

The 360° Leader

By John C. Maxwell

Executive Book Summary by Irene Oakes

Where is the best place from which to lead?

The Middle of an Organization!

Inside this issue:

Introduction	I
Section I: Myths	2-3
Section II: Challenges	4-5 -6
Section III: Lead Up	7
Section IV: Lead Across	8-9
Section V: Lead Down	10-11
Section VI: Value	11
Section VII: Unleashing 360° Leaders	12
My Personal Evaluation	12

What is the 360° Leadership About?

Maxwell, J. asks the big question, where can you lead the best from within an organization? The answer is, from the middle of the organization. Ninety-nine percent of all organizational leadership occurs in the middle. This book focusses on how you can increase your influence within an organization.

Maxwell begins by sharing the myths of leadership. These myths are believed to be true by many who lead from the middle of an organization. Seven myths are explored.

The next section of the book focusses on the many challenges faced by leaders within an organization. The author encourages all 360° Leaders to become familiar with these challenges.

The previous two sections lead up to the main emphasis of the book. This includes the development of your ability to learn and practice the principles of a 360° Degree Leader. These principles include the development of the ability to lead up (with your leader), to lead across (with your colleagues), and lead downing (with your followers).

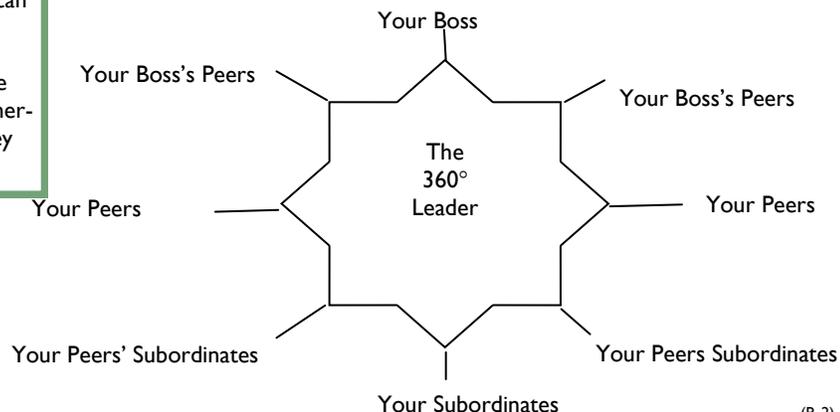
The next section includes the value of the 360° Leader.

In the final bonus section, Maxwell shares his tips for leaders of an organization so that they can create an environment that will develop the 360° Leader.



John C. Maxwell is one of North America's leading experts on "Leadership". He speaks to thousands of people on his leadership principles every year. Maxwell is a founder of several organizations who are dedicated to assisting people in reaching their leadership potential. Some of these organizations include: Injoy Stewardship Services and Maximum Impact. Through EQUIP, a non-profit organization, he trains and helps people reach their leadership potential.

The 360° Leader can develop his/her influence from wherever they are



Section I: The 7 Myths of Leading from the Middle of an Organization

The true measure of Leadership is influence, nothing more, nothing less

(p. 4)

Position has little do with genuine leadership (p. 4)

The 5 Levels of Leadership

1. **Position—RIGHTS**—People follow you because they have to.

2. **Permission—RELATIONSHIPS**—People follow you because they want to.

3. **Production—RESULTS**—People follow you because of what you have done for the organization.

4. **People Development—REPRODUCTION**—People follow you because of what you have done for them.

5. **Personhood—RESPECT**—People follow you because of who you are and what you represent. Few make it to this level.

Myth #1: The Position Myth *I can't lead if I am not at the top* (p. 4)

Many people believe that if you have a position or a title, then you are a leader. There are those who are very uncomfortable when they are on a team and are not given a formal title or position. Instead of focusing on building relationships or gaining influence with their team, they would rather wait for the leader to grant them this authority or the title. This usually follows with a person being unhappy and will likely leave the organization. Once they leave the organization, they will continue to seek for another team, another leader and another organization.

When potential leaders understand the concept of the 5 levels of leadership (below), only then do they realize that the position has little do with real leadership. Do you need to be a president or a CEO to be a true leader? NO! Influencing others has very little to do with position and has a lot to do with character.

YOU can lead from anywhere in the organization. "Leadership is a choice you make, not a place you sit" (p. 7). Leaders in the middle of an organization can have a huge and intense effect. You can make a difference wherever you



<http://www.stock-photos-illustrations.com>

Myth #2: The Destination Myth

When I get to the top, then I'll learn how to lead (p. 5)

If you want to be a successful leader you must learn about leadership before you undertake the leadership position. Being in the trenches is the best place to learn. Leadership is a lifelong learning process.

Myth #3: The Influence Myth

If I were on top, then people would follow me (p. 10)

People who have no leadership experience believe that it is a reward that can be granted by someone. A title can be given, but it does not establish leadership.

**Good leaders gain influence beyond their position.
Bad leaders shrink their influence until it becomes less than what they began with.**

(p. 11)

The Myths

Myth #4: The Inexperience Myth

When I get to the top, I'll be in control (p. 12)

A leader wants to be original, to see improvements, to be imaginative, and to seek improved ways of doing things. But, without Experience, you can overestimate your control. The larger the organization, the higher you go, the more influence you require. Your position alone, does not give you all of the control.



Myth #5: The Freedom Myth

When I get to the top, I'll no longer be limited (p. 14)

The diagram to the right explains the myth in that as you move up the ladder (CEO), the amount of responsibilities increases and the authority or the rights decrease.

<http://www.elftown.com>

Myth #6: The Potential Myth

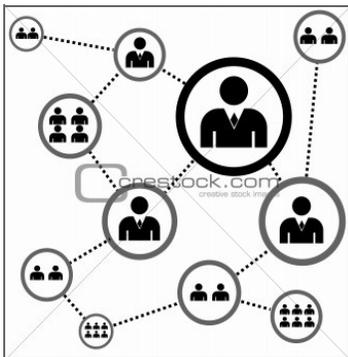
I can't reach my potential if I'm not the top leader (p. 17)

The message is that everyone should reach for their highest potential, and not necessarily the top of the organization.

Myth #7: The All-or-Nothing Myth

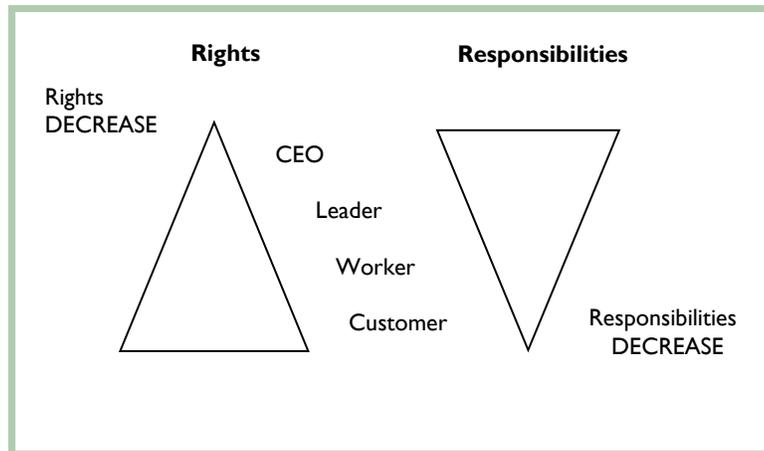
If I can't get to the top, then I won't try to lead (p. 19)

The myth refers to the quote, "if I can't be the captain of the team, then I'll take my ball and go home" (p. 19). Many people define success as being at the top. A person does not need to be on top to make a difference. Being a leader in the middle brings many opportunities and challenges.



<https://>

You can become a 360° Degree Leader! You can lead the people above, beside, and below you.



(p. 16)

Section II: The Challenges 360° Leaders Face

Executive Book Summary by Irene Oakes

In this section, Maxwell focusses on the common challenges that every leader faces who leads from the middle. Before a 360° Leader can begin to learn the principles of leading up, across and down, he recommends that a person familiarizes themselves with each of the challenges.

The Challenges

◆ The Tension Challenge

The Tension Challenge

The pressure of being caught in the middle (p. 25)

This section is summed up by “the pressure of feeling like you have all power and no power” (p. 25). You are not running the show but are responsible for it. You don’t have the authority to make changes on your own and this can make you feel as if you are caught in the middle.

There are 5 factors that impacts the tension of the leader:

1. Empowerment—answers how much authority and responsibility the person above you provides you? How clear are these lines?
2. Initiative—answers how can you balance your initiative while not overstepping your boundaries?
3. Environment— Assess your environment. Can you work in an this environment?
4. Job Parameters— answers how well do you know your job? How well can you do your job?
5. Appreciation—answers can you live without receiving the credit? (pp.26-29)

How can you relieve the Tension Challenge?

1. Become comfortable with the middle
2. Know what to “own” and what to let go
3. Find quick access to answers when caught in the middle
4. Never violate your position or the trust of the leader
5. Find a way to relieve stress (pp. 29-33)

◆ The Frustration Challenge

The Frustration Challenge

Following an Ineffective Leader *Your job isn't to fix the leader; it's to add value. If the leader won't change, then change your attitude or your work address.*

◆ The Multi-Hat Challenge

◆ The Ego Challenge

◆ The Fulfillment Challenge

◆ The Vision Challenge

◆ The Influence Challenge

Types of Ineffective Leaders

1. Leaders no one wants to follow
2. The Insecure Leader
3. The Visionless Leader
4. The Incompetent Leader
5. The Selfish Leader
6. The Chameleon Leader
7. The Political Leader
8. The Controlling Leader pp. 35-40)

How to Deal with Ineffective Leaders

1. Develop a solid relationship
2. Identify/Appreciate your leader's strengths
3. Commit yourself to adding value to your leader's strengths
4. Get permission to develop a game plan to complement your leader's weaknesses
5. Expose your leader to good leadership resources
6. Publicly affirm your leader (pp. 40-42)



© Leo Blanchette * www.ClipartOf.com/219402

[http://
images.clipartof.com](http://images.clipartof.com)

The Multi- Hat Challenge

Knowing what hat to wear...

Depending on where you are in an organization determines how many hats you wear

- ⇒ At the Bottom of an Organization—usually wear only “one hat”
- ⇒ At the Top of an Organization—can choose what to do, for example, they can decide on their priorities, they can focus on their strengths, they can direct their time/energy to those things that give the organization the best
- ⇒ In the Middle of an Organization—wear many hats daily. The 360° Leader must perform tasks and be well knowledgeable. (pp. 43-45)

How do you handle the Multi- Hat Challenge?

- ◇ Remember the hat you wear sets the context
- ◇ Don't use one hat to accomplish a task that is required for another hat
- ◇ When you change hats, don't change your personality
- ◇ Don't neglect any hat that you are responsible to wear (pp. 47-49)

The Ego Challenge

Remember to:

- ◆ Concentrate more on your own duties than your dreams
- ◆ Appreciate the value of your position
- ◆ Find satisfaction in knowing the real reason for the success of a project
- ◆ Embrace the compliments of others in the middle of the pack
- ◆ Understand the difference between self- promotion and selfless promotion (pp. 51-53)

The Fulfillment Challenge

Leaders like the front more than the middle (p. 56)

Leaders like to be in the front because:

- ... the front is the most recognized position
- ... the view is better
- ... they get to determine the direction
- ... they enjoy being in on the action (pp. 57-60)

You can enjoy being in the middle by:

- ... developing strong relationships with key people
- ... defining your wins by teamwork
- ... engaging in non-stop communication
- ... gaining experience and maturity
- ... putting the team above your personal success (pp. 60-63)



<http://us.123rf.com>

The Vision Challenge

Championing the Vision is More Difficult when You Didn't Create It (P. 64)

How do people respond to this Challenge?

- Attack it—criticize and sabotage it!
- Ignore it—do your own thing!
- Abandon it—leave
- Champion it—Make it a reality!
- Add Value to it—you add value to vision because you contributed to it! (pp. 65-72)

Why do People Fail to Adopt a Vision?

1. They didn't help create it
2. They don't understand it
3. They don't agree with it
4. They don't know the vision
5. They feel they are not needed in order to achieve it
6. They aren't ready for it (pp. 63-64)

The Final Challenge

I want a position that will make people follow me to become a person whom people will want to follow

(p. 73)

Poor Leaders

demand

Respect

Competent

leaders

command

Respect

(p. 76)

The Influence Challenge

The Author believes that this is the most important challenge. Many good leaders believe in their own leadership and believe that they can accomplish their goals with others following them. This does not always happen.

Why? Because leadership is all about influence. If a leader does not have the position or the influence, no one will follow.

Your challenge as a leader is to become a leader other people will want to follow, therefore, people will follow leaders that...

- ⇒ they know and who care
- ⇒ They trust
- ⇒ They respect
- ⇒ They can approach
- ⇒ They admire (pp. 74-78)

You cannot antagonize and influence at the same time (p. 75)



<http://pics.librarything.com>

The Qualities of an Influencer

- | | | |
|-----------------|---|--|
| • Integrity | → | <i>builds relationships on trust</i> |
| • Nurturer | → | <i>cares about people as individuals</i> |
| • Faith | → | <i>believes in people</i> |
| • Listener | → | <i>values what others have to say</i> |
| • Understanding | → | <i>sees from others' point of view</i> |
| • Enlarging | → | <i>helps others to become bigger</i> |
| • Navigating | → | <i>assists others through difficulties</i> |
| • Connecting | → | <i>initiates positive relationships</i> |
| • Empowering | → | <i>give them the power to lead</i> (p. 79) |

Section III The Principles 360° Leaders Practice to Lead Up

*The buck stops
here!* (p. 94)

The previous two sections are a great start a person's own development as a leader. The question that the reader can ask is, "how can I make the best of my leadership role while overcoming the challenges and eluding the myths?" The first step in becoming a 360° Leader is by learning to lead up (with your leader).

Principle 1: Lead Yourself Exceptionally Well

Self manage the following:

Manage your emotions

Manage your time

Manage your priorities

Manage your energy

Manage your thinking

Manage your words

Manage your personal life (pp. 86-92)

Principle 2: Lighten your Leader's Load

How to Lift your Leader's Load:

- ◇ Do your own job well first
- ◇ When you find a problem, provide a solution
- ◇ Tell leaders what they need to hear, not what they want to hear
- ◇ Go the second mile
- ◇ Stand up for your leader whenever you can
- ◇ Ask your leaders how you can lift the load (pp. 95-103)

Principle 3: Be Willing To Do What Others Won't

What does this mean?

Take the tough jobs

Pay your dues

Work in obscurity

Succeed with difficult people

Put yourself on the line

Admit faults but never make excuses

Do more than expected

Be the first to step in and help

Perform tasks that are not your job

Take responsibility (pp. 105-111)

Principle 4:

Do More than

Manage—Lead!

Managers work
with Processes

Leaders work with
People

Leaders lead the
people who man-
age the processes

(p. 112)

Principle 5: Invest in Relational Chemistry

- Listen to your leader's heartbeat
- Know your leader's priorities
- Catch your leader's enthusiasm
- Support your leader's vision
- Connect with your leader's interests
- Understand your leader's personality
- Earn your leader's trust
- Learn to work with your leader's weaknesses
- Respect your leader's family (pp. 119-

Principle 6: Be prepared every time you take your leader's time

Guidelines:

1. Invest 10X—spend 10 minutes preparing for every minute that you expect to meet
2. Don't make your think for you
3. Bring something to the table
4. When asked to speak, don't wing it
5. Learn to speak your boss's language
6. Get to the bottom line
7. Give a return on your leader's

Investment (pp. 127-133)

Principle 7: Know when to push and when to back off

- * Do I know something my boss doesn't but needs to?
- * Is time running out?
- * Are my responsibilities at risk?
- * Can I help my boss win?
- * When should I back off?
- * Am I promoting my own personal agenda?
- * Have I already made my point?
- * Must everyone but me take the risk?
- * Does the atmosphere say "no"?
- * Is the timing right only for me?
- * Does my request exceed our relationship? (pp. 137-144)

Principle 8: Become a Go-to Player

Go-to Players produce when:

... the pressure is on

... when the resources are few

... when the momentum is low

... when the load is heavy

... when the leader is absent

... when the time is limited (pp. 146-149)

Principle 9: Be better tomorrow than you are today

The better you are...

- ◆ *The more people listen*
- ◆ *The greater your value today*
- ◆ *The greater your potential for tomorrow*
- ◆ *How to become better tomorrow:*
- ◆ *Learn your craft today*
- ◆ *Talk your craft today*
- ◆ *Practice your craft today* (pp. 151-156)

This next section focuses on the 360° Leader who leads across. It focuses on how a competent leader can get to the next level. A leader who can lead followers only is a competent leader. To get to the next level, a leader must be able to lead other leaders.

The 7 Principles that a 360° Leaders needs to lead across:

1. Understand, practice, and complete the leadership loop
2. Put completing fellow leaders ahead of competing with them
3. Be a friend
4. Avoid office politics
5. Expand your circle of acquaintances
6. Let the best idea win
7. Don't pretend you're perfect

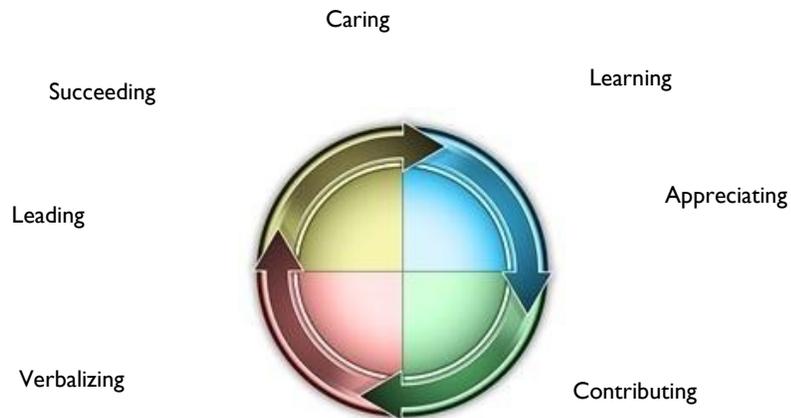
People won't go along with you if they can't get along with you

Follow me, I'll Walk With You

SECTION IV

The Principles 360° Leaders Practice to Lead Across

Executive Book Summary by Irene Oakes



1. Caring—take an interest in people
2. Learning—Get to know people
3. Appreciating—Respect people
4. Contributing—Add value to people
5. Verbalizing—Affirm people
6. Leading—Influence People
7. Succeeding—Win with People

(p. 161)

Lead Across Principle #2 Put Completing Fellow Leaders Ahead of Competing With Them

How to Balance Competing and Completing:

1. Acknowledge your natural desire to compete
2. Embrace healthy competition
3. Put competition in its proper place
4. Know where to draw the line

(pp. 170-174)

COMPETING	COMPLETING
Scarcity mindset	abundance mindset
Me first	Organization first
Destroys trust	Develops trust
Thinks win-lose	thinks win-win
Single thinking	shared thinking
Excluding others	including others (p. 170)



<http://www.cartoonstock.com>

Lead-Across Principle #3:

Be a Friend

- To teamwork, add friendship
- Friendship is the foundation of influence
- Friendship is the framework for success
- Friendship is the shelter against sudden storms (pp. 175-176)

How to be a friend:

- ⇒ Listen!
- ⇒ Find common ground not related to work
- ⇒ Be available beyond business hours
- ⇒ Have a sense of humor
- ⇒ Tell the truth when others don't (pp. 176-180)

Lead Across Principle #4: Avoid Office Politics

1. Avoid gossip
2. Stay away from petty arguments
3. Stand up for what's right, not just for what's popular
4. Look at all sides of the issue
5. Don't protect your turf
6. Say what you mean, and mean what you say (pp. 183-188)

**Winning at
all costs will
cost you
when it
comes to
your peers**

(p. 170)

Lead Across Principle #5: Expand your circle of Acquaintances

How to expand your circle.

Expand beyond

- ... your inner circle
- ... your expertise
- ... your strengths
- ... your personal prejudices
- ... your routine (pp. 191-196)

Lead Across Principle #6: Let the Best Idea Win What leads to the best ideas? 360° Leaders ...

- * Listen to all ideas
- * Never settle for just one idea
- * Look in unusual places for ideas
- * Don't let personality overshadow purpose
- * Protect creative people and their ideas
- * Don't take rejection personally (pp. 199-202)



Lead Across Principle #7: Don't Pretend You're Perfect

1. Admit your faults
2. Ask for advice
3. Worry less about what others think
4. Be open to learning from others
5. Put away pride and pretense (pp. 206-209)

7 Lead-down Principles:

1. Walk slowly through the halls
2. See everyone as a “10”
3. Develop each team member as a person
4. Place people in their strength zones
5. Model the behavior you desire
6. Transfer the vision
7. Reward with results

The Principles 360° Leaders Practice to Lead– Down

In this section, 360° Leaders are viewed as “nonpositional” and they lead though influence, not by position, power, or any other leverage. They take this position with all, including those who work under them

Lead-Down Principle #1: Walk slowly through the halls

⇒ Leadership is a people business (p. 213)

Suggestions for developing this skill:

- Slow Down
- Express That You Care
- Create a Healthy Balance of Personal & Professional Interest
- Pay Attention When People Start Avoiding You
- Tend to the People & They will Tend to the Business (pp. 214-217)

Lead-Down Principle #2: See Everyone as a “10”

Apply the following:

- See them as who they can become
- Let them “borrow” your belief in them
- Catch them doing something right
- Realize that “10” has many definitions
- Give them the “10” treatment (pp. 221-227)

Lead-Down Principle #3: Develop each team member as a person

When you equip people, you teach them how to do a job. When you develop them, you are helping to improve as individuals!

- ⇒ See development as a long-term process
- ⇒ Discover each person’s dreams & desires
- ⇒ Lead everyone differently
- ⇒ Use organizational goals for individual development
- ⇒ Help them know themselves
- ⇒ Be ready to have a hard conversation
- ⇒ Celebrate the right wins

360° Leaders take the time & effort to earn influence with their followers just as they do with those over whom they have no authority (p. 211)

Lead-Down Principle #4: Place people in Their Strength Zones

Steps for placing:

1. Discover their true strengths
2. Give them the right job
3. Identify the skills they’ll need and provide world-class training (pp. 238-241)

Lead-Down Principle #5: Model the behavior you desire

Your **behavior** determines the culture

Your **attitude** determines the atmosphere

Your **values** determine the decisions

Your **investment** determines the return

Your **character** determines the trust

Your **work ethic** determines the productivity

Your **growth** determines the potential (pp. 243-247)

Lead-Down Principle #6: Transfer the Vision

1. Clarity
2. Connection of past, present, & future
3. Purpose
4. Goals
5. A challenge
6. Stories
7. Passion (pp. 249-251)

Though leaders in the middle may not always be the inventors of the vision, they are almost always its interpreters (p. 248)

Lead-Down Principle #7: Reward the Results

It's ok to let those you lead out-shine you, for if they shine brightly enough, they reflect positively on you!

- ◇ Give praise publicly & privately
- ◇ Give more than just praise
- ◇ Don't reward everyone the same
- ◇ Give perks beyond pay
- ◇ Promote when possible
- ◇ Remember, you get what you pay for (pp. 255-260)

The Value of 360° Leaders

1. A leadership Team is more Effective than just One Leader

Leaders who Build Teams

- Visionary leaders are willing to hire people better than themselves
- Wise leaders shape their people into a team
- Secure leaders empower their teams
- Experienced leaders listen to their team
- Productive leaders understand that one is too small a number to achieve greatness

2. Leaders are needed at every level of the organization

- What happens without a leader
- A vision is lost
- Decisions are delayed
- Agendas are multiplied
- Conflicts are extended
- Morale is low
- Production is reduced
- Success is difficult

3. Leading successfully at one level is a qualifier for leading at the next level

- Leadership is a journey that starts where you are, not where you want to be
- Leadership skills are the same, but the "league or play" changes
- Great responsibilities come only after handling small ones well
- Leading at your current level creates your resume for going to the next level
- When you can lead volunteers well, you can lead almost anyone

4. Good leaders in the middle make better leaders at the top

Every time you add a good leader,

- ... you get a better team
- ... all the leaders in the organization get better
- ... add value to the leaders above them
- ... release top leaders to focus on their priorities
- ... motivate leaders above them to continue growing
- ... give the organization a future

5. 360° Leaders possess qualities every organization needs

- ⇒ Adaptability—quickly adjusts to change
- ⇒ Discernment—understands the real issues
- ⇒ Perspective—sees beyond their own vantage point
- ⇒ Communication—links to all levels of the organization
- ⇒ Security—finds identity in self, not position
- ⇒ Servanthood—does whatever it takes
- ⇒ Resourcefulness—finds creative ways to make things happen
- ⇒ Maturity—puts the team before self
- ⇒ Endurance—remains consistent in character & competence over the long haul
- ⇒ Countability—can be counted on when it counts (pp.265-295)

Special Section: Create an Environment that Unleashes 360° Leaders

If a leader is ready to revolutionize their organization, it is recommended that they adopt the “leaders daily dozen” by

- ... Placing a high value on people
- ... Committing resources to develop people
- ... Placing a high value on leadership
- ... Looking for potential leaders
- ... Knowing and respect your people
- ... Providing your people with leadership experiences
- ... Rewarding leadership initiative
- ... Providing a safe environment where people ask questions, share ideas, and take risks
- ... Growing with your people
- ... Drawing people with high potential into your inner circle
- ... Committing yourself to developing a leadership team
- ... Unleashing your leaders to lead (pp. 298-307)



<https://us.123rf.com>

When the top leaders are lid lifters for the leaders in the middle, then those leaders become load lifters for the ones at the top

My personal evaluation of *The 360° Leader*

It took me a long time to read this book as it had so much information to internalize and analyze. It was an easy read and the information provided was very extensive.

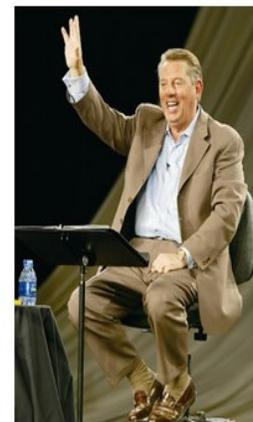
The information provided by John Maxwell had a natural flow as he began with the myths of leading from the middle of an organization, to the challenges that 360 Degree Leaders face, to the principles for leading-up/across and down, and to the value of the 360° Leader. His final section focusses on providing leaders' ideas for grooming the 360 Leader.

Maxwell provided real-life examples of the concepts that he described. As I read the sections, I was able to connect the different sections to my own personal work experience. I have been in leadership roles, in middle management positions, in politics as a political and policy supporter/writer for different political leaders at a First Nations and regional level and as a middle manager. I was able to relate and connect to the different levels of leadership and types of ineffective leaders.

Throughout my university experience at the University of Saskatchewan, my goal has been to connect the information and concepts from all my classes to my world in First Nations places and First Nations organizations. I was able to connect many of his descriptions to these places and experiences.

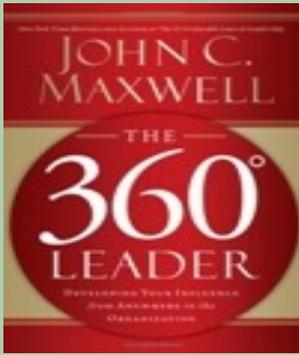
This is my first reading of a book by John Maxwell and he has a lot of experience and has many books with an emphasis on leadership. I did attempt to participate in the self-assessment survey to rate how effective I would be as a 360° Degree but I was unable to include my answers to the survey. It would have been interesting to receive this feedback.

I have recommended this book to others and I look forward to becoming familiar with Maxwell's other leadership books.



<http://babybommertalkonline.com>

Irene Oakes



Executive Summary by Irene Oakes

EADM826.3(01)