

DEVELOPING THE LEADER WITHIN YOU—JOHN C. MAXWELL

Maxwell, J. C. (1993). *Developing the Leader Within You*. Thomas Nelson: Nashville, TN.

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Introduction—What is a Leader?

Effective leadership requires more than management skills.

The effectiveness of a leader will never rise above their ability to lead and influence others; therefore leadership skills determine the level of not only a leader's personal success, but also the success of the organi-

Can leadership skills be taught?

Maxwell believes they can, as long as the leader has the desire to improve and develop those skills. Born leaders will always emerge, but leadership characteristics must be developed.

Through workbook –style text that invites readers to evaluate their own leadership styles, skills, and areas of development, Maxwell guides leaders seeking to improve their own leadership in a journey of understanding effective leadership, and offers suggestions to assist leaders to develop their own leadership potential.

**“Leadership is developed, not discovered.”
- John C. Maxwell**

Management vs. Leadership— “Management is the process of assuring that the program and objectives of the organization are implemented. Leadership, on the other hand, has to do with casting vision and motivating people.” - John C. Maxwell

5 Characteristics that Set “Leader Managers” Apart From “Run-of-the-Mill” Managers:

- 1. Leader managers are long-term thinkers**
- 2. Leader managers’ interests in their companies do not stop with the units they head**
- 3. Leader managers put heavy emphasis on vision, values, and motivation**
- 4. Leader managers have strong political skills to cope with conflicting requirements of multiple constituents**
- 5. Leader managers don’t accept the status quo**

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Chapter One—The Definition of Leadership: Influence

“Leadership is influence. That’s it. Nothing more, nothing less.” - John. C. Maxwell

Everyone influences somebody—a leader must decide what type of influencer they will be on the members of their organization.



“Actually, the only thing I ever found hard about being a leader is getting people to follow me.”

5 Levels of Leadership (p. 13)

Level 5: Personhood—Involves assumed and respected leadership after years of cultivating relationships, producing results, and developing others. **“People follow you because of who you are and what you represent.”**

Level 4: People Development—Leadership in which followers have personally grown through mentorship of the leader. Involves leadership which encourages others to lead as well. **“People follow you because of what you have done for them.”**

Level 3: Production—Leadership for a purpose. Involves leadership by individuals working together for a purpose and producing results. **“People follow you because of what you have done for the organization.”**

Level 2: Permission—Leadership based on focus placed on individual’s needs and desires. Involves leadership by interrelationships. **“People follow because they want to.”**

Level 1: Position - Entry level leadership. The type of leadership one assumes when they are given a title, and often involves leadership by intimidation. **“People follow because they have to.”**

Climbing the Steps of Leadership

- ⇒ The higher you go, the longer it takes—for each new position, you start back at the bottom level
- ⇒ The higher you go, the higher the level of commitment—the leader must make sacrifices that higher level leadership require
- ⇒ The higher you go, the easier it is to lead—each level encourages others to follow you because of the previous accomplishments
- ⇒ The higher you go, the greater the growth—as you grow, so will others in your organization
- ⇒ You never leave the base level—every level builds on the ones before it

My Influence

My life shall touch a dozen lives

Before this day is done.

Leave countless marks of good or ill,

E'er sets the evening sun.

This, the wish I always wish,

The prayer I always pray;

Lord, may my life help others' lives

It touches by the way.

-John C. Maxwell

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Chapter Two - The Key to Leadership: Priorities

Successful leaders must be able to handle several projects/tasks concurrently. Deciding which tasks deserve priority is a skill that leaders must develop.

Tasks can be organized as:

- ◆ High Importance/High Urgency
- ◆ High Importance/Low Urgency
- ◆ Low Importance/High Urgency
- ◆ Low Importance/Low Urgency

3 Questions to Help Leaders Prioritize tasks:

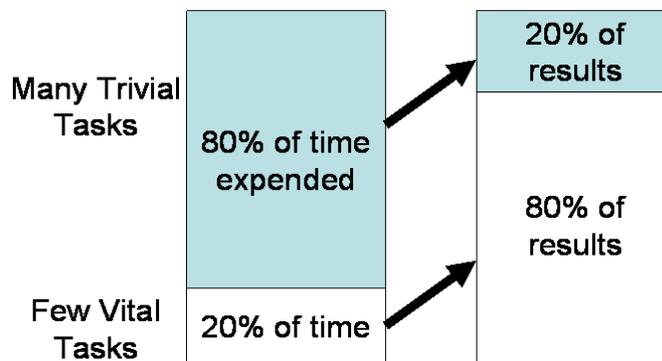
1. What is required of me?
2. What gives me the greatest return?
3. What is most rewarding?

“You cannot overestimate the unimportance of practically everything” - John. C. Maxwell

Principles of Priorities

- ⇒ Priorities are dynamic—re-evaluate, eliminate as needed, and estimate time required on a regular basis
- ⇒ Focus on the major tasks—do not get caught up in the trivial tasks
- ⇒ When faced with two good choices—delegate, evaluate necessity, ask organization members their preference, and make your decision based on purpose of the organization
- ⇒ Keep in mind that many tasks are unnecessary—eliminate as needed
- ⇒ Say no to unimportant tasks to avoid the burden of too many tasks
- ⇒ Keep the big picture in mind
- ⇒ Time deadlines and emergencies force us to prioritize
- ⇒ Too often we realize too late what is truly important

Determining Priorities—The Pareto Principle (The 20/80 Principle)



Inside Story Headline



Caption describing picture or graphic.

This story can fit 150-200 words.

One benefit of using your newsletter as a promotional tool is that you can reuse content from other marketing materials, such as press releases, market studies, and reports.

While your main goal of distributing a newsletter might be to sell your product or service, the key to a successful newsletter is making it useful to your

readers.

A great way to add useful content to your newsletter is to develop and write your own articles, or include a calendar of upcoming events or a special offer that promotes a new product.

You can also research articles or find "filler" articles by accessing the World Wide Web. You can write about a variety of topics but try to keep

your articles short.

Much of the content you put in your newsletter can also be used for your Web site. Microsoft Publisher offers a simple way to convert your newsletter to a Web publication. So, when you're finished writing your newsletter, convert it to a Web site and post it.

"To catch the reader's attention, place an interesting sentence or quote from the story here."

Inside Story Headline

This story can fit 100-150 words.

The subject matter that appears in newsletters is virtually endless. You can include stories that focus on current technologies or innovations in your field.

You may also want to note business or economic trends, or make predictions for your customers or clients.

If the newsletter is distributed internally, you might comment upon new procedures or improvements to the business. Sales figures or earnings will show how your business is growing.

Some newsletters include a column that is updated every issue, for instance, an advice column, a book review, a letter from the president, or an editorial.

You can also profile new employees or top customers or vendors.

Inside Story Headline



Caption describing picture or graphic.

This story can fit 75-125 words.

Selecting pictures or graphics is an important part of adding content to your newsletter.

Think about your article and ask yourself if the picture supports or enhances the message you're trying to convey. Avoid selecting images

that appear to be out of context.

Microsoft Publisher includes thousands of clip art images from which you can choose and import into your newsletter. There are also several tools you can use to draw shapes and symbols.

Once you have chosen an image, place it close to

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Chapter Five — The Quickest Way to Gain Leadership: Problem Solving

“People need to change their perspectives, not their problems.”

-John C. Maxwell

Problems are inevitable. Every person and organization encounters them. While they can certainly be inconveniencing and challenging, problems can be seen as conditions of success; problems give life its creative tension. Resistance is necessary at times to propel organizations into greatness. It is the attitude with which we view problems that determines whether we will be propelled forward or remain in place.

Positive thinking is how you *think* about a problem; enthusiasm is how you *feel* about a problem. Together, they determine what you do about a problem. Attitude is critical.

Problems are opportunities for improvement. When solving problems :

1. Make a time commitment to people
2. Never solve a problem *for* a person; solve it *with* that person.

“Problems can stop you temporarily. You are the only one who can do it permanently.”

-John C. Maxwell

The Problem-Solving Process

- ⇒ Identify the problem
- ⇒ Prioritize the problem
- ⇒ Define the problem
 1. Ask the right questions
 2. Talk to the right people
 3. Get the hard facts
 4. Get involved in the process
- ⇒ Select people to help you in the problem-solving process
- ⇒ Collect problem causes
- ⇒ Collect problem-solving solutions
- ⇒ Prioritize and select the “best” solutions
- ⇒ Implement the best solution
- ⇒ Evaluate the solution
- ⇒ Set up principles or policies to keep problems from recurring

Sequence of Recognizing a Problem

Great leaders recognize and address problems before they reach great magnitude. This is the typical sequence of effective leaders recognizing a problem:

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 their feelings and findings to a few trusted colleagues (communicating)
5. They define the problem (writing)
6. They check their resources (evaluating)
7. They make a decision (leading).



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Chapter Six — The Extra Plus in Leadership: Attitude

Attitude is everything. A leader's attitude can make all the difference when dealing with others. Leadership has less to do with a person's title or position, than it does with their attitude or disposition. Great leaders understand the right attitude sets the right atmosphere for progress and growth.

There is a difference between how someone feels, and their attitude. Someone can feel sad about something, but make a conscious decision about their attitude to change their own feelings.

If we are thinking negatively, our chances for success are greatly decreased. Most importantly, attitudes can change. Attitudes are our responses to situations, and we have the power to use positive or negative attitudes to influence people.

"I am convinced that life is 10 percent what happens to me and 90 percent how I react to it."
- Charles Swindoll (Maxwell, 1993)

"I may not be able to change the world I see around me, but I can change the way I see the world in me"—
John C. Maxwell

A leader's attitude is caught by his followers more quickly than his actions. Attitudes can be shared without using a single word.

Steps Regarding Attitude that will Increase Your Chances of Success

1. Resolve—When the conditions are right for change and there is determination for that change
2. Reframe - Make conscious efforts to change your thought patterns from negative to positive
3. Reenter—Change your thinking, change your behaviour
4. Repeat—Attitudes become habits as they are practiced
5. Renewal—Attitude development is ongoing

"It's not what happens *to* me that matters but what happened *in* me".—John C. Maxwell

The pessimist complains about the wind.

The optimist expects it to change.

The leader adjusts the sails.

The Six Stages of Attitude Change

1. Identify problem feelings
2. Identify problem behaviour
3. Identify problem thinking
4. Identify right thinking
5. Make a public commitment to right thinking
6. Develop a plan for right thinking.

If you think you are beaten, you are.
If you think you dare not, you don't.
If you'd like to win but think you can't,
It's almost certain that you won't.

Life battles don't always go
To the stronger or faster man,
But sooner or later, the man who
wins

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Chapter Seven—Developing Your Most Appreciable Asset: People

“People tend to become what the most important people in their lives think they will become.”

—John C. Maxwell

An essential part of being an effective leader is encouraging others to lead as well. The more people are encouraged to develop, the more the organization will experience success. Every successful leader knows that encouragement is the way to bring out the best in people.

So what are the essential aspects of people development in organizations?

To develop others successfully, leaders must: value people; make a commitment of time; show character and integrity; set a standard and vision for people; and show leadership and influence to people.

Maxwell believes that successful people developers :

1. Make the right assumptions about people
2. Ask the right questions about people
3. Give the right assistance to people

“The one who influences others to lead is a leader without limitations.”—John C. Maxwell

1. Make The Right Assumptions about People

- ⇒ Everyone wants to feel worthwhile
- ⇒ Everyone needs and responds to encouragement
- ⇒ People “buy into” the leaders before the “buy into” their leadership
- ⇒ Most people do not know how to be successful—they can learn
- ⇒ Most people are naturally motivated

3. Give the Right Assistance to People

As a leader...

- ⇒ I need to work out their strengths and work on their weaknesses
- ⇒ I must give them myself
- ⇒ I must give them ownership
- ⇒ I must give them every chance for success

2. Ask the Right Questions About People

- ⇒ Am I building people, or am I building my dream and using people to do it?
- ⇒ Do I care enough to confront people when it will make a difference?
- ⇒ Am I listening to people with more than my ears, and hearing what they have to say?
- ⇒ What are the major strengths of this individual?
- ⇒ Have I placed a high priority on the job to make others want to do it?
- ⇒ Have I shown the value the person will receive from this relationship?

People-Development Principles

- ⇒ People development takes time
- ⇒ People skills are essential for success
- ⇒ Be a model that others can follow
- ⇒ Lead others by looking through their eyes
- ⇒ Leaders must care for people before they can develop them
- ⇒ People developers look for opportunities to build up people
- ⇒ The greatest potential for growth of an organization is growth of its people

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Chapter Eight—The Indispensable Quality of Leadership: Vision

All effective leaders have a vision of what they must accomplish. That vision becomes the energy behind every effort and the force that pushes through all the problems. A leader cannot accomplish a vision alone; unity is required to realize any organizational vision.

Organizations require vision. It becomes the statement to others about who you are and what you want to accomplish. It is also the most effective way to focus the actions of the organization by giving everything a purpose.

The leader with vision believes not only that what he envisions can be done, but that it *must* be done. Vision makes a difference.

“All great leaders possess two things: one, they know where they are going, and two, they are able to persuade others to follow.”

—John C. Maxwell

“Leaders can never take their people farther than they have traveled. Like leader, like people.”

—John C. Maxwell

Four Vision Levels of People

1. Some people never see it (wanderers)
2. Some people see it but never pursue it on their own (followers)
3. Some people see it and pursue it (achievers)
4. Some people see it and pursue it and help others see it (leaders).

Are you a person with a vision, or a visionary person?

- ◇ A person with a vision talks little but does much.
- ◇ A visionary person does little but talks much.
- ◇ A person with a vision finds strength from inner convictions.
- ◇ A visionary person finds strength from outward conditions.
- ◇ A person with vision continues when problems arise.
- ◇ A visionary person quits when the road becomes difficult.

3 Levels of Vision Understanding

Level 1: Perception—seeing what is now with the eyes of reality

⇒ What hinders a vision? Hindrances to vision are usual people.

Level 2: Probability—seeing what will be with the eyes of discernment

⇒ Setting the proper environment. Knowing people and what they need. The leader begins to influence what will be seen by the people

Level 3: Possibility—seeing what can be with the eyes of vision

⇒ Ask yourself how to grow people to the size of the vision.

Personal Ownership of a Vision

⇒ Look within you: what do you feel? There is a big difference between a person with a vision and a visionary person. What do you stand for?

⇒ Look behind you: What have you learned? Use your experience to move you forward with your vision.

⇒ Look around you: What is happening to others? A good idea becomes great when the people are ready.

⇒ Look ahead you: What is the big picture? Do not become preoccupied with the management instead of the vision.

⇒ Look above you: What does God expect of you? Is there a higher calling?

⇒ Look beside you: What resources are available to you? Pass on the vision to those around you.

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Chapter Nine—The Price Tag of Leadership: Self-Discipline

“When we are foolish, we want to conquer the world. When we are wise, we want to conquer ourselves.”

-John C. Maxwell

All great leaders have understood that their number one responsibility was for their own discipline and personal growth. If a leader cannot lead themselves, how can they lead others? Leaders cannot take others farther than they have first traveled themselves, so they must first learn to discipline themselves to expect others to do as well.

Good character is a n important aspect of self-discipline, and is more to be praised than exceptional talent. Good character is created and built through conscious thoughts and actions. This good character leads to a life of self-discipline that is important in the lives of leaders.

“Success depends not merely on how well you do the things you enjoy, but how conscientiously you perform those duties you don't.”

-John C. Maxwell

The Process for Developing Personal Discipline

1. Start with yourself. What skills do you need to strengthen?
2. Start early . Early learning means early changes and success.
3. Start small. Small changes can have big impact.
4. Start now. If changes need to be made, don't wait.
5. Organize your life. Clear priorities and sense of purpose come from organization.
6. Welcome responsibility. Be responsible for who you are, what you do, what you have received, and to those you lead.
7. Accept accountability. To serve others we must be accountable to them.
8. Develop integrity. Live what you teach, do what you say, be honest with others, put what is best for others ahead of personal interests, and be transparent and vulnerable.
9. Pay now, play later. Work hard and invest your time wisely, so that you can enjoy the benefits of those efforts later.

Your Competitor

An enemy I had, whose face I stoutly strove to know,
For hard he dogged my steps unseen, wherever I did go.
My plans he balked, my aims he foiled, he blocked my onward way.
When for some lofty goal I toiled, he grimly said to me, Nay.
One night I seized him and held him fast, from him the veil did draw,
I looked upon his face at last and lo...myself I saw.

-John C. Maxwell

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Chapter Ten—The Most Important Lesson of Leadership: Staff Development

The growth and development of people is the highest calling of leadership.

A great leader develops a team of people who increase production. When the leader adds his/her influence together with a great worker, effectiveness begins to increase rapidly.

Continued success is a result of continued improvement in people development and goal attainment. Day-to-day coaching, rather than implementation of annual employee appraisals, is most effective for improving performance.

“If you are planning for one year, grow rice. If you are planning for twenty years, grow trees. If you are planning for centuries, grow men.” - Chinese Proverb

Believe in them—that will encourage risk.
Show them—that will build respect.
Love them—that will strengthen relationships.
Know them—that will personalize development.
Teach them—that will enhance growth.
Trust them—that will develop loyalty.
Expand them—that will provide challenges.
Lift them—that will ensure results.
-John C. Maxwell

Excellent Leaders...

- ⇒ Create the right environment for growth and boost the self-esteem of personnel
- ⇒ Know basic human needs: what is expected from each member; that each will have an opportunity to perform; how each one is getting along; that guidance will be given where each needs it; and that each will be rewarded according to his contribution
- ⇒ Keep control of the “Big 3”: finance, personnel, and planning.
- ⇒ Avoid the “seven deadly sins”.

The “Seven Deadly Sins” of Staff Development

1. Trying to be liked rather than respected.
2. Not asking team members for advice and help.
3. Thwarting personal talent by emphasizing rules rather than skills.
4. Not keeping criticism constructive.
5. Not developing a sense of responsibility in team members.
6. Treating everyone the same way.
7. Failing to keep people informed.

“Winning teams...have great leaders, pick good people, play to win, make other team members more successful, and keep improving. -John C. Maxwell

5 Principles for Picking the Best Candidates for Your Team

1. The smaller the organization, the more important the hiring
2. Know what kind of person you need (personal requirements). Examples include: people skills, sense of humour, resilience, creativity, etc.
3. Know what the job requires and be clear about the needs of the organization.
4. Know what the potential staff member wants. Make sure your leadership and the goals of the organization are expressed to the candidate so they can determine if they will fit well.
5. When you cannot afford to hire the best, hire the young who are going to be the best.

