflessness</u>	<u>Selfishness</u>
Definition: Selflessness is prioritizing the needs of others and the organization over personal ambitions. It's about leading to serve rather than leading to gain.	Definition: Selfishness in the workplace is prioritizing personal gain or recognition over the needs and goals of the team or organization. It involves acting in ways that benefit oneself at the expense of others.
Why It Matters: Selfless leaders earn loyalty and respect because they put the well-being and success of their team above their own interests.	Impact: Selfishness leads to a lack of trust, poor team cohesion, and a competitive, cutthroat culture that diminishes productivity and morale.
Practical Applications: Support team members in achieving their goals. Share credit for successes and take accountability for failures. Make decisions based on what's best for the team or organization, not personal gain.	Examples: Hoarding information or resources to maintain personal control. Focusing on personal success over team achievements. Undermining colleagues to advance personal ambitions.

4. Duty v. Negligence

<u>Duty</u>	<u>Negligence</u>
Definition: Duty is a commitment to fulfilling your responsibilities and obligations with excellence and consistency. It reflects a sense of accountability and reliability.	Definition: Negligence in the workplace means failing to fulfill responsibilities, being unreliable, or avoiding accountability. It reflects a lack of commitment to one's role or obligations.
Why It Matters: Leaders with a strong sense of duty can be counted on to follow through on commitments and inspire others to do the same. It creates a culture of dependability and high standards.	Impact: Negligence creates inefficiency, erodes trust, and often leads to conflict within teams or with management.
Practical Applications: Meet deadlines and deliver on promises. Hold yourself accountable for the quality of your work. Step up when others need support, even when it's inconvenient.	Examples: Missing deadlines or failing to complete tasks. Ignoring important duties or procrastinating. Refusing to take responsibility for mistakes or challenges.

5. Integrity v. Dishonesty

<u>Integrity</u>	<u>Dishonesty</u>
Definition: Integrity is living and leading in alignment with your values. It means being honest, ethical, and consistent in your actions, regardless of circumstances.	Definition: Dishonesty is behaving unethically, being deceitful, or lacking consistency between words and actions. It involves prioritizing personal gain over honesty and fairness.
Why It Matters: Integrity is the foundation of trust. Leaders who consistently act with integrity build credibility and foster an environment of respect and fairness.	Impact: Dishonesty undermines trust, damages relationships, and creates a toxic workplace culture, often leading to disengagement and turnover.
Practical Applications: Make decisions based on what's right, not what's easy or popular. Be honest and transparent in all communications. Avoid compromising your values, even under pressure.	Examples: Lying or withholding critical information. Engaging in unethical behavior, such as falsifying reports or taking credit for others' work. Acting inconsistently with stated values or breaking commitments.

6. Positivity v. Negativity

Positivity	Negativity
Definition: Positivity is maintaining an optimistic and solution-focused mindset, even in challenging situations. It involves encouraging others and creating an environment of hope and possibility.	Definition: Negativity is a pessimistic, cynical, or critical attitude that focuses on problems instead of solutions. It drags down team morale and creates a culture of discouragement.
Why It Matters: Positivity boosts morale, productivity, and resilience within teams. Leaders who exhibit positivity inspire their teams to stay motivated and focused on achieving goals.	Impact: Negativity reduces engagement, lowers productivity, and creates a demotivating environment, making it harder for teams to work together effectively.
Practical Applications: Focus on opportunities and solutions rather than dwelling on problems. Encourage and uplift your team, especially during setbacks. Celebrate wins, both big and small, to maintain momentum.	Examples: Complaining about work or colleagues without offering solutions. Focusing solely on challenges without recognizing successes. Spreading doubt or fear about changes or initiatives.

Key Takeaways

- Character is foundational to effective leadership.
- The six key habits are essential for developing leadership character.
- Overcoming challenges is a part of the journey to becoming a leader of character.

The journey to becoming a leader of character is ongoing and requires dedication and self-awareness. However, the rewards—both personal and professional—are profound. True leadership is not just about what you achieve but how you achieve it and the legacy you leave behind.

Discussion Questions

- What are some ways you can demonstrate humility in your professional and personal life?

- How does humility contribute to a leader's ability to build trust and rapport with their team?
- How does selfishness manifest in day-to-day leadership practices?
- How do you interpret the concept of duty in your professional role?
- Why is positivity important for effective leadership?
- How can a leader maintain positivity in challenging times?
- Share an example of a time when your character was tested. How did you respond?
- What values do you want to be known for – at work, home or in your community?

Takeaway Activity:

Step 1: Self-Assessment

Answer the following questions to evaluate your character as a leader:

1. What are my core values, and do my actions consistently align with them?
2. How do I respond to ethical challenges or temptations?
3. Am I modeling the behavior I want to see in my team?

Step 2: Identify Strengths and Growth Areas

1. Write down two character traits you excel at (e.g., integrity, humility).
2. Identify one trait you want to improve (e.g., courage, self-discipline).

Step 3: Set a Virtue Challenge

Choose one of the six habits of character (courage, humility, integrity, selflessness, duty, positivity) to focus on for 30 days:

1. Define what practicing this virtue looks like in your daily life.
2. Write down 3 specific actions you will take to embody this virtue (e.g., addressing a difficult conversation for courage, expressing gratitude for positivity).

Step 4: Reflect and Adjust

At the end of 30 days, reflect on your progress:

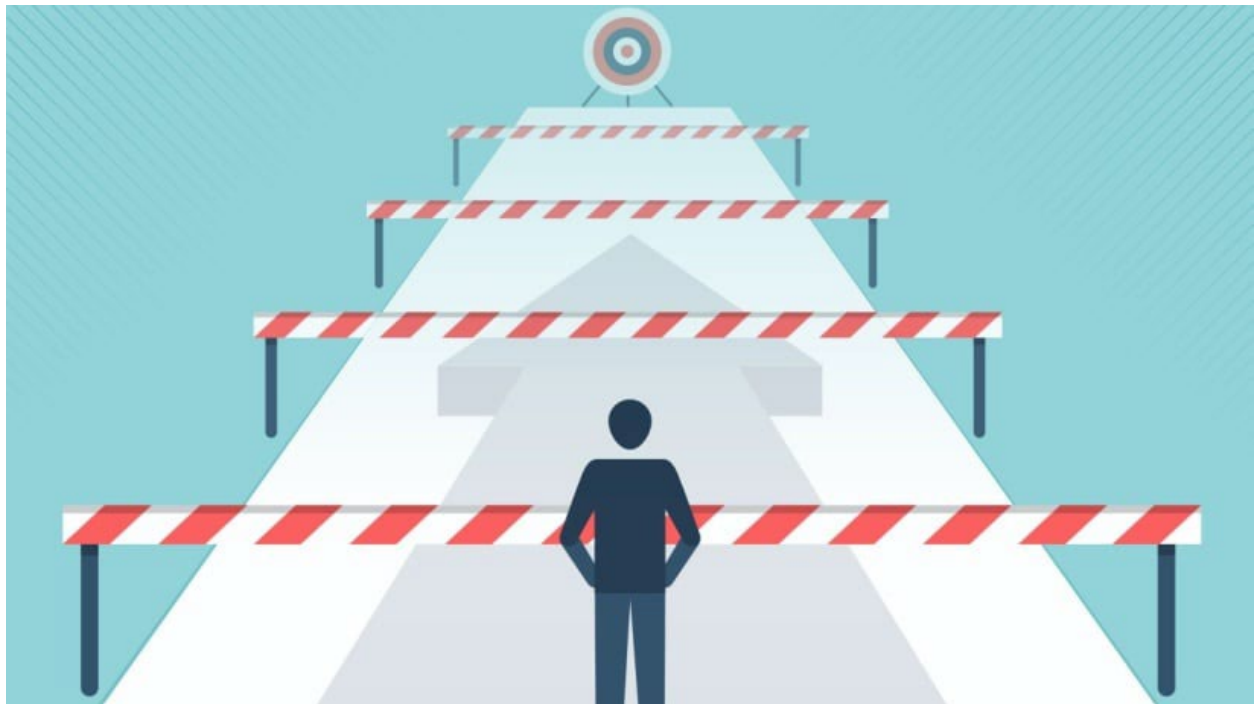
- What did you learn about yourself?
- How did this focus impact your leadership and relationships?
- What will you do to continue growing in this virtue?

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7. Challenges and Struggles of Leadership

“Do you know the difference between leaders, followers and losers? Leaders stretch with challenge. Followers struggle with challenges. Losers shrink from challenges”

– John Maxwell





Introduction:

Nothing worth having ever comes easy. Leadership is a journey filled with rewarding moments but also significant challenges. These challenges are opportunities for growth. By understanding and addressing these obstacles, leaders can enhance their effectiveness, strengthen relationships, and create a lasting positive impact on their teams and organizations. Leadership is not about avoiding challenges but about rising to meet them with courage, humility, and perseverance. Understanding and addressing these obstacles is essential for growth as a leader and for creating a thriving team culture.

Common Leadership Challenges:

Developing Managerial Effectiveness

- **Description:** Enhancing essential skills such as time management, prioritization, strategic thinking, and decision-making to lead teams effectively.
- **Strategies:**
 - **Time Management:** Utilize tools like calendars and task lists to organize tasks and set clear deadlines.
 - **Prioritization:** Identify tasks that align with organizational goals and focus on high-impact activities.
 - **Delegation:** Assign tasks to team members based on their strengths to optimize productivity.

Inspiring Others

- **Description:** Motivating and energizing team members to achieve their best performance and align with the organization's vision.
- **Strategies:**
 - **Communication:** Clearly articulate the organization's mission and how each team member contributes to it.
 - **Recognition:** Acknowledge and celebrate individual and team achievements to boost morale.
 - **Empowerment:** Provide opportunities for professional growth and encourage autonomy.

Developing Employees

- **Description:** Fostering the growth and development of team members through training, mentorship, and feedback.
- **Strategies:**

- **Training Programs:** Implement regular skill development workshops and courses.
- **Mentorship:** Pair less experienced employees with seasoned mentors for guidance.
- **Constructive Feedback:** Offer regular, actionable feedback to support continuous improvement.

Leading a Team

- **Description:** Building and managing a cohesive team, setting clear goals, and facilitating collaboration.
- **Strategies:**
 - **Team Building:** Organize activities that strengthen relationships and trust among team members.
 - **Clear Objectives:** Set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals.
 - **Conflict Resolution:** Address disagreements promptly and fairly to maintain harmony.

Guiding Change

- **Description:** Effectively managing and leading the team through organizational changes, ensuring adaptability and minimizing resistance.
- **Strategies:**
 - **Transparent Communication:** Keep the team informed about changes and the reasons behind them.
 - **Involvement:** Engage team members in the change process to foster ownership.
 - **Support Systems:** Provide resources and training to help the team adapt to new processes.

Managing Stakeholders

- **Description:** Balancing the needs and expectations of various stakeholders, including team members, upper management, and clients.
- **Strategies:**
 - **Active Listening:** Understand the concerns and expectations of each stakeholder group.
 - **Negotiation Skills:** Find common ground and negotiate solutions that satisfy all parties.
 - **Regular Updates:** Keep stakeholders informed about progress and any changes that may affect them.

Navigating Organizational Politics

- **Description:** Understanding and effectively managing the informal networks and power dynamics within an organization.
- **Strategies:**
 - **Relationship Building:** Develop strong, trust-based relationships across the organization.
 - **Political Awareness:** Stay informed about organizational dynamics and power structures.
 - **Ethical Conduct:** Maintain integrity and transparency in all interactions.

Maintaining Work-Life Balance

- **Description:** Ensuring personal well-being while meeting professional responsibilities to prevent burnout.
- **Strategies:**
 - **Set Boundaries:** Define clear work and personal time to ensure adequate rest.
 - **Delegate Tasks:** Share responsibilities to avoid overload.
 - **Self-Care:** Engage in activities that promote physical and mental health.

Managing Remote Teams

- **Description:** Overseeing teams that work remotely, ensuring productivity, engagement, and effective communication.
- **Strategies:**
 - **Regular Check-Ins:** Schedule consistent virtual meetings to maintain connection.
 - **Clear Communication Channels:** Utilize tools that facilitate seamless communication and collaboration.
 - **Outcome Focused:** Emphasize results over micromanaging processes.

Decision-Making Under Uncertainty

- **Description:** Making informed decisions in situations with incomplete information or unpredictable outcomes.
- **Strategies:**
 - **Risk Assessment:** Evaluate potential risks and benefits of each option.
 - **Consultation:** Seek input from diverse sources to inform decisions.
 - **Flexibility:** Be prepared to adapt decisions as new information emerges.

Practical Strategies to Overcome Leadership Challenges

1. Enhance Communication

- Regularly check in with both your team and your leader to ensure alignment.
- Be proactive in communicating successes and addressing challenges.

2. Build Relationships

- Foster trust with peers by focusing on collaboration rather than competition.
- Develop a rapport with your leader to better understand their expectations and priorities.

3. Develop Resilience

- Embrace challenges as opportunities for growth.
- Practice mindfulness and stress management to maintain composure under pressure.

4. Focus on Influence Over Authority

- Use your expertise, credibility, and reliability to inspire others.
- Lead by example and demonstrate the behaviors you want to see.

5. Align Goals

- Ensure your team's objectives align with the organization's mission.
- Advocate for your team's needs by presenting data and outcomes that support their value.

6. Encourage Collaboration

- Break down silos by fostering open communication across teams.
- Highlight the benefits of teamwork and shared success.

Discussion Questions

- What is a challenge you are currently facing with your leadership? How have you tried to overcome it?
- What strategies have you used to influence others when you lacked formal authority?
- How do you address resistance from peers or team members when trying to implement new initiatives?
- How do you help your team stay motivated and positive during times of organizational change?
- How do you balance maintaining strong relationships with your team while holding them accountable for results?
- Have you ever prioritized one over the other? What was the impact, and what did you learn?
- Have you ever experienced barriers between departments or teams? How did you work to break down those silos?

- What strategies do you use to prevent burnout, both for yourself and your team?
- What resources or strategies do you use to continuously improve your leadership skills?
- What steps do you take to ensure that your efforts and the achievements of your team are noticed?
- How do you encourage a growth mindset in your team to help them navigate challenges effectively?

Takeaway Activity:

Step 1: Identify a Current Challenge

1. Write down one leadership challenge you're currently facing (e.g., resistance from peers, balancing relationships and results).
2. Reflect on the root cause of the challenge and how it's impacting your leadership.

Step 2: Apply the Principles

Using the strategies provided:

- Identify 2-3 actionable steps you can take to address the challenge.
- For example:
 - If dealing with resistance from peers, focus on collaboration and shared success.
 - If balancing upward and downward expectations, communicate clearly with both groups to set realistic expectations.

Step 3: Measure Progress

1. Set a timeline for implementing the steps.
2. Monitor the impact of your actions and adjust your approach if necessary.

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Notes:

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8. Leading For the Future

“The best leaders don’t create followers; they create more leaders”

– Liz Wiseman





Introduction:

Leadership isn't just about achieving results today—it's about setting up others and the organization for success tomorrow. Future-focused leaders inspire and empower others to grow, take ownership, and contribute to the greater good. Great leaders amplify the intelligence, capabilities, and potential of the people around them, creating environments where teams thrive and innovation flourishes. This chapter focuses on the principles of becoming a leader who invests in people development, fosters growth, and leaves a lasting legacy. Leading for the future means empowering others to think critically, solve problems, and build sustainable success.

Why Leading for the Future Is Important

Leading for the future ensures that your impact as a leader extends far beyond your current role. By investing in others, fostering growth, and building a legacy of leadership, you contribute to a thriving organization where innovation, collaboration, and development flourish. Great leaders are remembered not for their personal achievements but for the growth they inspired in others.

Principles of Leading for the Future

1. Invest in People Development

- **Description:** Future-focused leaders prioritize the growth of their team members. They see leadership as a responsibility to nurture others, helping them reach their full potential both professionally and personally.
- **Practical Application:**
 - Create individualized development plans for team members, including training, mentorship, and opportunities for hands-on learning.
 - Schedule regular one-on-one meetings to discuss career goals and progress.

2. Build Trust and Relationships

- **Description:** Trust is the foundation of effective leadership. Building strong relationships based on mutual respect and understanding creates a collaborative and supportive team environment.

- **Practical Application:**

- Spend time getting to know your team personally and professionally.
- Demonstrate reliability by following through on promises and being transparent in your actions.

3. Amplify Talent

- **Description:** Amplifying talent involves recognizing and leveraging the unique strengths of each team member. Leaders who amplify talent ensure that every individual feels valued and is working in areas where they excel.
- **Practical Application:**
 - Conduct a skills and strengths assessment for your team.
 - Assign tasks or projects that align with each person's strengths, ensuring they feel challenged and empowered.

4. Delegate Meaningfully

- **Description:** Delegation is more than assigning tasks—it's about entrusting significant responsibilities that help team members grow and contribute meaningfully to the organization's goals.
- **Practical Application:**
 - Identify one high-impact project and delegate full responsibility to a team member, offering guidance but allowing them to lead.
 - Follow up with feedback and recognize their efforts.

5. Challenge and Stretch

- **Description:** Leaders help their teams grow by setting ambitious but achievable goals that push them beyond their comfort zones. Stretching individuals fosters resilience, innovation, and continuous improvement.
- **Practical Application:**
 - Assign tasks that require problem-solving or new skills. Pair these challenges with the support needed to succeed.
 - Encourage employees to take on roles or projects outside their usual scope.

6. Be a Liberator, Not a Limiter

- **Description:** Liberators create environments where people feel safe to take risks, innovate, and grow. They avoid micromanaging or stifling creativity, focusing instead on removing barriers to success.
- **Practical Application:**
 - Encourage your team to experiment with new ideas and celebrate learning from failures.
 - Regularly ask your team what support or resources they need to succeed and take action to provide them.

7. Inspire Ownership and Accountability

- **Description:** Empowering team members to take ownership of their work fosters accountability and engagement. When individuals feel responsible for outcomes, they're more motivated and invested in success.
- **Practical Application:**
 - Set clear goals and expectations, then allow team members the autonomy to determine how to achieve them.
 - Hold regular progress reviews to assess results and provide constructive feedback.

8. Focus on Legacy

- **Description:** Leading for the future means considering the long-term impact of your leadership. A legacy-focused leader develops others, fosters sustainable success, and leaves the organization better than they found it.
- **Practical Application:**
 - Identify potential successors within your team and create opportunities for them to take on leadership roles.
 - Reflect on the values and culture you want to leave behind and incorporate them into your daily leadership practices.

Practical Steps to Apply Leading for the Future

1. Identify Emerging Leaders

- Evaluate your team to identify individuals with leadership potential.
- Provide them with opportunities to take on new responsibilities.

2. Develop Leadership Skills

- Mentor high-potential team members and provide them with leadership challenges.
- Provide constructive feedback to help individuals refine their skills.

3. Mentor and Coach

- Dedicate time to one-on-one coaching sessions.
- Share your experiences, offer guidance, and help team members navigate challenges.

4. Delegate Growth Opportunities

- Assign tasks that stretch team members' abilities.
- Allow them to take ownership and learn through hands-on experience.

5. Foster a Growth Mindset

- Encourage curiosity and continuous learning.
- Support risk-taking and view failures as opportunities to learn and grow.

6. Add Value Every Day

- Look for small but meaningful ways to contribute to your team's success daily.
- Share knowledge, connections, and opportunities to help others thrive.

7. Celebrate Effort and Growth

- Recognize and reward progress, not just results.
- Publicly celebrate both individual and team achievements.

8. Plan for Succession

- Develop a clear plan for who will take on key leadership roles in the future.
- Ensure these individuals are equipped with the skills and knowledge needed for success.

9. Foster a Learning Environment

- Encourage continuous learning through training, workshops, and resources.
- Promote a mindset of growth and adaptability across your team.

Discussion Questions

1. What kind of example or impact do you want to leave on the people around you?
2. How do you currently develop the leadership potential of your team members?
3. What are the biggest challenges you face in delegating or empowering others? How can you overcome them?
4. What actions do you take to build trust with your team members?
5. How do you ensure your team understands and takes responsibility for their role in achieving organizational goals?
6. How do you balance challenging team members without overwhelming them?
7. What steps can you take to ensure everyone on your team feels their strengths are recognized and utilized?
8. Have you ever unintentionally limited someone's potential? How did you recognize and address it?
9. How do you create an environment where team members feel safe to take risks and share ideas?

Takeaway Activity:

Building a Succession Plan

Objective:

To help leaders identify potential successors, create development plans, and ensure continuity and long-term success for their team or organization. ***If you don't have a direct team, identify one person you influence who could benefit from your mentorship,***

encouragement or life experience. What's one thing you could do this month to invest in them?

Step 1: Identify Critical Roles

1. List Key Positions:

- Identify the roles on your team or in your organization that are critical to long-term success.
- Highlight positions that would cause significant disruption if left vacant.

2. Assess Key Skills:

- For each role, list the key skills, responsibilities, and attributes required to succeed in the position.

Step 2: Identify Potential Successors

1. Assess Current Team Members:

- Identify individuals who demonstrate the skills, potential, and leadership qualities needed for the critical roles.
- Consider team members' strengths, aspirations, and willingness to grow.

2. Rate Readiness:

- For each potential successor, assess their readiness level:
 - Ready Now: Can step into the role immediately.
 - Ready Soon: Can take on the role within 1–3 years with additional development.
 - Emerging Talent: Shows potential but requires significant growth and training.

Step 3: Create Development Plans

1. Set Goals:

- For each potential successor, define clear growth objectives aligned with the role they may inherit.
- Consider both technical skills and leadership qualities they need to develop.

2. Provide Opportunities:

- Assign stretch projects, cross-functional roles, or mentorship opportunities to help them grow.
- Encourage participation in leadership training programs or industry events.

3. Set a Timeline:

- Create a timeline for each development plan with milestones and check-ins to track progress.

Step 4: Plan for Knowledge Transfer

1. Document Key Information:

- For critical roles, ensure processes, contacts, and key responsibilities are documented for seamless transitions.

2. Encourage Mentorship:

- Pair potential successors with current role-holders to facilitate knowledge transfer and experiential learning.

Step 5: Review and Update

1. Regular Review:

- Revisit your succession plan regularly (e.g., quarterly or annually) to update readiness levels and progress.
- Adjust plans based on organizational changes or team member growth.

2. Engage Leadership:

- Share your succession plan with senior leaders to align on priorities and resources needed for development.

Questions After the Activity:

1. What challenges did you face in identifying potential successors?
2. How do you ensure your development plans align with the aspirations of your team members?
3. How will implementing this succession plan impact your team's long-term success?
4. What additional resources or support do you need to make your succession plan effective?

Notes:

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