



## Session 1 - Introduction

### 5 Levels of Leadership



## INSIGHTS & AWARENESS

### What is this model and why does it work?

1. Provides a \_\_\_\_\_ of the goal and path of effective leadership.
2. It defines leadership as a \_\_\_\_\_ rather than a \_\_\_\_\_.
3. It breaks down leadership in \_\_\_\_\_.
4. It provides a game plan for leadership \_\_\_\_\_.
5. It aligns leadership \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

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## **LAW OF THE LID**

*The frustrations will cause good people to leave or quit and stay and quit.*

6. You can move up a level but you never \_\_\_\_\_ the previous one behind.

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7. You are not on the \_\_\_\_\_ level as every person.

8. The \_\_\_\_\_ you go the easier it is to lead.

9. The higher you go the more \_\_\_\_\_ and \_\_\_\_\_ required to reach another level.

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10. Moving up levels occurs \_\_\_\_\_ but going down happens \_\_\_\_\_.

11. The higher you go, the higher the \_\_\_\_\_.

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12. Moving further up always requires \_\_\_\_\_ growth.

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13. Not climbing the levels \_\_\_\_\_ you and your people.

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14. Reaching our \_\_\_\_\_ creates an environment for others to reach theirs.

15. When you change positions or organizations you seldom stay at the \_\_\_\_\_.

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16. You cannot climb the levels \_\_\_\_\_.

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## Additional notes

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## **Session 2** – Positional Leadership: The Upsides and Downsides

*“On the level one leadership level, people follow because they have to.” ~John C. Maxwell*

*Leaders should celebrate earning level one leadership but shouldn't plan on staying there.*

### 4 Upsides of Positional Leadership

1. A leadership position is usually given to people because they have leadership \_\_\_\_\_.

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2. A leadership position means \_\_\_\_\_ is recognized.

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3. A leadership position is an invitation to \_\_\_\_\_ as a leader.

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4. A leadership position allows potential leaders to \_\_\_\_\_  
and \_\_\_\_\_ their leadership.

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*Frances Hesselbein said, “Leadership is much less about what you do and much more about who you are. If you view leadership as a bag of manipulative tricks and charismatic behaviors to advance your own personal interests, then people have every right to be cynical. But, if your leadership flows first and foremost from inner character, integrity of ambition, then you can justly ask people to lend themselves to your organization, to its mission.”*

When you take any position of leadership, you have or receive an opportunity to \_\_\_\_\_ yourself and it can be the catalyst that enables you to \_\_\_\_\_ to the next level.

### 3 Questions That Help Shape and Define Your Leadership

1. \_\_\_\_\_ am I? Know and understand yourself first.

*“Real leadership is about understanding yourself first, then using that to create a superb organization. Leaders must free their subordinates to fulfill their talents to the utmost. However, most obstacles that limit people’s potential are set in motion by the leaders and rooted in his or her own fears, ego needs, and unproductive habits.*

2. What are my values?

Values are the \_\_\_\_\_ of your leadership and \_\_\_\_\_ your behavior.



### 3 Values Leaders Internalize

- A. \_\_\_\_\_ values - What does it mean to do the right thing for the right reason?
- B. \_\_\_\_\_ values – How do you build an environment of trust and respect with others?
- C. \_\_\_\_\_ values – What goals are worthy of spending your life on?

3. What leadership \_\_\_\_\_ do I want to put into place?

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Find out who you are \_\_\_\_\_ on level one!

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### The 8 downsides of Positional Leadership

1. Having a positional leadership role is often \_\_\_\_\_.

*People are following the influencers, not the boss.  
Personal example: Anonymity required.*



2. Leaders who rely on position to lead often \_\_\_\_\_ people.

*Leaders who don't grow beyond this level focus energy on holding onto their position. This type of leadership says: "Get all you can, can up all you get, and poison the rest!"*

3. Positional leaders feed on \_\_\_\_\_.

*Positional leaders focus on control rather than contribution. They work to gain titles. They do what they can to get the largest staff and the largest approved budgets.*

4. Positional leaders place rights over responsibilities.

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5. Positional leadership is often \_\_\_\_\_.

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6. Leaders who remain positional get branded and stranded.

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7. Turnover is \_\_\_\_\_ for positional leaders.

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8. Positional leaders receive people's \_\_\_\_\_, not their \_\_\_\_\_.

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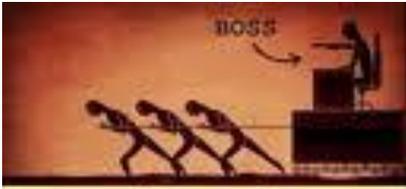
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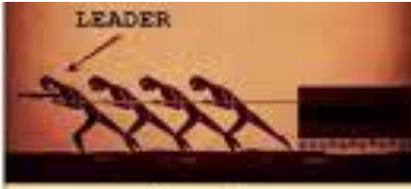
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*No one ever built anything great with little effort from their people and positional leadership never inspires greatness.*



**BOSS**

- Demands
- Relies on Authority
- Issues Ultimatums
- Uses People
- Takes Credit
- Places the Blame
- Says "Go"
- My way is the only way



**LEADER**

- Coaches
- Role Models Behavior
- Generates Enthusiasm
- Develops People
- Gives Credit
- Accepts Blame
- Says "Let's Go"
- I've got your back



## **Session 3** – Positional Leadership: Beliefs and Behaviors That Move You to Level 2

*“Until you make the unconscious conscious, it will direct your life and you will call it fate.” C.J. Jung*

**Belief and behaviors are what take you to the next level.**

**Change the way you think about leadership.**

**These are your \_\_\_\_\_.**

**Change the way you lead.**

**This deals with your \_\_\_\_\_.**

**Beliefs that will help you move from level one, position, to level two, permission.**

**1. Titles are never \_\_\_\_\_.**

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2. \_\_\_\_\_, not position are a leader's most valuable asset.

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3. A leader doesn't need to \_\_\_\_\_ all the answers.

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4. A good leader \_\_\_\_\_ includes others.

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**Behaviors you must practice to get to level two.**

1. Don't rely on position to **push** people.

**Positional leaders think:**

**Top Down:** "I am over you."

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

**Image:** "Fake it until you make it."

**Strength:** "Never let them see you sweat!"

**Selfishness:** "You are here to help ME."

**Power:** "I determine your future here."

**Intimidation:** "Do it or else."

**Rules:** "The manual says...."

*"Beware of the leader who relies on policy manuals! The greatest separation in successful and unsuccessful leaders is the way they think. It's not about IQ as much as it is about EQ. People have no real shot at lasting success until they think correctly."*

*"99% of people who fail at leading are not sabotaged by what goes on around them but what goes on inside them." JCM*



**Adopt level two (Permission) thinking:**

**Side by Side:** “Let’s work together.”

**Initiation:** “I’ll come to you.”

**Inclusion:** “What do you think?”

**Cooperation:** “Together we win.”

**Servanthood:** “How can I help you?”

**Development:** “I want to add value to you.”

**Encouragement:** “I believe you can do it.”

**Innovation:** “Let’s think outside the box.”

If you want to get to level two, begin thinking like a level two leader while you are on level one.

**2. Trade entitlement for movement.**

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**3. Leave your position and your post and move toward your people.**

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## **Session 4** – Level #2: Permission-Relationships

*There is a lot of difference between level one where people follow because they have to and level two when people follow because they want to.*

The \_\_\_\_\_ of leadership is relationships.

*“People will not go along with you until they can get along with you.” John C. Maxwell*

Your first job in leading is to \_\_\_\_\_ with people.

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### The Five Upsides of Level Two – Permission

1. Leadership permission makes \_\_\_\_\_ more enjoyable.

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2. Permission leadership increases the \_\_\_\_\_ level.

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**3. Leadership permission \_\_\_\_\_ up channels of communication.**

*“Above all else, good leaders are open. They go up, down, and around their organizations to reach people. They don’t stick to established channels, they’re informal. They’re straight with people. They make a religion out of being accessible.” Jack Welch*

**The Chinese character for the verb ‘Listen’ includes the following:**



***Ears*** – I hear what you are saying.

***Eyes*** – I see what you are saying.

***Heart*** – I feel what you are saying.

***Focus/Undivided Attention*** – I value what you are saying.

***Mind*** – I am thinking about what you are saying.

**4. Leadership permission focuses on the value of each person.**

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5. Leadership permission nurtures \_\_\_\_\_.

*Retired Admiral James Stockdale said, “When the crunch comes, people cling to those they can trust – those who are not detached, but involved.”*

In times of difficulty, relationships are a \_\_\_\_\_. In times of opportunity, they are a \_\_\_\_\_ pad.

Great leaders create a platform of \_\_\_\_\_ within their organizations that enables everyone to be \_\_\_\_\_.

### The Six Downsides of Level Two – Permission Leadership

1. Permission leadership appears to be \_\_\_\_\_ for some people.

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2. Leading by permission can be frustrating for achievers.

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3. Permission leaders can be taken advantage of.

*When you are relational with others there are those who will use their relationship with you as an excuse to not produce. Those can include personal friends, your friend’s friends, and family.*

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To be helped, you have to be \_\_\_\_\_ to be hurt.

Many people \_\_\_\_\_ be helped because they are not willing to be hurt.

4. Permission leadership requires \_\_\_\_\_ to be effective.

*“You can impress people from a distance, but you must be close to influence them. When you do that, they can see your flaws. However, the most essential quality for leadership is credibility not perfection. For credibility, people must be able to trust you.”*  
**Rick Warren**

5. Permission leadership is difficult for people who are not naturally \_\_\_\_\_.

*In most cases, people who are not likable don't really like other people much.*

*What does a leader who doesn't like people do? Go home! Become a toll booth operator! Give some general examples of instances of interactions with people who don't like people.*

6. Permission leadership forces you to deal with the \_\_\_\_\_ person.

*Henry Ford once said, “I always get the whole person when what I really want is a pair of hands!”*

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*Some leaders want to be a leader but don't want to deal with people!*



*Proverb: “Where there are no oxen, the barn is clean. But, much increase comes by the strength and work of the oxen.”*

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p *Slaying Giants of Ineffective Leadership & Providing Tools for Empowerment*



## **Session 5** – Level #2 Beliefs and Behaviors

*“Until you make the unconscious conscious, it will direct your life and you will call it fate.” Carl Jung*

*To move to Level Three Leadership (Production Level) you have to change your thinking.*

### Work on Beliefs

1. Relationships are not \_\_\_\_\_.

*People who are highly relational tend to want to stay put.*

*True leadership takes people somewhere so they can accomplish something-that requires a leader to connect their potential with their performance.*

*Remember, the permission level is foundational to your leadership but is not the ultimate goal.*

2. Building relationship requires \_\_\_\_\_ growth.

Growing toward each other requires compatibility.  
Growing with each other requires intentionality. It's horizontal and vertical. Together and upward.

3. Achieving the vision as a team is worth the \_\_\_\_\_ of some relationships. Not everyone wants to go along.



*Building relationships and then risking them to advance the team creates tension for the leader. That tension will cause you to make a choice to either shrink the vision or stretch the people to reach it.*

*To achieve big things, you must work to put people in their strength zone but out of their comfort zone. They might fail, they might implode, and they might relieve their own tension by fighting you or quitting. That will always cause tension.*

Risk always \_\_\_\_\_ relationships.

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You have to believe relationships are \_\_\_\_\_ the risk.

### Work on Behaviors

1. Connect with \_\_\_\_\_ before trying to connect with others.
  - The first person I must know is myself = Self-\_\_\_\_\_.

*People tend to size everybody but themselves.*

*You should know your core values, strengths, weaknesses, passions, and personal goals.*

- The first person I must get along with is myself = Self-\_\_\_\_\_.

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- Know that the first person who causes me the most problems is myself = Self-\_\_\_\_\_.

*“Looking back, my life seems like one big obstacle race, with me being the chief obstacle.” Comedian Jack Parr*

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- The first person who can make a difference is myself = Self-\_\_\_\_\_.

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*Ben Franklin once said, “How few are those who have courage enough to own their faults, or resolution enough to mend them.”*

*Albert Ellis once said, “The best years of your life are the ones in which you decide your problems are your own. When you don’t blame them on your mother, the ecology, or the president. It’s when you realize that you control your own destiny.”*



2. Develop a \_\_\_\_\_ - oriented leadership style.

*Herb Keller, co-founder and CEO of Southwest Airlines said it like this: “Leading an organization is as much about soul as it is systems. Effective leadership finds its source in understanding.”*

3. Practice the \_\_\_\_\_.

*It’s all about RESPECT. Treat EVERYONE the way you would want to be treated if you were in their shoes, regardless of who they are, what they might believe, where they come from, or what they do. The one fact about humanity is that we are all different and that is what makes us the same.*

4. Become the chief \_\_\_\_\_ of your team.

*Founder of Chic-Filet once said, “Do you know how to tell if a person needs encouragement.....if he or she is breathing!”*

*Remember the “Way of the Goose!” They honk when they fly to encourage the lead goose and it’s tough to break the air currents. They honk when they land, because it’s difficult and dangerous for them all. They honk when they take off because that too, is difficult. When one of them gets too sick to fly, several of them stay with the injured or sick goose until it can fly or until it dies, honking encouragement all the while.*

*Life is difficult, at work or anywhere. Sometimes people come to work to escape difficulty and what they really need is some encouragement from their leader. They need worthwhile work to feel valued, and they want someone to notice.*



**5. Strike a \_\_\_\_\_ between care and candor/honest input.**

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- \_\_\_\_\_ without candor creates dysfunctional relationships.

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- \_\_\_\_\_ without care creates distant relationships.

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*If we don't know those strengths, we really don't have a right to point out their weaknesses!*

- \_\_\_\_\_ values the person, while candor values the person's potential.

*If people know you care about them and that you have their best interests at heart, most of the time they will allow you to speak into their lives and help them see their possibilities and their future. "People cannot be what they cannot see!"*



## **Session 6** – Level # 3: Production Level – Upsides and Downsides

*People follow because of what you have done for the organization.  
Your production is noticed and respected.*

### **Upsides of Level # 3 – Production**

1. Production gives \_\_\_\_\_ to the leader.

*Peter Drucker said, “There are two kinds of people in the business community; those who give you results and those who give you reasons why they didn’t.”*

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### **The Welcome Man – Walt Mason**

**There is a man in the world who is never turned down,  
Wherever he chances to stray;  
He gets the glad hand in the populous town,  
Or out where the farmers make hay;  
He is greeted in the isles of the woods;  
Wherever he goes there’s the welcoming hand –  
He’s the Man Who Delivers the Goods**

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2. Production leadership models and sets the \_\_\_\_\_  
for others visually.

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3. Production leadership brings \_\_\_\_\_ and \_\_\_\_\_ to the  
vision.

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4. Production leadership \_\_\_\_\_ a multitude of problems.

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5. Production leadership \_\_\_\_\_ momentum.

*With momentum everything is easier. It is the great exaggerator.  
It makes you look better than you really are and it works in  
reverse too. When you lose momentum it makes you look worse  
than you really are. Positive momentum is a leader's best friend.*

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- **There are three kind of people in relation to momentum:**

1. Momentum \_\_\_\_\_ – They live off of the momentum of others.

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2. Momentum \_\_\_\_\_ – Create problems.

3. Momentum \_\_\_\_\_ – Level 3 leaders create momentum and find ways to sustain it.

*The late great coach “Bear” Bryant once said, “Don’t worry about making friends; don’t worry about making enemies. Worry about winning, because if you win, your enemies can’t hurt you, and if you lose, your friends can’t stand you!”*

6. Leadership production is the \_\_\_\_\_ of team building.

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## Downsides of Level 3 – Production

1. Being productive \_\_\_\_\_ necessarily mean you are the leader.

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2. Productive leaders feel a heavy \_\_\_\_\_ of responsibility for results.

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3. Production leadership requires making \_\_\_\_\_ decisions.

*Almost anybody can make 95% of the decisions a leader makes. It's the other 5% that others can't or won't make that sets them apart.*

A list of things I need to do:

- Be successful before I try to make others successful.
- Hold myself to a higher standard than I do others.
- Make myself accountable to others.
- Set tangible goals and achieve them.
- Accept responsibility for results.
- Admit mistakes quickly and humbly. No excuses, ever.
- Ask from others only what I have asked of yourself.
- Gauge my success on results, not intentions.



**4. Production leadership requires \_\_\_\_\_ attention to level 2-Permission Level. Relationships are still vital.**

*You never arrive at the next level of leadership. You grow there. It's more like adding layers rather than climbing steps.*

**5. Highly productive leaders can become \_\_\_\_\_ to the results and allow ego to keep them from reaching level 4 – People Development.**

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## **Session 7** – Level #3 Beliefs and Behaviors

*“When you take the time to really know yourself—know your values, know your beliefs, know what is important to you—you can make the right choice, even when it’s hard. We all have choices. We can choose our direction, every single day.”*

*— Suraj Dahal*

### **4 Beliefs to Adopt**

- 1. Production is \_\_\_\_\_ enough.**

*You and your team can produce for years, but it takes another mindset to move to level four.*

- 2. People are an organization’s most appreciable **asset**. But, remember, people are more than an asset, they **ARE** the organization.**

*Most organizations invest in their people last, with what is left over in the budget. They bet on products and services before they bet on people. You bet on yourself, invest in yourself even if no one else will. Add value to yourself so that you can add more value to others.*

- 3. People \_\_\_\_\_ is the greatest fulfillment for a leader.**

*The first step to helping others become successful is to be successful yourself. Don’t get hung up on your success because even though it feels good to personally succeed, it pales in comparison when you are at the stage of helping others succeed.*



**4. A productive work environment must be conducive for \_\_\_\_\_ and \_\_\_\_\_. It is the leader's responsibility to \_\_\_\_\_ it and to inspire others to \_\_\_\_\_ it.**

**As a leader you must know and believe:**

- A \_\_\_\_\_ work environment requires winning at level 2-Permission
- To have a \_\_\_\_\_ work environment, it means winning at level 3-Production.
- To have a \_\_\_\_\_ organization, it means winning at level 4-People Development.

### **Behaviors to Incorporate**

**1. Understand how your personal giftedness \_\_\_\_\_ to the team.**

*If you cannot clearly see your value, your perception of the value of others will not be healthy.*

**2. Cast \_\_\_\_\_ for what needs to be accomplished.**

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3. Begin intentionally **developing** members of your team to move yourself and others to level four.

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### The 17 Indisputable Laws of Teamwork

**The Law of Dividends** says: “Investing in the team compounds over time.”

**The Law of the Bench** says: “Great teams have great depth.”

**The Law of the Catalyst** says: “Winning teams have players who make things happen.”

**The Law of Mount Everest** says: “As the challenge escalates, the greater the need for teamwork.”

**The Law of Significance** says: “One is too small a number to achieve greatness.”

*Post these on your wall, in your office, in your breakroom, in the hallway, but “only” if you are willing to live by them and hold everyone accountable to them.*



#### 4. Prioritize the things that **yield** a high return.

*Apply the Pareto Principle. Use 80% your time and resources on the top 20% of the tasks that will bring the greatest return. We usually end up spending our time divided out into all of our tasks and get little return. To determine what the things are that bring you the greatest return answer these questions:*

- What is \_\_\_\_\_ of me? What must I do?
- What gives me the \_\_\_\_\_ return? What should I do?
- What is most \_\_\_\_\_ for me? What do I love to do?

*When you can line up the three Rs, your life changes. But it never starts out this way. You work toward this. You must do what you have to do, to get to do what you want to do. Unfortunately, many are disillusioned when they start out and become discouraged early on.*

#### 5. Be willing to become the change **agent**. Be the model. Inspire and expect it of others too.

Look for and find common ground in the areas of:

- a) \_\_\_\_\_-Do we all see the same thing?
- b) \_\_\_\_\_-do we embrace and stand for the same things?
- c) \_\_\_\_\_-Are we committed to each other?
- d) \_\_\_\_\_-Do appreciate each other's perspective?
- e) \_\_\_\_\_-Do we have ways of communication in common? Example: Face to face, written, email, etc.



**6. Never lose sight that \_\_\_\_\_ are your goal.**

*More people fail because of their past success than their failures. When we lose sight that we are to get results every day, we tend to spend too much time reflecting and talking about the glory days. Remember, what got you to where you are today won't keep you there. Ask yourself, "Self, what have you done lately?"*

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## **Session 8** – Level #4: People Development The Upsides and Downsides

*At level four, people follow because of what you have done and what you do for them....the keyword is REPRODUCTION.*

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Level 3 leadership is about more about **adding** value to others and level 4 is about **reproducing** others.

### Upsides of Level 4 – People Development

1. People development will set you **apart** from most leaders.

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2. People development ensures that **growth** can be sustained.

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**3. People development empowers the leader to lead larger.**

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*Ask yourself every day, “How can I make my team better?” To do that you will need to think, observe, reflect, tweak, create, and envision.*

**4. People development will provide you with great personal fulfillment.**

*Remember what Rabbi Harold Kushner once said, “The purpose of life is not to win. The purpose of life is to grow and to share. When you come to look back on all that you have done in your life, you will get more satisfaction from the pleasures you have brought into other people’s lives than you will from the times that you outdid or defeated them.”*

*Always realize leading others is a journey, not a destination.*

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## Downsides of Level 4 – People Development

1. **Self-centeredness** can cause leaders to neglect people development.

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*Gerald Brooks said, “When you become a leader, you give up the right to think only of yourself.”*

2. **Insecurity** can make leaders feel threatened by people development. Insecure leaders never develop other people, they **replace** them.

*Wayne Smith said, “No amount of competency can compensate for personal insecurity.”*

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*Jack Welch said this about control: “A leader’s job is not to control people or stay on top of things; but rather to guide, energize, and excite.”*

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3. **Shortsightedness** can keep a leader from developing people.

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4. Lack of commitment can keep leaders from doing the **hard work** of people development.



## Session 9 – Level #4 Beliefs & Behaviors

*“You do not become what you want, you become what you believe.”  
Oprah Winfrey*

**Beliefs of Level 4 Leaders:**

1. The highest goal of leadership is to develop leaders, not gain followers to do the work.

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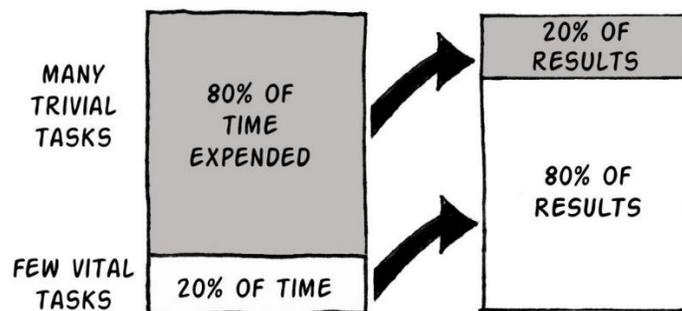
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*When at the leadership development level, apply the Pareto Principle to get the most return for your time, energy, and resources. Focus on the top 20% of your leaders with the most potential. These are the leaders most likely to turn around and develop other leaders.*





2. To develop leaders, you must create a leadership **culture**. You do that when you:
- \_\_\_\_\_ leadership-Communicate it by defining it and modeling it.
  - \_\_\_\_\_ leadership-Train regularly, frequently, and consistently.
  - \_\_\_\_\_ leadership-Help leaders plan, execute it, and to fail and succeed.
  - \_\_\_\_\_ leadership-Monitor and review leaders' performance and help them to correct errors.
  - \_\_\_\_\_ leadership-Base pay, resources, and recognition on how well they lead.
3. Developing leaders is a **life** commitment, not just your **job**.

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*“Only leaders can develop other people to become leaders.”  
John C. Maxwell*

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### Behaviors of Level 4 Leaders:

1. **Recruit Well.**

The Key to successful recruiting is to have a **clear picture** of what you are looking for.

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**When recruiting leaders look for the 4C's:**

- i. **Chemistry**-Are they likeable and will they fit in with the team?
- ii. **Character**-Makes trust possible.
- iii. **Capacity**-How well do they:
  - **Stress management**-How do they handle pressure, failure, deadlines, and obstacles.
  - **Get things done with their current skill level.**
  - **Think**-Do they have the ability to be creative, develop strategy, solve problems, and adapt?
  - **Lead**-What abilities do they have to gather followers and build a team?
  - **Maintain a Positive Attitude**-Even amidst negative circumstances and others.

*Charles Barkley once said: “Stars can at any time meet the requirements needed to help the team.” John Maxwell adds, “Support players can sometimes do that.”*

- iv. **Contribution**-What skill and quality do they bring to the team?

**2. Behavior # 2-Position People Well.**

Not all of the most skilled and talented people make the team **better.**

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### 3. Behavior #3-Model for People.

**Show** others how to lead.

- **Model:**
- **Authenticity**
- **Servanthood**
- **Personal Growth**
- **Excellence**
- **Passion**
- **Success-**

Set the bar high and model these qualities yourself.

### 4. Behavior #4-Equip People.

Help others do their jobs **well**.

#### Five Steps for Equipping:

- **I Do It.**
- **I do it and you're with me.**
- **You do it and I'm with you.**
- **You do it-empowerment.**
- **You do it and someone else is with you-Reproduction.**

*See training model at end of Session #9-Exhibit A*

### 5. Behavior #5-Develop People.

Teach them to do **life** well.



## To Develop Leaders, Three Things Need to Happen:

### **1-Assess**-Ask yourself these questions:

- *Where* does this person seem to be failing?
- *Where* are this person's blind spots?
- *What* does my intuition tell me is "off" in this person's thinking?
- *Why* isn't this person reaching his or her potential?
- *Who* is this person following who might be leading him or her in the wrong direction?
- *When* does this person do well?
- *When* does this person stumble?
- *What* telltale clues can I find that give me insight into where this person needs help?
- *Where* is this person's sweet spot?

### **2-Challenge**-Ask those you lead to:

- Read books related to their area of strength.
- Attend conferences that will inspire them.
- Take on new and challenging tasks in their sweet spot. (Keep them in their strength zone and out of their comfort zone.)
- Practice difficult disciplines that slowly build character.
- Meet with you on a regular basis for mentoring.

**3-Support**-Give time and resources such as mentoring and counseling. When you meet again, ask what they learned the last time and how much they have applied since the last meeting.



**6. Behavior #6-Empower People.**

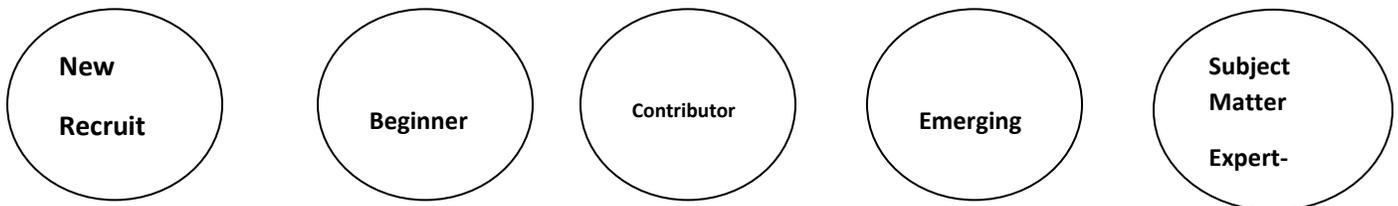
**Enable** people to succeed. Set them **up** for success.

**7. Behavior #7-Measure Performance.**

Evaluating those whom you develop to maximize their **efforts.**

**Exhibit A-Training Models**

**Leadership and Training Levels**



**Type of Individual:**

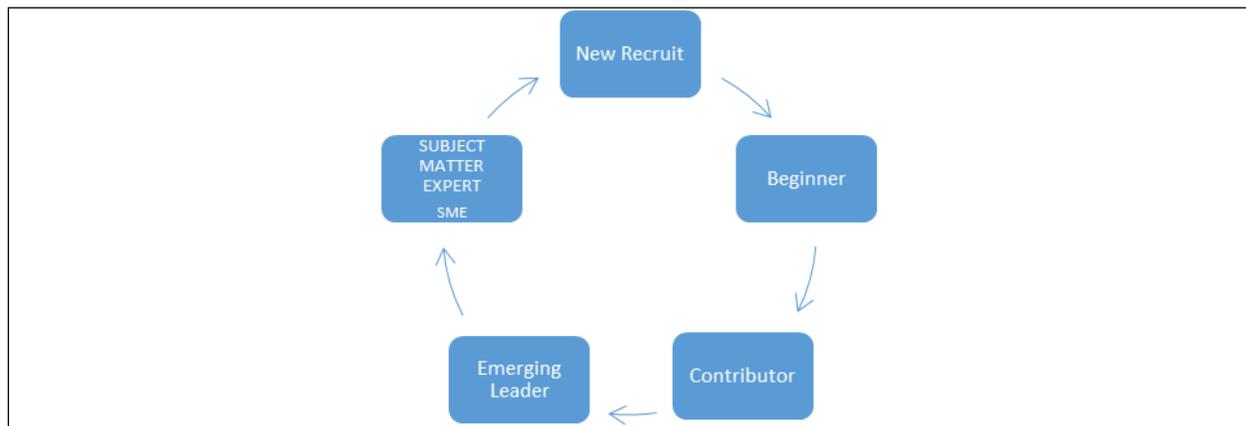
1. New recruit-  
**Monitoring**
2. Beginner-  
**recognition**
3. Contributor-  
**recognition**
4. Emerging Leader-  
**Authority**
5. Subject Matter Expert-  
**encouragement**

**Type of Trainer**

- Communicator*
- Instructor*
- Supervisor*
- Mentor*
- Partner*

**Development style**

- Basic communication/Constant**
- Clarity/Lots of instruction/Little**
- Clarity/some instruction/some**
- Recognition/Some Flexibility/Less**
- Lots of flexibility/Some**





## **Session 10** – Level #5 Upsides/Downsides & Behaviors

*“Most of us plateau when we lose the tension between where we are and where we ought to be.” ~ John Gardiner*

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### Upsides of Level 5 Leadership

1. Pinnacle leadership **creates** a level 5 organization.

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2. Pinnacle leadership creates a legacy **within** the organization.  
*Walter Lippmann said, “The final test of a leader is that he leaves behind him other men the conviction and the will to carry on.”*

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3. Pinnacle leadership provides an **extended** platform.  
The leadership journey has the potential to take individuals through a life-long process in three phases:

- I. \_\_\_\_\_
- II. \_\_\_\_\_
- III. \_\_\_\_\_ and \_\_\_\_\_



## Downsides of Level 5 Leadership-You May Start Believing It's All About You

1. Being on the pinnacle can make you **think** you have arrived.

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2. Being on the pinnacle can lead you to **believe** your own press.

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3. Being on the pinnacle can make you lose **focus**.

### Level 5 Leadership Behaviors

1. Make sure there is plenty of **room** at the top.

#### Characteristics of Leaders Who Develop Leaders:

- The Leader's **Desire** – Being succeeded instead of needed.
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- The Leader's Focus – They work to help improve a leader's strengths rather than their weakness.
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- The Leader's Attitude- They would rather give power away than hoard it.
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- The Leader's Perspective – They see leaders as they could be instead of who they are.

*Someone once said, "Absence of evidence is not evidence of absence."*



## Behaviors Continued

2. Continually **mentor** potential level 5 leaders.

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3. Create an inner circle that will keep you **grounded**.

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4. **Plan** your succession.

*Peter Drucker once asked John Maxwell: “Who is going to replace you? If you don’t know now, you better start thinking about it.” It took him a few years, but his mindset shifted that day.*

5. Leave a positive **legacy**.



## **Session 11** – Level # 5: Helping Others

*Level 5 leaders have been there, done that, and know how to pour into the lives of others. Their number one concern is the growth of those around them and beyond.*

### How Do You Help Others Move Up to Levels 4 & 5?

1. Identify and \_\_\_\_\_ the crucial leadership lessons they must learn. Lessons dealing with:
  - I. Integrity
  - II. Vision
  - III. Communication
  - IV. Influence
  - V. Passion
  - VI. Servanthood
  - VII. Attitude
  - VIII. Problem Solving
  - IX. Creativity
  - X. Teamwork
  - XI. Confidence
  - XII. Self-discipline

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2. Look for \_\_\_\_\_ crucible moments they can learn from.

*Level 5 leaders understand that when unexpected things happen to others, it's a teachable moment. The right questions draw out insight and learning and shape proper perspective.*

Change happens in people's lives when three things happen:

- I. When they \_\_\_\_\_ enough. (Pain and Adversity)
- II. When they \_\_\_\_\_ enough. (Education and Experience)
- III. \_\_\_\_\_ enough that they are able to. (Support and Equipping)

3. Use your \_\_\_\_\_ crucible moments as guidelines to teach others.

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Those experiences are:

- Ground Breakers

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- Ice Breakers

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- Cloud Breakers

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**4. Expose them to other people and organizations that will impact them.**

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*The greatest gift you can give yourself is to expose yourself to people who are better than you are at what you do.*

*If you are at the head of the class, find a new class!*

*Be like the mule at the Kentucky Derby. When people asked the owner why he brought the mule to a race of stallions, he said, "I thought the company might do him good!"*

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