



Strong
Communities®

THE 5 LEVELS OF LEADERSHIP:
PROVEN STEPS TO
MAXIMIZE YOUR POTENTIAL

BY JOHN C. MAXWELL
and facilitated by
Strong Communities®

WHAT LEVEL OF LEADERSHIP ARE YOU ON?!?

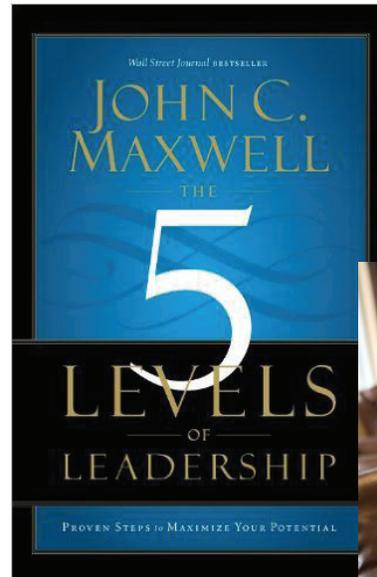
True leadership isn't about having a certain job, title, or position. True leadership is about investing in people, building relationships, and inspiring them. True leadership is about achieving results and building a team—a team that produces. True leadership is about helping people develop their own 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 nonprofit 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 bestselling 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.

Bio taken from:

<http://www.amazon.com/TheLevelsLeadershipMaximizePotential/dp/159995365X>

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

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 oversea, 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)

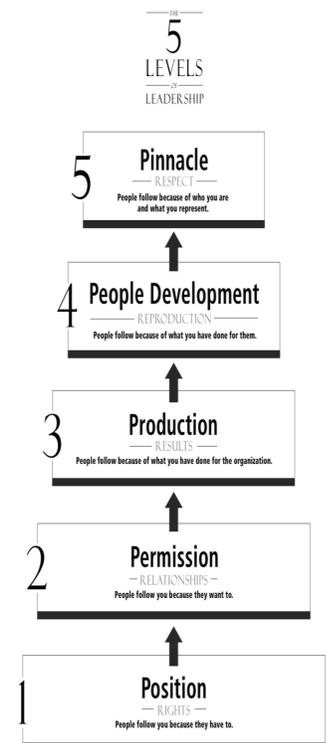
"EVERYTHING RISES AND FALLS ON LEADERSHIP" (N.P.).

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

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 _____
3. The higher you go, the easier it is to _____
4. _____ The higher you go, the more time and _____ 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 _____
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



LEVEL 1: 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.).

**“LEADERSHIP IS MUCH LESS ABOUT WHAT YOU DO, AND MUCH MORE ABOUT WHO YOU ARE.”
—FRANCES HESSELBEIN**

Level 1 people may be _____, but they are not leaders. They do not have the influence that is needed ever to lead.

The people of Level 1 have subordinates—not team members—and they rely heavily on _____, policies, and _____ 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.

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 in authority believes in you.
2. A leadership position means authority is recognized—with position and title comes some level of _____ or _____. Leaders must prove themselves before they’re given much power and authority.
3. A leadership position is an invitation to grow as a leader—one main requirement of receiving a leadership position is _____ 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 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).**

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

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 _____.
2. Leaders who rely on position to lead often devalue people—positional leaders place very high value on their _____, and not all the other important aspects of leading.
3. Positional leaders feed on politics—"Positional leaders focus on _____ instead of contribution" (n.p.).



4. Positional leaders place _____ 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 and alone.

7. Turnover is high for positional leaders

8. Positional leaders receive people's _____, 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.

BEST BEHAVIORS ON LEVEL 1

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 _____ people don't use your position to get things done. You need to use other skills.
2. Trade entitlement for movement—don't rely on your title to lead people but keep your people and the organization moving forward. Moving forward to its vision.
3. 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.

FOR DISCUSSION:

WHY DO LEADERS WHO NEVER PROGRESS BEYOND LEVEL 1 EXPERIENCE HIGH TURNOVER RATES OF THEIR TEAMS OR STRUGGLE WITH PEOPLE WHO THEY DON'T DIRECTLY MANAGE?

THIS IS HOW LEVEL 1 LEADERS THINK...

Topdown: "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..."



GUIDE TO GROWING THROUGH LEVEL 1

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

1. _____ the people who invited you into leadership
2. Dedicate yourself to Leadership _____
3. Define your Leadership
4. Shift from Position to _____
5. Focus on the Vision
6. Shift from Rules to _____
7. Initiate contact with your team members
8. Don't mention your title or position
9. Learn to say, "I Don't Know"
10. Just because they don't use their strengths in the way you want, doesn't mean they are using them in the wrong way.

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:

- _____ are not enough
- People—not _____—are a leader's most valuable asset
- A Leader doesn't need to have all the answers
- A good leaders always includes others

LEVEL 2: PERMISSION



Relationships, relationships, relationships. The key to Level 2 is relationships. Level 2 is also about _____ influence with your people. Liking your people and treating them like individuals with value, influence is created. Trust is also developed. The environment also becomes much more positive than that with a Level 1 leader.

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

how to get along with them, and finding out who their people are. As a result, the followers find out who their leaders are, and in turn this builds solid, lasting relationships.

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

**PEOPLE
FOLLOW YOU
BECAUSE THEY
WANT TO.**

THE UPSIDE OF LEVEL 2

Since Level 2 requires relationship building, there are many upsides to Level 2.

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

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

3. Leadership Permission opens up channels of _____— Level 2 leaders listen to their people and in turn, their people listen to them.

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

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

**“THE KEY
TO MOVING
UP TO THE
PERMISSION
LEVEL IS
HAVING
THE RIGHT
ATTITUDE”
(N.P.).**

THE DOWNSIDE OF LEVEL 2

Maxwell points out that relational people often ask what possibly could be the downside of developing relationships, building trust, and gaining people’s permission to lead them?? The positives outweigh the negatives of course, but there are still downsides to Level 2.

1. Permission Leadership appears too _____ for some people

2. Leading by Permission can be frustrating for _____

3. Permissional Leaders can be taken advantage of

4. Permission Leadership requires _____ to be effective

5. Permission Leadership is difficult for people who are not naturally _____

6. Permission Leadership forces you to deal with the _____ person



FOR DISCUSSION:

**WHY IS
"OPENNESS"
REQUIRED FOR
PERMISSION
LEADERSHIP TO
BE EFFECTIVE?**

BEST BEHAVIORS ON LEVEL 2

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 others, and take a responsibility for yourself

2. Develop a _____ oriented leadership style—use a personal touch: listen, learn, and then lead!

3. Practice the _____ rule—Treat others as you want others to treat you

4. Become the chief encourager of your team—encouraging words go a long ways.

5. Strike a balance between _____ and candor—it is in a leader's best interest to show care _____ 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.

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 BUYIN—PEOPLE BUY
INTO THE LEADER, THEN THE VISION**

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. _____ alone are not enough—there's more to leadership than influence, now you have to take your people somewhere!
2. Building relationships require two fold growth—as well as growing toward each other, people must grow with each other.
3. Achieving the _____ as a team is worth risking the relationships—risk for the sake of the bigger picture.

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."

GUIDE TO GROWING THROUGH LEVEL 2

Maxwell suggests the following to help you plan your growth:

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

**BUILDING
RELATIONSHIPS
IS KEY.**

**"YOU CAN LIKE
PEOPLE WITHOUT
LEADING THEM
BUT YOU CANNOT
LEAD PEOPLE WELL
WITHOUT LIKING
THEM" (N.P.).**

LEVEL 3: PRODUCTION



There's more to being a good leader than creating a pleasant and _____ 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!

When Level 3 leaders can become _____ 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.)

"THE CREDIBILITY OF A LEVEL 3 LEADER CAN BE SUMMED UP IN ONE WORD: EXAMPLE" (N.P.).

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 _____ gives credibility to the leader—"There are two types of people in the business community: those who produce results and those who give you reasons why they didn't."—Peter Drucker

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 BUYIN

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

3. Leadership Production brings _____ and reality to the vision

4. Leadership _____ 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 _____ for teambuilding



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.

PRODUCE RESULTS!

3. Production Leadership requires making difficult decisions

4. Production Leadership demands _____ 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.

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 _____ 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. Just because you are on a team don't mean you are a team.

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 _____ things done.

5. Be willing and ready to be a change agent—“Progress always requires _____” (n.p.).

6. Never lose sight of the fact that results are your goal

MAKING THINGS HAPPEN SEPARATES REAL LEADERS FROM WANNABES



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 _____ productivity into leadership
3. Understand everyone's productivity _____
4. Cast _____ continually
5. Build your team
6. Use momentum to solve problems
7. Discern how team members affect momentum
8. Practice the _____ Principle
9. Accept your role as Change Agent
10. Don't neglect Level 2

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 _____—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—_____ 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.).

FOR DISCUSSION:

HOW DOES ONE BALANCE LEADING OTHERS AND BEING PRODUCTIVE AT THE SAME TIME?

LEVEL 4: PEOPLE DEVELOPMENT



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

Maxwell suggests that two things always happen on Level 4:

1. There is a very high level of _____—high investment in people deepens relationships, which helps people to know each other better, and therefore strengthens loyalty.

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

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 _____—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 _____ 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.

LAWS OF LEADERSHIP AT THE PEOPLE DEVELOPEMENT 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 BUYIN

THE DOWNSIDE OF LEVEL 4

People Development requires a high level of _____ 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. _____ can make leaders feel threatened by People Development—do you have ego, control, or trust issues?!?
3. Short sightedness 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

BEST BEHAVIORS ON LEVEL 4

Maxwell says “Only leaders can develop other people to become leaders...Nobody really _____ 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 best 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

PEOPLE FOLLOW BECAUSE OF WHAT YOU HAVE DONE FOR THEM.

“LEVEL 4 LEADERS CHANGE THE LIVES OF THE PEOPLE THEY LEAD” (N.P.).



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 _____ worth the effort
3. Work through your _____
4. Recruit the best people you can to develop
5. Commit to spend the _____ needed to develop leaders
6. _____ 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



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 _____ 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 _____

_____—a culture that cultivates Level 5 leaders is one that will champion, teach, practice, coach _____ and reward leadership.

3. Developing leaders is a _____ commitment, not a job commitment

**DEVELOPING
PEOPLE TO
BECOME
GREAT
LEADERS**

FOR DISCUSSION:

**IN WHAT WAYS CAN
YOU MAKE PEOPLE-
DEVELOPMENT
A LIFESTYLE?
HOW WOULD
THIS LIFESTYLE
CHANGE YOUR
TEAM, BUSINESS OR
ORGANIZATION?**

LEVEL 5: PINNACLE



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 _____ 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 _____ and _____ 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 _____ that other leaders don't. Their leadership gains a positive reputation, thus creating a great deal of respect.



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.

PEOPLE FOLLOW YOU BECAUSE OF WHO YOU ARE AND WHAT YOU REPRESENT.

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

1. _____ Leadership creates a Level 5 Organization
2. Pinnacle Leadership creates a legacy within the organization
3. Pinnacle Leadership provides an _____ platform for leading

DOWNSIDES OF LEVEL 5—IT'S NOT ALL ABOUT YOU

1. Being on the Pinnacle can make you think you've _____—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 _____ and position.
3. Being on the Pinnacle can make you lose focus—remain focused on your _____ 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 _____ him or her in knowledge and ability.."—Fred A. Manske Jr.
2. Continually _____ 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 _____ legacy—make the right decisions along the way so a positive legacy can be left!

"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 RESPECT

THE LAW OF INTUITION—LEADERS EVALUATE EVERYTHING WITH A LEADERSHIP BIAS

THE LAW OF TIMING—WHEN TO LEAD IS AS IMPORTANT AS WHAT TO DO AND WHERE TO GO

THE LAW OF LEGACY—A LEADER'S LASTING VALUE IS MEASURED BY SUCCESSION

THE LAW OF EXPLOSIVE GROWTH

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. _____ 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.

MAXWELL ENDS HIS BOOK WITH A PORTRAIT OF AND TRIBUTE TO A LEVEL 5 LEADER—COACH JOHN WOODEN (UCLA BASKETBALL COACH)

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



FOR DISCUSSION:

DO YOU BELIEVE THERE'S PLENTY OF ROOM AT THE TOP FOR ADDITIONAL 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 hope you 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.

There are many examples, suggestions, and ideas that I will take with me from this book. We hope that you will strive to reach your next level of leadership.

Please refer to www.strongcommunities.coach for other leadership and personal development courses.

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