The 5 Levels of Leadership: Proven Steps to Maximize Your Potential

By: John C. Maxwell (ISBN: 978-1-59995-365-6)

I.  You Can Have a Leadership Game Plan for Your Life
   a. You Can Learn Practical Leadership Tools
      i. The 5 Levels of Leadership Provides a Clear Picture of Leadership
      ii. The 5 Levels of Leadership Defines Leading as a Verb, Not a Noun
      iii. The 5 Levels of Leadership Breaks Down Leading into Understandable Steps
      iv. The 5 Levels of Leadership Provides a Clear Game Plan for Leadership Development
      v. The 5 Levels of Leadership Aligns Leadership Practices, Principles, and Values
   b. Overview of the 5 Levels of Leadership
      i. Level 1 – Position
      ii. Level 2 – Permission
      iii. Level 3 – Production
      iv. Level 4 – People Development
      v. Level 5 – Pinnacle
   c. Insights into the 5 Levels of Leadership
      i. You Can Move Up a Level But You Never Leave The Previous One Behind
      ii. You Are Not on the Same Level with Every Person
      iii. The Higher You Go, The Easier It Is to Lead
      iv. The Higher You Go, the More Time and Commitment Is Required to Win a Level
      v. Moving Up Levels Occurs Slowly, But Going Down Can Happen Quickly
      vi. The Higher You Go, the Greater the Return
      vii. Moving Farther Up Always Requires Further Growth
      viii. Not Climbing The Levels Limits You and Your People
      ix. When You Change Positions or Organizations, You Seldom Stay at the Same Level
      x. You Cannot Climb the Levels Alone

II. Leadership Assessment: How to Gauge Your Current Level of Leadership
   a. Part 1 – Leadership Level Characteristics
   b. Part 2 – Individual Team Member Assessment – Leader’s Point of View
   c. Part 3 – Leadership Assessment – Team Member’s Point of View
   d. Part 4 – Current Leadership Level Assessment
III. Level 1: Position – It’s a Great Place to Visit, But You Wouldn’t Want to Live There
   a. The Upside of Position – You Have Been Invited to the Leadership Table
      i. A Leadership Position Is Usually Given to People Because They Have Leadership Potential
      ii. A Leadership Position Means Authority Is Recognized
      iii. A Leadership Position Is an Invitational to Grow as a Leader
      iv. A Leadership Position Allows Potential Leaders to Shape and Define Their Leadership
         1. Who Am I?
         2. What Are My Values?
            a. Ethical Values – What does it means to do the right thing for the right reason?
            b. Relational Values – How do you build an environment of trust and respect with others?
            c. Success Values – What goals are worth spending your life on?
         3. What Leadership Practices Do I Want to Put into Place?
   b. The Downside of Position – True Leadership Isn’t about Position
      i. Having a Leadership Position Is Often Misleading
      ii. Leaders Who Rely on Position to Lead Often Devalue People
      iii. Positional Leaders Feed on Politics
      iv. Positional Leaders Place Rights over Responsibilities
      v. Positional Leadership is Often Lonely
      vi. Leaders Who Remain Positional Get Branded and Stranded
      vii. Turnover Is High for Positional Leaders
      viii. Positional Leaders Receive People’s Least, Not Their Best
          1. Clock Watchers
          2. Just-Enough Employees
          3. The Mentally Absent
   c. Best Behaviors on Level 1 – How to Make the Most of Your Position
      i. Stop Relying on Position to Push People
      ii. Trade Entitlement for Movement
      iii. Leave Your Position and Move toward Your People
   d. The Laws of Leadership at the Position Level
      i. The Law of the Lid – Leadership Ability a Person’s Level of Effectiveness
      ii. The Law of Process – Leadership Develops Daily, Not in a Day
      iii. The Law of the Navigation – Anyone Can Steer the Ship, But It Takes a Leader to Chart the Course
   e. Beliefs That Help a Leader Move Up to Level 2
      i. Titles Are Not Enough
      ii. People – Not Position – Are a Leader’s Most Valuable Asset
      iii. A Leader Doesn’t Need to Have All the Answers
iv. A Good Leader Always Includes Others

f. Guide to Growing Through Level 1
   i. Thank the People Who Invited You into Leadership
   ii. Dedicate Yourself to Leadership Growth
   iii. Define Your Leadership
   iv. Shift from Position to Potential
   v. Focus on Vision
   vi. Shift from Rules to Relationships
   vii. Initiate Contact with Your Team Members
   viii. Don’t Mention Your Title or Position
   ix. Learn to Say, “I Don’t Know”
   x. Find a Leadership Coach

IV. Level 2: Permission – You Can’t Lead People Until You Like People
   a. The Upside of Permission – The Workplace Has Become More Pleasant for Everyone
      i. Leadership Permission Makes Work More Enjoyable
      ii. Leadership Permission Increases the Energy Level
      iii. Leadership Permission Opens Up Channels of Communication
      iv. Leadership Permission Focuses on the Value of Each Person
      v. Leadership Permission Nurtures Trust
   b. The Downside of Permission – The Pressure Is on Your to Build Positive Relationships
      i. Permission Leadership Appears Too Soft for Some People
      ii. Leading by Permission Can Be Frustrating for Achievers
      iii. Permissional Leaders Can Be Taken Advantage Of
      iv. Permission Leadership Requires Openness to Be Effective
      v. Permission Leadership Is Difficult for People Who Are Not Naturally Likable
      vi. Permission Leadership Forces You to Deal With the Whole Person
   c. Best Behaviors on Level 2 – How to Gain People’s Permission
      i. Connect with Yourself Before Trying to Connect with Others
         1. The First Person I Must Know Is Myself – Self-Awareness
         2. The First Person I Must Get Along With Is Myself – Self-Image
         3. The First Person to Cause Me Problems Is Myself – Self-Honestly
         4. The First Person I Must Change Is Myself – Self-Improvement
         5. The First Person Who Can Make a Difference Is Myself – Self-Responsibility
      ii. Develop a People-Oriented Leadership Style
      iii. Practice the Golden Rule
      iv. Become the Chief Encourager to Your Team
      v. Strike a Balance between Care and Candor
1. Caring Values the Person While Candor Values the Person’s Potential
2. Caring Establishes the Relationship While Candor Expands the Relationship
3. Caring Defines the Relationship While Candor Directs the Relationship
4. Caring Should Never Suppress Candor, While Candor Should Never Displace Caring

d. The Laws of Leadership at the Permission Level
   ii. The Law of Addition – Leaders Add Value by Serving Others
   iii. The Law of Solid Ground – Trust Is the Foundation of Leadership
   iv. The Law of Magnetism – Who You Are is Who You Attract
   v. The Law of Connection – Leaders Touch a Heart Before They Ask for a Hand
   vi. The Law of Buy-In – People Buy Into the Leader, Then the Vision

e. Beliefs That Help a Leader Move Up to Level 3
   i. Relationship Alone Are Not Enough
   ii. Building Relationships Requires Twofold Growth
   iii. Achieving the Vision As a Team Is Worth Risking the Relationships

f. Guide to Growing through Level 2
   i. Be Sure You Have the Right Attitude toward People
   ii. Connect with Yourself
      1. Self-Awareness
      2. Self-Image
      3. Self-Honesty
      4. Self-Improvement
      5. Self-Responsibility
   iii. Understand Where You’re Coming From
   iv. Express Value for Each Person on Your Team
   v. Evaluate Where You Are with Your Team
   vi. Accept the Whole Person As a Part of Leading
   vii. Make Fun a Goal
   viii. Give People Your Undivided Attention
   ix. Become Your Team’s Encourager-in-Chief
   x. Practice Care and Candor
V. **Level 3: Production – Making Things Happen Separates Real Leaders from Wannabes**

a. **The Upside of Production – You Now Have Leadership Credibility**
   i. Leadership Production Gives Credibility to the Leader
   ii. Leadership Production Models and Sets the Standard for Others Visually
   iii. Leadership Production Brings Clarity and Reality to the Vision
   iv. Leadership Production Solves a Multitude of Problems

b. **The Downside of Production – The Weight of Leadership Just Got Heavier**
   i. Being Productive Can Make You Think You’re a Leader When You’re Not
   ii. Productive Leaders Feel a Heavy Weight of Responsibility for Results
   iii. Production Leadership Requires Making Difficult Decisions
   iv. Production Leadership Demands Continued Attention to Level 2

c. **Best Behaviors on Level 3 – How to Make the Most of Production in Leadership**
   i. Understand How Your Personal Giftedness Contributes to the Vision
   ii. **Cast Vision for What Needs to Be Accomplished**
      1. Level 3 Leaders Help People Define the Success of the Vision
      2. Level 3 Leaders Help People Commit to the Success of the Vision
      3. Level 3 Leaders Help People Experience Success
   iii. Begin to Develop Your People into a Team
      1. Team Members Should Complement One Another – Team Leaders Should Make That Happen
         a. Applicable Laws of Teamwork
      2. Team Members Should Understand Their Mission – Team Leaders Should Make That Happen
         a. Applicable Laws of Teamwork
      3. Team Members Should Receive Feedback about Their Performance – Team Leaders Should Make That Happen
         a. Applicable Laws of Teamwork
      4. Team Members Should Work in an Environment Conducive to Growth and Inspiration – Team Leaders Should Make That Happen
         a. Applicable Laws of Teamwork
   iv. Prioritize the Things That Yield High Return
   v. Be Willing and Ready to Be a Change Agent
      1. Vision
      2. Values
      3. Relationships
4. Attitude

5. Communication

vi. Never Lose Sight of the Fact That Results Are Your Goal

d. The Laws of Leadership at the Production Level

i. The Law of Respect – People Naturally Follow Leaders Stronger Than Themselves


iii. The Law of the Picture – People Do What People See

iv. The Law of Victory – Leaders Find a Way for the Team to Win

v. The Law of the Big Mo – Momentum is a Leader’s Best Friend

vi. The Law of Priorities – Leaders Understand That Activity is Not Necessarily Accomplishment

vii. The Law of Sacrifice – A Leader Must Give Up to Go Up

viii. The Law of Buy-In – People Buy Into the Leader, Then the Vision

e. Beliefs That Help a Leader Move Up to Level 4

i. Production Is Not Enough

ii. People Are an Organization’s Most Appreciable Asset

iii. Growing Leaders Is the Most Effective Way to Accomplish the Vision

iv. People Development Is the Greatest Fulfillment for a Leader

f. Guide to Growing through Level 3

i. Be the Team Member You Want on Your Team

ii. Translate Personal Productivity into Leadership

iii. Understand Everyone’s Productively Niche

iv. Cast Vision Continually

v. Build Your Team

vi. Use Momentum to Solve Problems

vii. Discern How Team Members Affect Momentum

viii. Practice the Pareto Principle

ix. Accept Your Role as Change Agent

x. Don’t Neglect Level 2

VI. Level 4: People Development – Helping Individual Leaders Grow Extends Your Influence and Impact

a. The Upside of People Development – The Potential of the Organization Just Got Greater

i. People Development Sets You Apart from Most Leaders

ii. People Development Assures That Growth Can Be Sustained

iii. People Development Empowers Others to Fulfill Their Leadership Responsibilities

iv. People Development Empowers the Leader to Lead Larger

v. People Development Provides Great Personal Fulfillment

b. The Downside of People Development – Leading on Level 4 Requires High Levels of Maturity and Skill
i. Self-Centeredness Can Cause Leaders to Neglect People Development
   ii. Insecurity Can Make Leaders Feel Threatened by People Development
       1. Ego
       2. Control
       3. Trust
   iii. Shortsightedness Can Keep Leaders from Seeing the Need for People Development
   iv. Lack of Commitment Can Keep Leaders from Doing the Hard Work of People Development

c. Best Behaviors on Level 4 – How to Develop People
   i. Recruiting – Find the Best People Possible
      1. Chemistry
      2. Character
      3. Capacity
      4. Contribution
   ii. Positioning – Place the Right People in the right Position
   iii. Modeling – Showing Others How to Lead
   iv. Equipping – Helping Others Do Their Jobs Well
   v. Developing – Teaching Them to Do Life Well
      1. Challenge
      2. Support
   vi. Empowering – Enabling People to Succeed
   vii. Measuring – Evaluating Those Whom You Develop to Maximize Their Efforts

d. The Laws of Leadership at the People Development Level
   i. The Law of Process – Leadership Develops Daily, Not in a Day
   ii. The Law of Addition – Leaders Add Value by Serving Others
   iii. The Law of the Inner Circle – A Leader’s Potential Is Determined by Those Closest to Him
   iv. The Law of Empowerment – Only Secure Leaders Give Power to Others
   v. The Law of Explosive Growth – To Add Growth, Lead Followers – To Multiply, Lead Leaders
   vi. The Law of Buy-in – People Buy into the Leader, Then the Vision

e. Beliefs That Help a Leader Move Up to Level 5
   i. The Highest Goal of Leadership is to Develop Leaders, Not Gain Followers or Do Work
   ii. To Develop Leaders, You Must Create a Leadership Culture
      1. Champion Leadership
      2. Teach Leadership
      3. Practice Leadership
      4. Coach Leadership
      5. Reward Leadership
   iii. Developing Leaders Is a Life Commitment, Not a Job Commitment
f. Guide to Growing through Level 4
   i. Be Willing to Keep Growing Yourself
   ii. Decide that People Are Worth the Effort
   iii. Work Through Your Insecurities
   iv. Recruit the Best People You can to Develop
   v. Commit to Spend the Time Needed to Develop Leaders
   vi. Create a Personal Development Process
      1. The process must occur daily
      2. The process must be measureable
      3. The process must include things they value
      4. The process must align with your strengths
      5. The process must fit into their dream plan
   vii. Never Work Alone
   viii. Blend the Soft and Hard Sides of Development
   ix. Take Responsibility for Energizing Others
   x. Remain Approachable As a Leader, Role Model, and Coach

VII. Level 5: The Pinnacle – The Highest Leadership Accomplishment is Developing Other Leaders to Level 4
   a. The Upside of the Pinnacle – Your influence Has Expanded Beyond Your Reach and Your Time
      i. Pinnacle Leadership Creates a Level 5 Organization
      ii. Pinnacle Leadership Creates a Legacy within the Organization
      iii. Pinnacle Leadership Provides an Extended Platform for Leading
   b. The Downside of the Pinnacle – You May Start to Believe It’s All about You
      i. Being on the Pinnacle Can Make You Think You’ve Arrived
      ii. Being on the Pinnacle Can Lead You to Believe Your Own Press
      iii. Being on the Pinnacle Can Make You Lose Focus
   c. Best Behaviors of Level 5 – How to Use the Pinnacle as a Platform to Do Something Greater Than Yourself
      i. Make Room for Others at the Top
         1. The Leader’s Desire – Being Succeeded Instead of Needed
         2. The Leader’s Focus – Working on People’s Strengths Instead of Weaknesses
         3. The Leader’s Attitude – Giving Away Power Instead of Hoarding it
         4. The Leader’s Perspective – Seeing Potential Leaders As They Could Be Instead of As They Are
         5. The Leader’s Impact – Knowing It Takes a Level 5 Leader to Develop a Level 4 Leader
      ii. Continually Mentor Potential Level 5 Leaders
      iii. Create an Inner Circle That Will Keep You Grounded
      iv. Do Things for the Organization That Only Level 5 Leaders Can Do
v. Plan for Your Succession
vi. Leave a Positive Legacy
d. The Laws of Leadership at the Pinnacle Level
d. The Laws of Leadership at the Pinnacle Level
i. The Law of Respect – People Naturally Follow Leaders Stronger Than Themselves
ii. The Law of Intuition – Leaders Evaluate Everything with a Leadership Bias
iii. The Law of Timing – When to Lead is as Important as What to do and Where to Go
iv. The Law of Legacy – A Leader’s Lasting Value Is Measured by Succession
v. The Law of Explosive Growth – To Add Growth, Lead Followers – To Multiply, Lead Leaders
e. Help Others Move Up to Levels 4 and 5 – Create Crucible Moments for the Leaders You Develop
e. Help Others Move Up to Levels 4 and 5 – Create Crucible Moments for the Leaders You Develop
i. Identify and Create the Crucial Leadership Lessons They Must Learn
ii. Look for Unexpected Crucible Moments They Can Learn From
iii. Use Your Own Crucible Moments As Guidelines to Teach Others
   1. Ground Breakers
   2. Ice Breakers
   3. Cloud Breakers
   4. Tie Breakers
   5. Heart Breakers
   6. Record Breakers
iv. Expose Them to Other People and Organizations That Will Impact Them
f. Guide to Being Your Best at Level 5
f. Guide to Being Your Best at Level 5
i. Remain Humble and Teachable
ii. Maintain Your Core Focus
iii. Create the Right Inner Circle to Keep You Grounded
iv. Do What Only You Can Do
v. Create a Supercharged Leadership Development Environment
vi. Create Room at the Top
vii. Develop Your Top Leaders
viii. Plan Your Succession
ix. Plan Your Legacy
x. Use Your Leadership Success as a Platform for Something
g. Portrait of a Level 5 Leader – Coach John Wooden
g. Portrait of a Level 5 Leader – Coach John Wooden
i. A Day with Coach
   1. Making the Most of One’s Self
ii. He Was Successful in Analyzing and Selecting Players
   1. Transcripts
   2. Family Life
   3. Composite Evaluation from Coaches
4. Quickness

iii. His Teaching Was Conducive to Player Development
   1. Explanation
   2. Demonstration
   3. Initiation
   4. Correction
   5. Repetition

iv. He Developed Values and Qualities in Players to Help Them Experience True Success