



THE EVEREST *Leadership Academy*

# Developing the Leader within You 2.0

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## Introduction

- Leadership can be taught
  - Leadership is developed, not discovered
  - The truly born leader will always emerge, but to stay on top, natural leadership characteristics must be developed



## Management vs. Leadership

- Knowing how to do a job is the accomplishment of labor
- Showing others is the accomplishment of a teacher
- Making sure the work gets done by others is the accomplishment of a manager
- Inspiring others to do better work is the accomplishment of a leader
- Leaders put heavy emphasis on vision, values, and motivation



## The Definition of Leadership: “Influence”

- Leadership is the ability to obtain followers
- The three components of the “power triangle”:
  - Communication
  - Recognition
  - Influence



## The Five Levels of Leadership

- Level #1 – Position
  - A title – people follow because they have to
  - Authority
  - The boss drives his workers; the leader coaches them
  - The boss depends upon authority; the leader on goodwill
  - The boss inspires fear; the leader inspires enthusiasm
  - The boss says “I”; the leader, “we”
  - The boss knows how it is done; the leader shows how
  - The boss says “go”; the leader says “let’s go”



## The Five Levels of Leadership

- Level #2 – Permission
  - ❑ People don't care how much you know until they know how much you care
  - ❑ Leadership begins with the heart, not the head
  - ❑ Leadership flourished with a meaningful relationship, not more regulation
  - ❑ You can love people without leading them, but you cannot lead people without loving them
  - ❑ People follow because they want to



## The Five Levels of Leadership

- Level #3 – Production
  - Results are the main reason for the activity
  - People come together to accomplish a purpose
  - The people are results oriented
  - People follow because of what you have done for the organization



## The Five Levels of Leadership

- Level #4 – People Development
  - A leader is great , not because of his or her power, but because of his or her ability to empower others
  - You win people’s hearts by helping them grow personally
  - Leaders systematically meet with and teach those who are influencers within the organization
  - People follow because of what you have done for them





## The Five Levels of Leadership

- Level #5 – Personhood
  - The higher you go, the longer it takes
  - Respect – people follow because of who you are and what you represent
  - This step is reserved for leaders who have spent years growing people and organizations. Few make it. Those who do are bigger than life



## The Key to Leadership: “Priorities”

- The Pareto principle – 20% of your priorities will give you 80% of your production “IF” you spend your time, energy, money, and personnel on the top 20% of your priorities
  - 20 % of the people in an organization will be responsible for 80% of the company’s success
- Efficiency is the foundation for survival. Effectiveness is the foundation for success



## The Most Important Ingredient of Leadership: “Integrity”

- A person of integrity is one who has established a system of values against which all of life is judged
- It becomes the navigating system that guides us
- It establishes priorities in our lives and judges what we will accept or reject



## The Credibility Acid Test

1. Integrity builds trust – must have follower's confidence
2. Integrity has high influence value
3. Integrity results in a solid reputation, not just image
4. Integrity means living it myself before leading others
5. Integrity helps a leader be credible, not just clever
6. Integrity facilitates high standards:
  - Rights decrease as you climb in the organization
  - Responsibilities increase as you climb in the organization



## The Credibility Acid Test

7. Integrity is a hard-won achievement
  - A result of self-discipline, inner trust, and honesty
  - “When wealth is lost, nothing is lost; when health is lost something is lost; when character is lost, all is lost



## The Ultimate Test of Leadership: “Creating Positive Change”

- Most people resist change:
  - Creates fear of the unknown
  - Creates fear of failure
  - Tradition resists change – routine is disrupted
- Change won't happen when people engage in negative thinking
  - Don't look – you might see



## The Ultimate Test of Leadership: “Creating Positive Change”

- ❑ Don't listen – you might hear
- ❑ Don't think – you might learn
- ❑ Don't make a decision – you might be wrong
- ❑ Don't walk – you might stumble
- ❑ Don't run – you might fall
- ❑ Don't live – you might die
- ❑ Don't change – you might grow



## Creating A Climate For Change

- The leader must develop a trust with people
- Must make personal changes before asking others to change
- Must understand the firms history – culture
- Must place influencers in leadership positions

*“Not all change is improvement, but without change there can be no improvement”*





## The Quickest Way to Gain Leadership: “Problem-Solving”

- Four common reasons why people do not perform:
  1. They do not know what they are suppose to do
  2. They do not know how to do it
  3. They do not know why they should
  4. There are obstacles beyond their control



## Leadership – the ability to recognize a problem before it becomes an emergency

1. They sense it before they see it (intuition)
2. They begin looking for it and ask questions (curiosity)
3. They gather data (processing)
4. They share feelings w/trusted colleagues (communicating)
5. They define the problem (writing)
6. They check their resources (evaluating)
7. They make a decision (leading)



## The Extra Plus in Leadership “Attitude”

“The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than what other people think or say or do.

I am convinced that life is 10% what happens to me and 90% how I react”

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## Attitude – Our Most Important Asset

- Robert Half International survey: reasons for firing an employee?
  - Incompetence – 30%
  - Inability to get along with others – 17%
  - Dishonesty or lying – 12%
  - Negative attitude – 10%
  - Lack of motivation – 7%
  - Failure or refusal to follow instructions – 7%
  - All other reasons – 8%

Except for incompetence, mostly attitude problems



## Attitude – Our Most Important Asset

- Carnegie Institute – analyzed records of 10,000 persons:
  - 15 % of success is due to technical training
  - 85% is due to personality, and the primary personality trait identified by research is attitude
  - Our attitudes determine what we see and how we handle our feelings
  - Expectations have a great deal to do with our attitudes



## Arnold Palmer

- “If you think you are beaten, you are
- If you think you dare not, you don’t
- If you like to win but think you can’t
- It’s almost certain you won’t
- Life’s battles don’t always go to the stronger or faster man
- But sooner or later, the man who wins is the man who thinks he can”



## Developing Your Most Appreciable Asset: “People”

Level 1: The person who works better with people is a follower

Level 2: The person who helps people work better is a manager

Level 3: The person who develops better people to work is a leader

- Leaders help people feel important and increase their self-esteem
- You're got to give loyalty down before you receive loyalty up



# The Indispensable Quality of Leadership: “Vision”

## Four Vision-Levels of People

1. Some people never see it / they are wanderers
2. Some people see it and never pursue it / they are followers
3. Some people see it and pursue it / they are achievers
4. Some people see it and pursue it and help others see it / they are leaders





## The Price Tag of Leadership: “Self-Discipline”

- Start with yourself – we cannot travel without until we first travel within
- Start early – what are going to be tomorrow, you are becoming today
- Start small – developing self-discipline in a small way today in order to be disciplined in a big way tomorrow



- Start now – people have thoughts, good ideas, and good intentions, but precious few (leaders) translate into action
- Organize your life:
  - Set your priorities
  - Place your priorities in your calendar
  - Allow time for the unexpected
  - Do projects one at a time
  - Organize your work space
  - Work according to your temperament



- Use your driving time for light work and growth
- Develop systems that work for you
- Always have a plan for those minutes between meetings
- Focus on results, not the activity
  - Efficiency – doing things right
  - Effectiveness – doing the right things
  - Work where you are strongest 80% of the time



## Welcome Responsibility

- “The price of greatness is responsibility” – Winston Churchill
  - Be responsible for who you are
  - Be responsible for what you do
  - Be responsible for what you have received
  - Be responsible to those you lead



## Epilogue

This world needs leaders –

- Who use their influence at the right times for the right reasons;
- Who take a little greater share of the blame and a little share of the credit;
- Who lead themselves successfully before attempting to lead others;



- Who use their influence at the right times for the right reasons;
- Who take a little greater share of the blame and a little share of the credit;
- Who lead themselves successfully before attempting to lead others;
- Who continue to search for the best answer, not the familiar one;
- Who add value to the people and organization they lead;



- Who work for the benefit of others and not for personal gain;
- Who handle themselves with their heads and handle others with their hearts;
- Who know the way, go the way, and show the way;
- Who inspire and motivate rather than intimidate and manipulate;
- Who understands that an institution is the reflection of their character;
- Who never place themselves above others except in carrying responsibilities;



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- Who encounter setbacks and turn them into comebacks;
- Who follow a moral compass regardless of the trends

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