

5 LEVELS OF LEADERSHIP

Disruptive Leadership



LEADERSHIP
IS FIRST AN
INSIDE JOB
BEFORE IT IS
ABOUT OTHERS.

Sharon Pearson

5 LEVELS OF LEADERSHIP

BY JOHN MAXWELL

MAKING THINGS HAPPEN SEPARATES REAL LEADERS FROM THE WANNABES

1. **Good leaders always make things happen. They get results.**
2. Effective leaders not only are productive individually, they also are able to help the team produce. Leadership production gives credibility to the leader.
3. The outstanding leaders of every age are those who set up their own quotas and constantly exceed them.
4. Effective leaders get things done together which ultimately creates growth for the organisation.
5. **There are two types of people in the business community – those who produce results and those who give you reasons why they don't.**
6. Authentic leaders know the way and show the way to productivity. Their leadership talk is supported by their walk. They deliver results. Leaders live on their performance, not their potential. Their ability to get results tends to silence their critics and build their reputations.
7. “You can issue all the memos and give all the motivational speeches you want, but if the rest of the people don't see you putting forth your very best effort every single day, they won't ever.” Colin Powell
8. Effective leaders take their people where they want them to go – they don't send them there.
9. Effective leaders know that people always believe what we do more than what we say.
10. When the producer has also done the slower work of building relationships on Level 2, their leadership can really take off.
11. Productive leaders are an example to the people they lead, and their productivity sets the standard for the team.

12. Leaders need to be among their people, inspiring them with their ability, letting them see what the standard should be for their performance. Leadership production brings clarity and reality to the vision.
13. **Good leaders constantly communicate the vision of the organisation.**
14. The production level of leadership communicates the vision through action, which helps people understand it in ways they may not have before. When followers see positive results and see goal being met, they get a clearer picture of what it means to fulfil the vision.
15. Effective leaders help their people to see what productivity looks like. And each day of productivity, the team gets one step closer to making the vision a reality. And clarity is compelling.
16. Leadership production solves a multitude of problems.
17. Many people in leadership positions try to solve problems by using systems. Or they pay others to solve problems for them. But the truth is, leaders cannot delegate the solving of problems to someone else. They have to be active in breaking through obstacles, putting out fires, correcting mistakes, and directing people.
18. Once their effectiveness becomes contagious and spreads throughout the team, productivity begins to solve many problems – many more than management or consultants ever could.
19. Nothing builds self-esteem and self-confidence like accomplishment.
20. People who feel good about themselves often produce good results. And good results create positive momentum and high morale.
21. Remove productivity and high morale will fade fast. Keep producing, and high morale will continue for a long time.
22. **Leaders who can't produce always hurt their team.**
23. **Spend less time trying to fix problems and more trying to build momentum.**

24. The productivity level is a momentum-producing environment. Production-level leaders understand momentum and use it to the team's advantage and they also understand that not everyone in an organisation helps to create momentum.
25. Momentum takers: the vast majority of people don't start anything nor do they stop anything. They just along for the ride. If momentum is moving, they move with it. If it is stopped, so do they. Their productivity and effectiveness is based almost entirely on what others do to make things happen. So they need good leaders who produce regardless of circumstance.
26. Momentum breakers: this type of person hurts morale and momentum. Not only do they not produce, they prevent others from producing.
27. Momentum makers: They produce. They make things happen. They create momentum.
28. Leadership production is the foundation for team-building.
29. No one wants to leave a championship team. People love being on a winning team.
30. Good leaders must establish themselves in their position on Level 1. Gain people's permission on Level 2, be productive on Level 3, and possess the desire to take the entire team to a higher level.
31. **No leader, however great, can long continue unless they win victories.**
32. Productivity is measurable. Organisational growth is tangible. Profitability is quantifiable. Leaders who fail to increase them are held accountable. Leaders who add to them are rewarded – and then asked to achieve even more the next time. High performance requires high commitment.
33. **Most leaders experience days when they wish no one was watching their performance. However, effective leaders understand that the cost of leadership is carrying the responsibility of their teams' success on their shoulders. That is a weight every leader feels starting on Level 3. You will have to decide whether you are willing to carry it.**

- 34. Production leadership requires making difficult decisions.**
35. You must make the difficult decisions to...
- a. Be successful before you try to help others be successful
 - b. Hold yourself to a higher standard than you ask of others
 - c. Make yourself accountable to others
 - d. Set tangible goals and then reach them
 - e. Accept responsibility for personal results
 - f. Admit failure and mistakes quickly and humbly
 - g. Ask from others only what you have previously asked of yourself
 - h. Gauge your success on results, not intentions
 - i. Remove yourself from situations where you are ineffective
 - j. When confronted with these difficult decisions, many level 3 leaders fail to make them.
- 36. Production leadership requires continual attention to the tribe.**
37. Understand how your personal giftedness contributes to the vision.
38. Do what you do so well that those who see you do what you do are going to come back to see you do it again and tell others that they should see you do what you do.
- 39. If you want your team or department to be good at what they do, then you need to become good at what you do. Focus there first.**
40. Effective leaders help people define the success of the vision.
41. Develop your people into a team.
42. One is too small a number to achieve greatness.
43. Great teams have great depth.

44. **Effective leaders help people commit to the success of the vision. The commitment of the team begins with the commitment of the leader. Teams don't win unless their leaders are determined to do everything they can to succeed, to dedicate their productivity to advancing the organisation towards the vision.**
45. **The job of the leader is to help the team succeed.**
46. Good leaders never assume their team members understand the mission.
47. The goal is more important than the role.
48. **The team fails to reach its potential when it fails to pay the price.**
49. **The strength of the team is impacted by its weakest link.**
50. Rotten attitudes ruin the team.
51. **Teammates must be able to count on each other when it counts.**
52. Team members should work in an environment conducive to growth and inspiration – team leaders should make that happen.
53. The difference between two equally talented teams is leadership.
54. When you're winning, nothing hurts.
55. **Prioritise the things that yield the highest returns.**
56. Ask three questions:
 - a. What is required of me? (what must I do)
 - b. What gives us the greatest return? (what I should do)
 - c. What is most rewarding to me? (what I love to do)
57. **If you're early to your career or new to leadership, your must-do list will probably be the largest.**
58. If you lead well enough and for long enough, and build a great team, the answers for all three questions should be the same.
59. It takes a leader to create positive change.

60. **If you're new, take every opportunity you can find to learn new skills, solve problems and achieve results. It doesn't matter what it is, your first years are for learning how to contribute.**
61. **Get the organisation going in any direction and you will find it easier to make changes to move it in the right direction. Momentum provides the energy for needed change.**
62. Try to hire, train and position people in such a way that:
 - a. 80% of the time they work in their strength zone
 - b. 15% of the time they work in their learning zone
 - c. 5% of their time they work outside their strength zone
 - d. 0% of their time they work in their weakness zone
63. **Good leaders have an orientation towards results. They know that results matter – regardless of how many obstacles they face, what the economy does, what kinds of problems their people experience...**
64. People naturally follow leaders stronger than themselves. If they recognise that someone else's success is greater than their own, then they gladly follow that person's lead.
65. **Good leaders at Level 3 keep pushing. If they gain momentum, they don't back off and coast. They press on and increase the momentum so that they can accomplish even greater things. And they help their people do the same.**
66. The results of good leadership are highly tangible at Level 3. People see better organisation, increased productivity, and higher profitability.
67. **We don't attract who we want, we attract who we are.**
68. Leaders are usually highly visible to the people they lead, especially if they lead by going first. As a result, their actions are always noticed. If you're a producer, that's a good thing. Nothing motivates people in a positive way more than seeing a positive leadership model.
69. **When people see results from their leaders, they know results are expected from them.**

70. **The best leaders at Level 3 find ways to win. They always do. They produce, and they do so, day in and day out, regardless of the odds, obstacles, circumstances or challenges. If this is you, everyone wants you to lead them or their team.**
71. Momentum is the Level 3 leader's best friend. It takes improving results to build momentum, and without momentum a business can't grow. Never take momentum for granted.
72. Leaders understand that activity is not the same as accomplishment. It's easy for someone to work hard all day every day, and never get done the important things that make themselves and their teams produce. The key is prioritising the right things at the right time for the right reasons. They know that an organisation where anything goes eventually becomes a company where nothing goes.
73. You can tell you're on the road to success... it's all uphill.
74. It isn't easy. It takes effort. You'll have to give up doing some things you love that don't give a great enough return on your time.
75. No leader ever says, 'It was easier than I thought and took less time.'
76. **If you want a pleasant work environment, win Level 2. If you want a productive work environment, win Level 3. If you want a growing work environment, win Level 4.**
77. Be the team member you want on your team.
78. **If you want people to be dedicated, then agree, 'I will not give up solving a problem or doing a task until it is completed.'**
79. Learn to translate personal productivity into being a productivity leader. The difference can be found in your impact on the rest of the team. Are the other members of the team improving or producing more as a result of your presence? If not, it's you, you need to work on.

80. Plan to meet with your team daily to give feedback on performance.
81. Momentum is the most effective way to solve problems. Build momentum by helping others get wins. If you don't think in terms of how to help them win, then you're not a Level 3 leader.
82. Set aside a block of your time to make a list of all your responsibilities. Then put them in order of importance according to the impact they make for the good of the organisation. You need to make sure the lion's share of your time and effort is focused on the areas at the top of the list. Practice the 80/20 rule and focus 80% of your time on the top 20%. Every day list the tasks you must do. Focus your team on the top 20%. On a regular basis – daily until you're good at it, then weekly – review the priorities.
83. **Be forever on the lookout for ways to improve the team and initiate for them.**
84. **Great leaders look at each member of the team and figure out how to help them grow.**
85. Every person is a candidate for development.
86. People who can be developed are open to learning. Don't waste your time with people who are not open to the process of growth.
87. You need to create the environment where ownership and responsibility for success is wanted, desired and sought after.
88. People development is not just job development – it's personal transformation.
89. No amount of personal competency can compensate for personal insecurity.
90. If you focus on yourself and what you want, all people are then an obstacle to what you want.
91. A great leader is willing to step out into the unknown, and to take risks and innovate.
92. It's not about controlling people; it's about guiding and energising people.
93. You train and develop others so they can do the same for others.

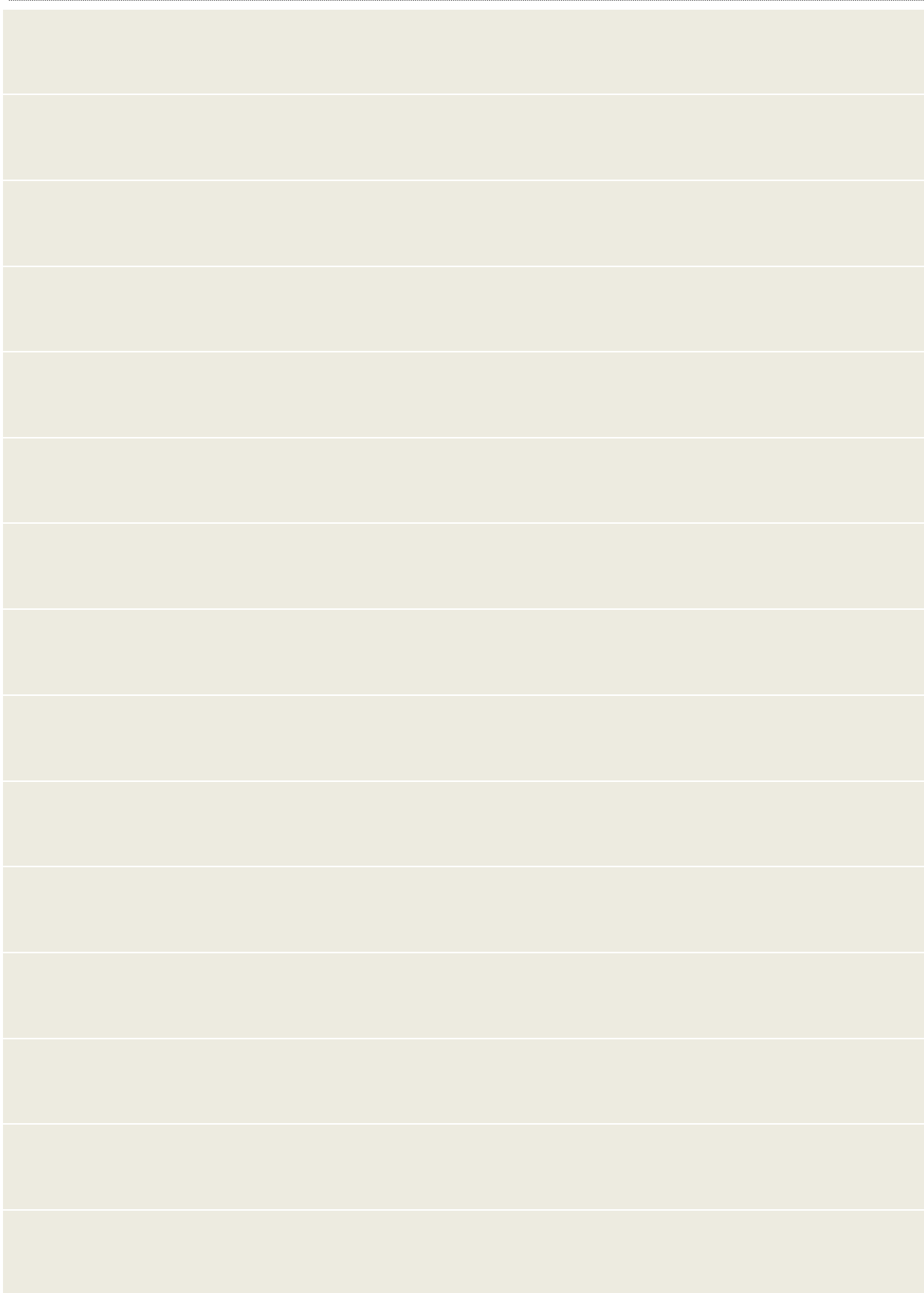
94. Effective leaders model what works.
95. Effective leaders are authentic.
96. Effective leaders are there to serve others.
97. Effective leaders have standards/benchmarks for excellence.
98. Games aren't won by what the coach knows. Games are won by what the team has learned.
99. Insecure people cannot, ever, develop anyone else.
100. The greatest leaders help create a legacy.
101. Learn. Earn. Return.
102. Develop others to surpass you.
103. Give away power; never hoard it.

TOP MESSAGES

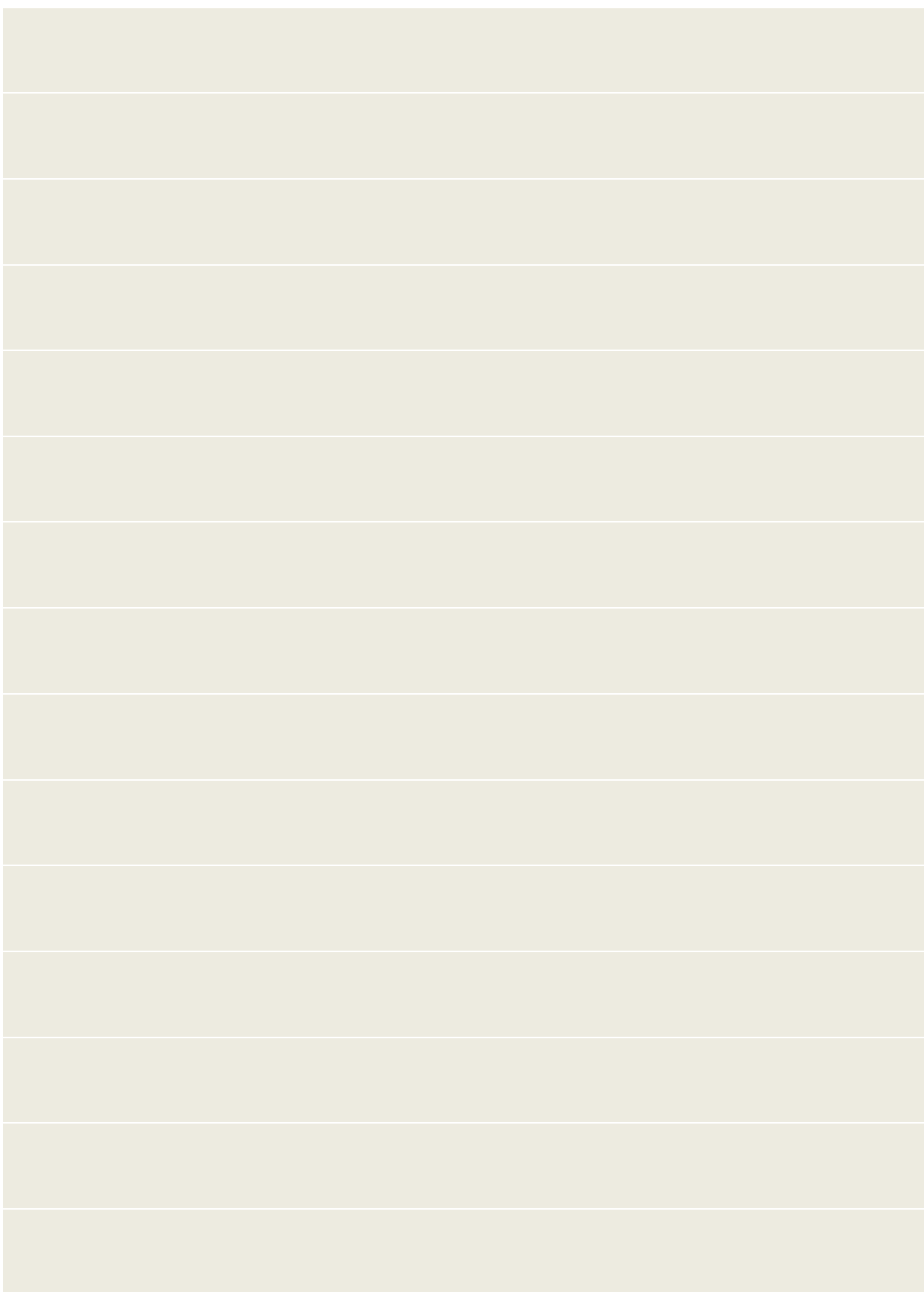
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20. If you want a pleasant work environment, you won't grow the business. If you want a productive work environment, you will attract people who will help grow the business. If you want a growing work environment, develop others.
21. **If you want people to be dedicated, then agree, 'I will not give up solving a problem or doing a task until it is completed.'**
22. Momentum is the most effective way to solve problems and grow a business. Build momentum by helping others get wins. If you don't think in terms of how to help them win, then you're not a leader.
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