

AN EXECUTIVE BOOK
SUMMARY BY
SHANNON DUNNINGTON

***NOTE:** I read this book using a Kobo e-reader without page or location functions. So for the sake of citations, I used (n.p.) for any direct quotes from Maxwell's book.

The 5 Levels of Leadership:

Proven Steps to Maximize Your Potential

BY JOHN C. MAXWELL

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.

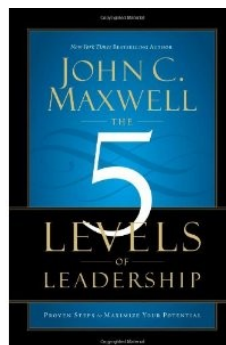
4. **People Development** - People follow because of what you have done for them personally.

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 non-profit 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* best-selling 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.



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“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.).

“Everything rises and falls on leadership” (n.p.).

Leadership Game Plan:

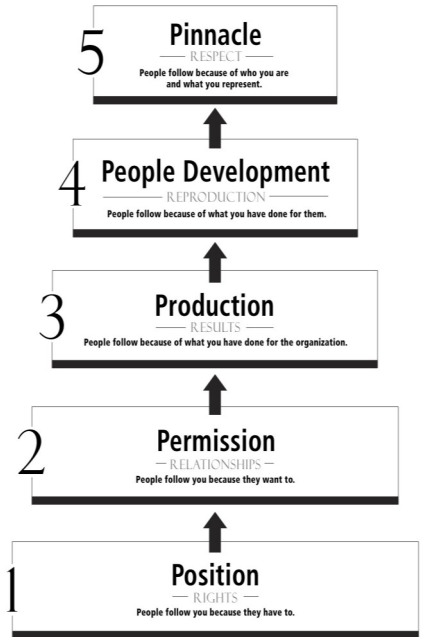
Maxwell is very passionate about leadership. He’s a motivational teacher who tries to help people reach their potential. He convinces readers that his book is for them because “it works!” He claimed the 5 levels of leadership:

- * 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

5
LEVELS
OF
LEADERSHIP



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 person
3. The higher you go, the easier it is to lead
4. The higher you go, the more time and commitment 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 growth

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

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 oversee, 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)

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

Five Levels Leader Assessment

Instructions:
 (1) Write team member names.
 (2) Answer questions about each person.
 (3) Assess what level you are on with each person.

	Team Member: Always	Team Member: Always	Team Member: Always
Level 1 Am I a newly hired leader and/or new leader to this person? Do I have to remind this person that I'm the leader? Does this person only do what I tell them to do? Does this person go around me to communicate with my boss? Does this person only work to get a paycheck?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Level 2 Do I genuinely care for this person? Can I trust this person? Is this person giving more than they "have to"? Do I feel I can openly communicate with this person? Do I know their strengths and weaknesses and how they complement mine?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Level 3 Do I value this person's ability to perform? Does this person have a desire to learn from me? Do I help this person experience success? Am I and this person building production momentum? Is this person willing to perform at a higher standard with me?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Level 4 Am I dedicated to training this person in learning to lead? Does this person take on more responsibility to support me? Does this person challenge me by leading up? Is this person investing and developing others? Can this person represent me and my philosophy in multiple situations?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Level 5 Is this person a potential successor? Do I use my influence with this person to instill values and set the course for the organization? Is this person an advocate to other leaders, increasing respect for me before I meet them? Is this person developing other leaders? Is this person willing to serve you without focusing on monetary compensation?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

For more information on how to bring 5 Levels of Leadership training into your organization, go to www.leadership.com or call 800.333.4366.

LEVEL 1: POSITION

http://capetownchamber.com/events/effective-leadership-development/



People follow you because they have to.

Leadership is more than just having a position.

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.).

Level 1 people may be bosses, but they are never leaders. They do not have the influence that is needed to lead.

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

2. **A leadership position means authority is recognized**—with position and title comes some level of authority or power. Leaders must prove themselves before they’re given much power and authority.
3. **A leadership position is an**

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 much less about what you DO, and much more about who you ARE.”

—Frances Hesselbein

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 leader.
2. **Leaders who rely on position to lead often devalue people**—positional leaders place very high value on their position, and not all the other important aspects of leading.

3. **Positional leaders feed on politics**—“Positional leaders focus on control instead of contribution” (n.p.).
4. **Positional leaders place rights 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
7. **Turnover is high for positional leaders**
8. **Positional leaders receive people’s least, 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.

“Leadership is action, not position” (n.p.).

Best Behaviors on Level 1

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

For

Discussion:

Why do leaders who never progress beyond Level 1 experience high turnover rates of their teams?

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 push 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.

This is how Level 1 leaders think...

Top-down: "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..."

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:

1. Titles are not enough
2. People—not position—are a leader's most valuable asset
3. A Leader doesn't need to have all the answers
4. A good leaders always includes others

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www.CartoonStock.com



"Don't let my title fool you."

www.cartoonstock.com
search ID: rde6827

Guide to Growing through Level 1

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

1. Thank the people who invited you into leadership
2. Dedicate yourself to Leadership Growth
3. Define your Leadership
4. Shift from Position to Potential
5. Focus on the Vision
6. Shift from Rules to Relationships
7. Initiate contact with your team members
8. Don't mention your title or position
9. Learn to say, "I Don't Know"
10. Find a Leadership Coach

“The key to moving up to the Permission level is having the right attitude” (n.p.).

LEVEL 2: PERMISSION



<http://www.iblogoakville.com/?p=1462>

Building relationships is key.

Relationships, relationships, relationships. The key to Level 2 is *relationships*. Level 2 is also about developing influence with your people. Liking your people and treating them like individuals with value, influence is created.

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.

People follow you because they want to.

Trust is also developed. The environment also becomes much more positive than that with a Level 1 leader.

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

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

“You can like people without leading them but you cannot lead people well without liking them” (n.p.).

The Upside of Level 2

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

1. **Leadership Permission makes work more enjoyable**—Level 2 leaders shift their focus from *me* to *we*. 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 energy level**—when you spend time with people you know and like, it gives you energy!
3. **Leadership Permission opens up channels of communication**—Level 2 leaders listen to their people and in

turn, their people listen to them.

4. **Leadership Permission focuses on the value of each person**—good relationships are built when people value and respect one another.
5. **Leadership Permission nurtures trust**—in order to maintain these essential relationships, trust must be built!

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 soft for some people
2. Leading by Permission can be frus-

trating for achievers

3. Permissional Leaders can be taken advantage of
4. Permission Leadership requires openness to be effective
5. Permission Leadership is difficult for people who are not naturally likable
6. Permission Leadership forces you to deal with the whole person



http://www.impactfactory.com/tailored_leadership.html

For Discussion:

Why is “openness” required for permission leadership to be effective?

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 AD-DITION**—Leaders add value by serving others
- **The Law of SOL-ID**—Trust is the foundation of Leadership
- **The Law of MAGNETISM**—Who you are is who you attract
- **The Law of CONNEC-TION**—Leaders touch a heart before they ask for a hand
- **The Law of BUY-IN**—People buy into the leader, then the vision

oneinabillionconsulting.blogspot.com



“Leadership is influence, nothing more, nothing less” (n.p.).

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
2. **Develop a people-oriented leadership style**—use a personal touch: listen, learn, and then lead!
3. **Practice the golden rule**—Treat others as you want others to treat you
4. **Become the chief en-**

others, and take a responsibility for yourself

courager of your team—encouraging words go a long ways.

5. **Strike a balance between care and candor**—it is in a leader’s best interest to show care AND 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.

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.”

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

Guide to Growing through Level 2

Maxwell suggests the following to help you plan your growth:

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

LEVEL 3: PRODUCTION



<http://hardcourtesons.blogspot.ca/2010/09/productivity-lessons-from-web-designer.html>

People follow because of what you have done for the organization.

Produce RESULTS!

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

Level 3 leaders can become change 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.)

Making Things Happen Separates Real Leaders from Wannabes

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 Production gives credibility to the leader**—"There are two types of people in the business community: those who pro-

duce results and those who give you reasons why they didn't."—Peter Drucker

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

3. **Leadership Production brings clarity and reality to the vision**
4. **Leadership Production 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 foundation for team-building**

"The credibility of a Level 3 leader can be summed up in one word: example" (n.p.).

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.
3. **Production Leadership requires making difficult decisions**
4. **Production Leadership**

demands continual 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.



<http://www.leadership-expert.co.uk/>

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 **BUY-IN**

For Discussion:

How does one balance leading others and being productive at the same time?

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 strengths 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.
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 right things done.
5. **Be willing and ready to be a change agent**—"Progress always requires change" (n.p.).
6. **Never lose sight of the fact that results are your goal**

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 not enough**—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**—invest 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.).

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 personal productivity into leadership
3. Understand everyone's productivity niche
4. Cast vision continually
5. Build your team
6. Use momentum to solve problems
7. Discern how team members affect momentum

8. Practice the Pareto Principle
9. Accept your role as Change Agent
10. Don't neglect Level 2



LEVEL 4: PEOPLE DEVELOPMENT



http://www.ehow.com/about_6292185_team-building-leadership-development.html

People follow because of what you have done for them.

Developing people to become great leaders

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

Maxwell suggests that two things always happen on Level 4:

1. **There is a very high level of teamwork**—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 sustained**—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 inspire 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.

“Level 4 leaders change the lives of the people they lead” (n.p.).

The Downside of Level 4

People Development requires a high level of maturity 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. **Insecurity can make leaders feel threatened by People Development**—do you have ego, control, or trust issues!?!?
3. **Shortsightedness 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**



<http://nonetheless.blog.ca/2012/04/23/what-does-leadership-development-training-consist-of-13565586/>

Putting the “D”evelopment in Leadership!

Laws of Leadership at the People Development 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 **BUY-IN**

For Discussion:

In what ways can you make people-development a lifestyle? How would this lifestyle change your team, business or organization?

Best Behaviors on Level 4

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

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 develop 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 culture**—a culture that cultivates Level 5 leaders is one that will champion, teach, practice, coach, and reward leadership.
3. **Developing leaders is a life commitment, not**

a job commitment



<http://www.successwithcrm.com/next-positive-step/>

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

LEVEL 5: PINNACLE



<http://www.therainmakergroupinc.com/blog/bid/109582/Human-Capital-Strategies-December-12>

People follow you because of who you are and what you represent.

Taking others to the top!

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 *lead* 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 able and willing 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 opportunities that other leaders don't. Their leadership gains a positive reputation, thus creating a great deal of respect.

"The highest leadership accomplishment is developing other leaders to Level 4" (n.p.).

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.

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

1. **Pinnacle Leadership creates a Level 5 Organization**

2. **Pinnacle Leadership creates a legacy within the organization**
3. **Pinnacle Leadership provides an extended platform for leading**

DOWNSIDES of Level 5—It's not all about you

1. **Being on the Pinnacle can make you think you've arrived—you're not done**

2. **Being on the Pinnacle can lead you to believe your own press—don't get carried away with your power and position.**
3. **Being on the Pinnacle can make you lose focus—remain focused on your purpose 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 surpass him or her in knowledge and ability.."—Fred A. Manske Jr.
2. **Continually mentor 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 positive legacy**—make the right decisions along the way so a positive legacy can be left!



<http://www.nwlink.com/~donclark/leader/mentoring.html>

"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**

Maxwell ends his book with a portrait of and tribute to a Level 5 Leader—Coach John Wooden (UCLA Basketball Coach)

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

For Discussion:

Do you believe there's plenty of room at the top for addition 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 now 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.

I am glad that I chose to read this book, and it makes me want to become a great, effective, and successful leader. There are many examples, suggestions, and ideas that I will take with me from this book. I will recommend this book to others, and I look forward to other books by Maxwell.