LEADERSHIP DEVELOPMENT

FULL GOSPEL CHURCH OF GOD

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Five Levels of Leadership - Dr. John Maxwell

LEADERSHIP DEVELOPMENT

INTRODUCTION

Right now your leadership skills are at a certain level. For the sake of teaching this principle we will measure leadership on a scale of 1 – 10. If your leadership skills are, for argument's sake on level 6, the effectiveness of your work and your ability to lead and influence others will never rise above that level. You cannot consistently produce on a level higher than your leadership level. In other words, your leadership skills determine the level of your success – and the success of those who work around you.
"Were any great men born in Pretoria"? "Nope, - only babies". Leadership is developed – not discovered.

- **Knowing** how to do the job is the accomplishment of labour.
- **Showing** others is the accomplishment of a teacher.
- **Making sure** the work is done by others is the accomplishment of a manager.
- **Inspiring others** to do better is the accomplishment of a leader.

WHAT IS LEADERSHIP?

Leadership is **influence**
Leadership is the ability to obtain **followers.**
He who thinks he leads and has no one following him is only taking a walk.

CLIMBING THE STEPS OF LEADERSHIP

There are five steps of leadership:

a) Positional level
b) Relationship level
c) Production level
d) People Development level (Reproduction)
e) Integrity and Experience level

1. **THE HIGHER YOU GO, THE LONGER IT TAKES**
   Each time there is a change in your job or you join a new circle of friends, you start on the lowest level again and begin to work yourself up the steps

2. **THE HIGHER YOU GO, THE HIGHER THE LEVEL OF COMMITMENT**
   Greater commitment is demanded not only from you, but from the other individuals involved. When either the leader or the follower is unwilling to make the sacrifices a new level demands, influence will begin to decrease.

3. **THE HIGHER YOU GO, THE EASIER IT IS TO LEAD**
   The focus shifts from "liking you", to "liking what you do for the common interest of all concerned". Each level climbed by the leader and the followers adds another reason why people will want to follow.

4. **THE HIGHER YOU GO, THE GREATER THE GROWTH**
   Growth can only occur when effective change takes place. Change will become easier as you climb the steps. As you rise, other people will follow and even assist you in making necessary changes.

5. **YOU NEVER LEAVE THE BASE**
Each level rests upon the previous one and will crumble if the lower level is neglected. As you move up in the levels, the deeper and more solid your leadership will become with a person or group of people.

6. **IF YOU ARE LEADING A GROUP OF PEOPLE, YOU WILL NOT BE ON THE SAME LEVEL WITH EVERYONE**
Therefore, you will not have the same response from every one to your leadership.

7. FO**R YOUR LEADERSHIP TO REMAIN EFFECTIVE, IT IS ESSENTIAL THAT YOU TAKE THE OTHER PEOPLE OF INFLUENCE WITHIN THE GROUP WITH YOU TO THE HIGHER LEVEL.**
If this happens, the combined influence of yourself and the other leaders will bring the rest along. If this does not happen, interest and loyalty within the group will be divided.

TAKE A LOOK AT EACH LEVEL

1. POSITIONAL LEVEL

- This is the basic entry level of leadership.
- The only influence you have is that which comes with a title.
- You may be "in control" because you have been appointed to a position.
- You may have authority – but real leadership is more than having authority or control.

A real leader knows the difference between being a boss and being a leader.

THE BOSS	THE LEADER
Drives his men	Coaches his men
Depends upon authority	Depends on good will
Inspires fear	Inspires enthusiasm
Says "I"	Says "we"
Fixes the blame for the breakdown	Fixes the breakdown
Knows how it is done	Shows how it is done
Says "GO"	Says "LET'S GO"

1.1 **SECURITY IS BASED ON TITLE, NOT TALENT**
The higher the person's level of influence, the more secure and confident he becomes.

1.2 **THIS LEVEL MAY BE GIVEN BY APPOINTMENT**
All other levels are gained by ability.

1.3 **PEOPLE WILL NOT FOLLOW A POSITIONAL LEADER BEYOND HIS STATED AUTHORITY**
They will only do what they have to do when they are required to do it. Low morale is always present. When the leader lacks confidence, the followers lack commitment.

1.4 **POSITIONAL LEADERS HAVE INCREASINGLY DIFFICULTY INFLUENCING THE YOUNGER GENERATION**

Baby boomers in particular are unimpressed with symbols of authority.

1.5 **POSITIONAL LEADERS HAVE MORE DIFFICULTY WORKING WITH VOLUNTEERS**

Most of us have been taught that leadership is a position. Frustration rises within us when we get into the real world and find that few people follow us because of our titles. Our joy and success in leading others depend on our abilities to keep climbing the levels of leadership.\

1.6 **THE POSITIONAL LEVEL CAN ALSO BE CALLED THE DIPLOMA LEVEL**

1.7 **HOW TO ADVANCE TO THE NEXT LEVEL OF LEADERSHIP**

- Know your job description thoroughly.
- Be aware of the history of the organization.
- Relate the organization's history to the people of the organization (in other words, be a team player).
- Accept responsibility.
- Do it with consistent excellence.
- Do more than required.
- Offer creative ideas for change and improvement.

2 RELATIONSHIP LEVEL

- People follow you because they want to and love you.
- People don't care how much you know until they know how much you care.
- Leadership begins with the heart, not the head.
- It flourishes with a meaningful relationship, not more regulations.

- On this level time and energy are focused on the individual's need and desires.
- You can love people without leading them, but you cannot lead people without loving them.

Relationship is the foundation of leadership

2.1 **ASSUMPTION: EVERYONE WANTS TO FEEL WORTHY**

One thing always found on a list of people's needs is the desire to feel worthy. People want to feel important.

2.2 **ASSUMPTION: EVERYONE NEEDS AND RESPONDS TO ENCOURAGEMENT**

Encouragement is oxygen to the soul.

2.3 **ASSUMPTION: PEOPLE "BUY INTO" THE LEADER BEFORE THEY "BUY INTO" HIS LEADERSHIP**

Nothing will stop people from following the leader they believe in.

2.4 **ASSUMPTION: MOST PEOPLE DO NOT KNOW HOW TO BE SUCCESSFUL**

Once the leader has proven to be successful and has shown an interest in helping others achieve success through the company, that leader will have loyal followers who are willing to develop and grow.

2.5 **ASSUMPTION: MOST PEOPLE ARE NATURALLY MOTIVATED**

The true secret of motivation is creating an environment in which people are free from influences that demoralise.

2.6 **RELATIONSHIP LEVEL IS THE "FUN" LEVEL – THE "EXTRA EFFORT" LEVEL**

Inability to make this level will make you a short-term leader. Inability to go to the next level will give you short-term success.

2.7 **HOW TO ADVANCE TO THE NEXT LEVEL OF LEADERSHIP**

- Possess a genuine love for people.
- Make those who work with you more successful.
- See through other people's eyes.
- Love people more than procedures
- Strive to be a winner in everything you do.
- Include others in our journey.
- Deal wisely with difficult people.

3 PRODUCTION LEVEL

People follow you because of what you have done for the organization and admire you. This is where success is sensed by most people.
They like you and what you are doing.
Problems are solved with little effort because of momentum.

On this level things begin to happen – good things!

- Profit increases.
- Morale is high.
- Needs are being met.
- Goals are being realized.
- Accompanying this growth is the "Big MO" – momentum.
- Leading and influencing others is fun.
- Fresh statistics are shared on a regular basis with the people who are responsible for the growth of the organization.
- Everyone is "result"-orientated.
- In fact, results are the main reason for the activity.

On the relationship level, people just get together for being "together" - for building relationship.
People come together on this level in order to accomplish a goal.
They are result-orientated.

3.1 **HOW TO ADVANCE TO THE NEXT LEVEL OF LEADERSHIP**

- Innovate and accept responsibility for growth.
- Develop and follow the statement of purpose.
- Make sure your job description and energy is an internal part of the statement of purpose.

- Develop accountability for results, beginning with you.
- Know and do things that yield a high return.
- Communicate the strategy and vision of the organization.
- Become a "change agent" and understand "timing".
- Make the difficult decisions that will make a difference.

4. PEOPLE DEVELOPMENT LEVEL (REPRODUCTION)

- Success without a **successor** is a failure.
- A worker's main responsibility is **doing the work** himself.
- A leader's main responsibility is **developing others.**
- A leader is great, not because of his/her power, but because of his/her ability to empower others.
- People follow because of what you have done for them. Your commitment to developing leaders will ensure ongoing growth to the organization and to the people.
- Do whatever you can to achieve and stay on this level.
- You win people's hearts by helping them grow personally.
- The organization grows from a leader to several leaders.
- Success for the organization depends on others, therefore – choose the people you want to develop very carefully.
- Long-range growth and expansion are now possible.
- Loyalty increases because of the mentoring process.

4.1 HOW TO ADVANCE TO THE NEXT LEVEL OF LEADERSHIP

- Realize that people are your most valuable asset.
- Place a priority on developing people.
- Be a model for others to follow.
- Pour your leadership efforts into the top 20% of your people.
- Expose key leaders to growth opportunities.
- Attract other winners/producers to the common goal.
- Surround yourself with an inner core that complements your leadership.

5. INTEGRITY AND SKILLS LEVEL

- People follow because of who you are and what you represent.
- Only a lifetime of proven leadership will allow you to reach this level.
- It is reserved for leaders who have spent years growing people and organizations.
- Few make it. Only .03% leaders reach this level. Those who do are larger than life.
- This is the ultimate achievement of a leader.

5.1 YOU CANNOT ADVANCE TO A NEXT LEVEL OF LEADERSHIP

- Your followers are loyal and sacrificial.
- You have spent years mentoring and modelling leaders.
- You have become a statesman/consultant and are sought out by others.
- Your greatest joy comes from watching other grow and develop.
- You transcend the organization.

ACTIONS TO BE TAKEN TO UNLEASH YOUR LEADERSHIP POTENTIAL REVIEW:

1. Leadership is _____

2. The five levels of leadership are:

   a) _____
   b) _____
   c) _____
   d) _____
   e) _____

3. On what level am I currently with most people? _____

4. On what level am I currently with other people of influence? _____

RESPOND:

1. List the five top people of influence in your organization.

   a) _____
   b) _____
   c) _____
   d) _____
   e) _____

2. On what level of influence are you with them _____
   _____
   _____
   _____
   _____

3. On what level of influence are they with others? _____
   _____
   _____
   _____
   _____

4. Spend one hour a month with the top five people of influence, individually – building a relationship with them.

5. Spend two hours a month with the top people of influence as a group, developing them. Spend one of the two hours reviewing this booklet. Spend the other hour doing a project together that enhances the organization.

6. Review the characteristics of each of the five levels of leadership and pick out three in which you are weak and need to develop.

   a) _____

   b) _____

   c) _____