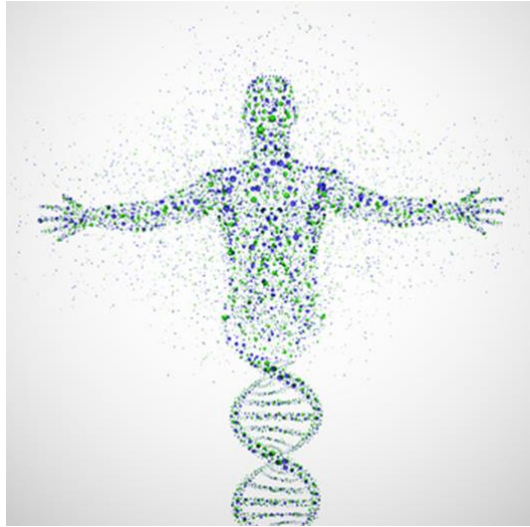


The DNA of a Leader



Based on:

The 5 Levels of Leadership

And

Living the Laws of Leadership

By John C Maxwell



The DNA of a Leader

- **D**on't run from small stuff so you will be prepared to take on the big opportunities
 - If you are too big for the small opportunities, you'll be too big for large opportunities
 - If you have the desire to succeed you must have the discipline to prepare.
 - Preparation is the small stuff that leads to big opportunities and big success
 - Story: An old man who had turned 100 year old and lived in the small village all his life. He was asked a question by a reporter "You have lived in this village all your life, have any great leaders been born here." The old man replied, "No just small babies"
 - All great leaders are born, few will take on the work required to become a great leader.
 - How about you? Within you is the seed of greatness. Preparation, working on the small stuff will grow you into a great leader.
- **N**ever conform to your critics who never took on big opportunities
 - Your critics will say:
 - "Don't be ridiculous, be realistic, be reasonable".
 - "I just don't want to see you get hurt" or "I don't want to see you be disappointed"
 - "I don't want to be the devil's advocate" ... Oh yes they do!
 - Here is what they are really saying:
 - "I don't want you to succeed."
 - You will go somewhere they were too lazy or too fearful to go
 - Don't live down to others expectations! Live up to your greatest potential"
- **A**ccept adversity as your biggest opportunity
 - "Your greatest adversity is not your greatest problem. Your greatest problem is the way you look at your adversity"
 - To grow as a leader you must embrace your greatest adversity as your greatest opportunities
 - You will not like times of adversity... you will wish things were better.
 - "Don't wish things were better... get better!"
- Where are you as a leader?
 - To go somewhere it is important to understand where you are starting and then mapping out a course to get to your desired level.
 - Everyone can grow their leadership. Today we will explore how you can move from your current leadership level to a higher level.
 - It will take work, it will take preparation and it will require you to rely on your Leadership DNA.

Source: Kerry Shook – DNA of a Champion

The Five Levels of Leadership

The 5 Levels of Leadership by John C. Maxwell unfolds leadership as a step-by-step process with definable stages. Maintaining that leadership depends on influence rather than rank or title, the 5 Levels traces the progress of influence. The book offers priceless advice to readers on how to successfully make the leap from one level to the next.

In this session you will learn the Upside and Downside of Levels 2 and 3. We will also explore the Essential Laws and Beliefs to master each level and what you need to do to move to the next Level.

By the end of this session you will have a map to grow in your leadership.

Level 1 – Position: It’s a Great Place to Visit, But You Wouldn’t Want to Live There

Position is square one for leadership. It’s the bottom floor and the foundation upon which influence must be built. Leaders at this initial level have been invited to the leadership table, but they may not yet be able to command respect outside of their stated authority. Positional leaders rely on the *rights* conferred on them by the organization to convince others to follow their lead.

Level 2 – Permission: You Can’t Lead People Until You Like People

True leadership comes into being at Permission Level. In Level 1, subordinates did what they were asked only to avoid punishment and to keep their job. However, at Level 2, people begin to follow willingly because the leader has built *relationships* with them. Since they get along with the leader, they gladly go along with him or her.

Level 3 – Production: Making Things Happen Separates Real Leaders from Wannabes

Production qualifies and separates leaders from people who merely occupy leadership positions. At Level 3, leaders’ influence intensifies as they consistently generate *results*. Producers create a winning culture, and they reap the benefits of positive momentum and high morale. In addition, their reputation for making things happen begins to attract high-achievers to the team.

Level 4 – People Development: Helping Individual Leaders Grow Extends Your Influence and Impact

At Level 4, leaders transition from producers of profits to developers of people. They come to understand that people are an organization’s most appreciable asset, and they *reproduce* their influence by growing their teammates into leaders. Developers acquire an eye for talent, and they do their utmost to bring the best out of each person within their sphere of influence. As they unleash the unique strengths of the people on the team, the entire organization rises to new heights.

Level 5 – Pinnacle: The Highest Leadership Accomplishment Is Developing Other Leaders to Level 4

Only naturally gifted leaders reach the Pinnacle. By Level 5, leaders have gained a *reputation* for excellence, and people follow them on account of who they are and what they represent. Pinnacle leaders have created a legacy that transcends their organization and extends beyond their industry.

Level 2 - Permission: Its Upside and Downside¹

Upside

At the Permission level, leaders think in terms of *we* and not *me*, creating a sense of shared purpose and togetherness. The workplace becomes a lot more enjoyable as people feel less like pawns in another person's scheme and more like valued players on a team. As the structure of relationships shifts from top-down to side-to-side, channels of communication open up and the team becomes more effective. In addition, at Level 2, a leader ceases trying to impress followers, preferring to be trusted rather than popular. As trust builds, relationships deepen and the team grows in unity.

Downside

At times a caring, permission-based approach to leadership can appear soft or weak. Followers may try to take advantage of a relational leader, believing that he or she will not enforce rules or require accountability. Also, for high-achievers the Permission level can seem painfully slow. Achievers want to get things done and get them done now. However, leading by permission requires leaders to adjust their pace so that relationships have ample time to mature. Finally, permission-based leadership requires the leader to be open and transparent, and doing so reveals the leader's flaws. At this level, a leader has to honestly admit shortcomings rather than attempting to hide them.

Activity – Team Exercise



Break into teams and discuss the following questions.

Team Exercise 1:

1. To which do you more readily gravitate: building relationships or achieving results? Why?
2. Which people in your life do you trust the most? How did your trust of them develop?

Team Exercise 2:

1. Is it possible for successful leaders to cover up their weaknesses? Why or why not?

¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

2. When a leader tries to be popular at all costs, what does he or she sacrifice?
3. People want to be valued in life and to know that their work matters. How can a leader create a culture in which team members understand the value they bring to the organization?

Level 2 – Permission: Essential Leadership Laws Needed to Move Up a Level

Leadership Laws

The Law of Influence: The true nature of leadership is influence, and at Level 2, leadership switches from coercion to cooperation. The Law of Addition: leaders gain permission to lead after they add value by serving their followers. The Law of Buy-In: The size or worthiness of a leader's vision isn't what determines whether or not it will be achieved. Rather, the vision's attainment hinges upon the leader's ability to win others over. People buy into the leader before buying into the vision.

Law of Influence

This law states: The true measure of leadership is influence --- nothing more, nothing less. Meaning, as you increase your level of influence, you increase your ability to lead others; therefore, the more people you lead, the stronger your influence.

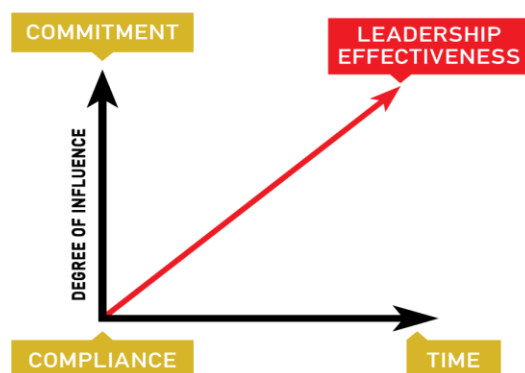
By focusing on increasing your influence, you'll create opportunities to help people develop their own leadership skills. You will be actively participating in creating leaders that follow your leadership.



What type of employee is easier to lead: Someone who does just enough to get by OR the all-star performer who you wish you had a hundred of?

This graphic shows how the Law of Influence works over time.

- Leaders who have little influence over their employees tend to encounter compliant behavior (the minimum required) or, at the other extreme, defiant behavior.
- With greater influence, they experience more committed performance as well as increased loyalty and higher quality results.



Law of Addition

And in turn, leaders add value to their own leadership and to their organizations. This is the Law of Addition.

- Self-serving leadership deteriorates a group of people from the foundation on up.
- But a leader who serves others adds value across the board.

There are only two outcomes of leadership:

- Either you are making a positive impact on the people you lead or a negative impact on their lives.



Am I making things better for the people who follow me?

- How can I add value to the lives of other people?

Key Points:

- Focusing on adding value to other people's lives is a choice you have to make every day.
- Human beings naturally think about themselves first, so being a leader who gives and makes sacrifices is an intentional process.
- By adding value to the lives of leaders and followers, the trust in these relationships grows.

Law of Buy-In

- Many people believe that if a cause is good enough, supporters will automatically buy into it and follow whatever leader is at the helm.
- It almost makes sense, because in our hearts we all want to support whatever cause we believe is good.
- But there are many noble causes in the world that don't have droves of supporters lining up at the door. Can anyone give an example?

Great movements don't come to fruition just because followers support a cause and are waiting on a leader; it's the other way around.

- People are driven to follow worthy leaders who promote causes they can believe in. People buy into the leader first, then the leader's vision.
- This is known as the Law of Buy-in.

The Law of Buy-in is the perspective that no matter how great the cause, or how enthusiastic its supporters, the likelihood of success is not very high without leadership. Conversely, when a person with leadership ability steps out in front, very often people will follow, regardless of the cause.

Essential Beliefs

To make the jump from Level 2 to Level 3, a leader must adopt the follow beliefs.

- Relationships by themselves are not enough. True leadership is more than a social club; it takes people somewhere and accomplishes something.

- To build relationships everyone on the team must be committed to personal growth. If a team doesn't grow together, there's a good chance it will grow apart.
- Achieving a vision demands risking relationships. Leaders who wish to keep everyone happy shrink the size of their vision whereas leaders who wish to make a difference stretch people to the size of the vision.
- Pushing people beyond their comfort zone risks ruining relationships, but it's the only way to accomplish significant results.
- **To move from Level 2 to 3 Results must take priority over Happiness.**
 - Happy is Optional – Results Are Not
 - Ultimately without results no one is happy

Activity – Team Exercise



Break into teams and discuss the following questions.

Team Exercise 1:

1. When have you stepped outside of your comfort zone in order to pursue a goal? Describe the experience.
2. In what ways have you served your teammates this month? How have they served you?

Team Exercise 2:

1. A team may be upbeat and unified, but at some point it needs a place to go. Where is your team headed? What is its vision for the future?
2. Successful leaders strike a balance between seriousness and fun. In what ways can you infuse fun into your team's routine?
3. Unfortunately, some members on your team may not be able to stretch far enough to reach your vision. Certainly, you want to give people adequate opportunity to grow and improve their performance. However, at some point you have to get rid of dead weight. What criteria should be used to determine when to have patience with an underperformer and when to cut ties with him or her?

Level 3 – Production: Its Upside and Downside²

Upside

Producing results brings credibility to the leader. People can debate potential, but they can't argue with results. Delivering tangible success makes the vision come alive instead of seeming like a far-off dream. When a team experiences a string of victories, it picks up momentum and gains confidence. Winning teams also attract talent since high-achievers desire to be associated with success.

Downside

Productivity can be a false advertisement of leadership. Individual contributors may be extremely successful on their own, yet unable to lead others or unwilling to take ownership of a team. Leaders who are expected to produce must carry the weight of responsibility. They know their performance will be measured, and they constantly feel pressure to meet or beat expectations. In the same vein, leaders cannot run from difficult decisions. They must accept the burden of making tough calls and live with the outcomes of those choices. Lastly, producers must monitor relationships at all times. The moment Level 3 leaders overlook the needs of their people, treating them as means to an end, their influence evaporates.

Activity – Team Exercise



Break into teams and discuss the following questions.

Team Exercise 1:

1. How is your job performance measured? Which results matter the most?
2. When a sports team has a poor season, its management seems quicker to fire the coach than to reshuffle its roster of players. Does this seem fair to you? Why or why not?

Team Exercise 2:

1. Why might a tremendous individual contributor make a lousy leader?
2. What are warning signs that a leader is beginning to care about the bottom line in an unhealthy way?
3. Leaders who make every decision micromanage; yet those who shy away from almost every decision fail to provide the team with cohesive direction. As a leader, how do you determine which choices to delegate and which ones to take charge of yourself?

² (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

Level 3 – Production: Leadership Laws Needed to Move Up a Level³

Leadership Laws

- The Law of Respect: People follow leaders stronger than themselves. They gauge the competence of the person in charge, gladly following those they deem more successful than they are, but walking away from those who lack a credible track record.
- The Law of Magnetism: Who you are is who you attract. Leaders tend not to recruit the followers they want; rather, they attract the type of people most similar to themselves.
- The Law of Picture: People do what people see. Leaders are highly visible, and their actions rarely go unnoticed. People quickly discover whether a leader's words and deeds align.
- The Law of Sacrifice: leaders must give up to go up. A person cannot reach for a better tomorrow while clenching tightly to the comforts of today.

Law of Respect

- People don't follow others by accident. They follow individuals whose leadership they respect.
- The less skilled follow the more highly skilled. Occasionally, strong leaders may choose to follow someone with less overall leadership ability than themselves, but this is usually done for a specific reason, such as following the chain of command or learning a technical skill. In general, though, people naturally follow leaders stronger than themselves. That's the Law of Respect.



When people get together in a group for the first time, what usually happens?

- Everyone goes in their own direction, including those with leadership abilities. As the group starts interacting, the leaders begin to take charge. At first, people may move in many different directions as they find their path. After everyone gets to know each other, they begin to recognize the strongest leaders and start following them. Eventually, the group will become aligned according to the leadership skills that the group respects in the leader.



What are some attributes that a leader can focus on to earn respect?

Attributes that earn respect

- **Leadership ability:**
-

¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

- The more leadership ability a person has, the quicker he can recognize leadership, or lack thereof, in others. This means you should highlight your own leadership ability in a particular area, and call out the abilities of those around you.
- **Respect for others:**
 - It's easy to be on the receiving end of respect. And establishing respect in a one-on-one relationship is pretty straightforward. In a group setting, it's important to show respect for everyone, especially the members of the group who may be lagging behind in skills or ability.
- **Courage:**
 - To be a great leader, you have to be willing to do what's right, even if it means being wrong. Courage is contagious. So, when the leader stands up and makes decisions without fear, he earns the respect of the group.

¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

- **Success record:**
 - Don't be afraid to highlight your successes to the group. You might be worried that this will make you sound egotistical or braggadocios, but the reality is that people want and need to know whether or not their leader is qualified to lead. Remember that charisma is a personality trait, not a skill set. It's your responsibility to communicate your skills to the people who follow you.
- **Loyalty:**
 - If you want your group to be loyal, you have to be a loyal leader. This means staying true to your word and holding people up instead of putting them down. Leadership loyalty is not about taking sides or forming alliances. That's called politics. It's about honesty, open-mindedness, and consistency.
- **Value added to others:**
 - If you're not making positive contributions to the lives of your followers, then you're just giving orders. For followers to want to follow a leader, the leader has to add value to the situation that affects each member of the group. This can be as simple as offering clear communication during a transition instead of just saying "Do this."

Law of Magnetism

- We are all attracted to people like ourselves.

- It's natural to feel more comfortable around people with outlooks and beliefs similar to our own.

You are attracted to who you are; therefore, you are who you attract.

- Developing leadership takes time. Very few of us can put our entire lives on hold to focus on leadership. And doing that would not expose us to the life experiences necessary for growth. In today's high-paced world, everyone is busy with work and family; just keeping in touch with friends is almost a full-time job.
- While you're developing your leadership abilities, it's important to step back and take a look at the type of leader you are becoming. This is where the Law of Magnetism comes into play. If you know who you attract, you'll have a better idea of the type of leader you are becoming.

Key Points

Throughout your development process, be sure to make spot-checks of where you are based on the type of people you attract. Self-knowledge is an opportunity to take action to correct your course.

"When knowledge meets action, your power as a leader begins to emerge"

¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

Law of Picture

People do what people see

- It's difficult to know what behaviors, skills, etc. need to be developed if you can't exhibit them yourself. More than anything else, employees want leaders whose beliefs and actions line up. They want good models who lead from the front.

Key elements of the Law of Picture:

- Roots: Supplies a solid foundation through stability and security which allows for the team to grow and flourish
- Handles: Distills truth into bite-sized pieces that the team can apply
- Laboratories: Provides a safe place where the protégé can practice the principles he/she is learning
- Roadmaps: Directions and/or options on how to best get to the desired destination
- Wings: Aids in the ability to see new horizons and enables the protégé to spread out and achieve beyond what was imagined

Law of Sacrifice

"A leader must give up to go up"



What does this statement mean to you?

- Great leadership is built on selfless giving to help other people find their way.

The greater the leader, the higher the cost --- a leader must give up to go up

There is no success without sacrifice.

- Every person who has achieved success has given up something.
- Parents sacrifice their time and resources for the good of their children.
- Investors and entrepreneurs make financial sacrifices to succeed in business.
- In the same way, leadership has to be earned by making personal sacrifices for the betterment of other people.

Leaders are often asked to give up more than others.

- The heart of leadership is putting others ahead of yourself. This means being responsible for your own area of concern and responsible to the people you lead.
- A leader must make sacrifices of his or her personal time and energy to guide the employees and the team to success.
- As you rise in leadership, your responsibilities increase and your rights decrease.

“You must keep giving up to stay up”

¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

Leaders are often asked to give up more than others. (Continued)

- Just like we talked about in the Law of Process, leadership does not happen through a single event.
- Leaders must continually sacrifice to push everyone else up. The difficulty is in maintaining this level of dedication over time.
- Leadership is about constant learning, ongoing investment and daily sacrifice.

The higher the level of leadership, the greater the sacrifice⁴

- The things we value most in life are the things that are hardest to get.
- The more we value something, the harder we must be willing to work for it.
- The true test of greatness comes when a leader continues to give, no matter what the cost.
- The willingness to make the ultimate sacrifice often leads to the ultimate realization of a vision, but sometimes the vision never happens. The great leaders of history are not remembered because of an outcome. They are remembered because they sacrificed their lives for a cause.



Who are some of the great leaders of history who have made the ultimate sacrifice to achieve their vision?

Level 3 – Production: Essential Beliefs Needed to Move Up a Level⁵

Reaching Level 3 leadership is quite an accomplishment, but to climb higher leaders must endorse a new set of beliefs.

- Great leaders are measured not by what they accomplish directly themselves, but by what they get done through others.
- For a productive leader, the next step is to develop people and to put together a leadership culture. By Level 3, leaders have learned to connect with people and to combine talented individuals to generate team results. However, to climb another notch, leaders must embrace the notion that people are an organization's most appreciable asset.
- To go above Level 3, a leader has to learn to lift people to their potential.
- A leader has to see that growing leaders is the most effective way to accomplish the vision. Increasing the ability of an organization's leaders not only yields productivity, but also sets the stage for expansion.

Activity – Team Exercise



Break into teams and discuss the following questions.

Team Exercise 1:

1. Should a leader's private behavior have any bearing on his or her public leadership? Why or why not?
2. In your career, when have you made a short-term sacrifice to reap long-term benefits?

Team Exercise 2:

1. In leadership opposites don't attract, look-alikes do. Why do leaders attract people who act, think, and believe like they do?
2. What should you do as a leader when you develop a follower to the point where he or she surpasses your level of influence?
3. How does an organization stocked with leaders compare to an organization with a lone leader atop its hierarchy?

Things You Can Do and Things You Can't Do

- You can grow as a **leader**... leadership can be learned
- You can grow as a **communicator**... connecting and communicating can be learned
- You can grow as a **coach**... coaching can be learned and perfected over time.

¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)

- You will have a hard time changing your behavioral style. If you are a Driver, Expressive, Analytical or Amiable you can attempt to change... but your tendency will be to default to your primary style.

So here is the good news for you and your salespeople... You can grow sales expertise. You can learn to be a better salesperson, communicator, leader and coach. Coaching will help salespeople get better it will not change the way they are wired... their natural style.

There are things you can change and things you can't. You can change what you are doing... you can't change how you are wired.

- Grow your leadership and you will take your team beyond goals to potential
- Grow your communication expertise and you will connect, motivate and inspire
- Grow as a coach and you will help individuals grow beyond their goals to potential



Activity – Your Path for Leadership Growth

To navigate a course for your leadership development you must have clear view of:

- Where are you starting?
- Where you want to go?
- What you need to focus on to grow as a leader?

Charting your path to leadership growth

1. Review the Leadership Laws
 - a. Law of Influence – Page 5
 - b. Law of Addition – Page 6
 - c. Law of Buy-In – Page 6
 - d. Law of Respect – Page 9
 - e. Law of Magnetism – Page 10
 - f. Law of Picture – Page 11
 - g. Law of Sacrifice – Page 11
2. **DECISION:**
 - a. Highlight **three** Leadership Laws if acted on would give you the most benefit in leadership growth
 - b. Circle the **two** Leadership Laws that you will focus on first
 - c. Now place a BIG star next to the **one** Leadership Law that you will start working on tomorrow.
 - d. This is your **ONE THING**
3. **ATTENTION:**
 - a. Read your ONE THING each day
 - b. Write the following down each day:
 - i. What does it mean to you?
 - ii. What does it mean to your team?
 - iii. What will you do to do to grow in this area?

- c. Each day read the comments from the previous day ask yourself:
 - i. Is there more?
 - ii. Add the new thoughts each day
 - d. Spend at least 3 min each day contemplating your ONE THING. Go deeper into your ONE THING each day.
 - e. Do this for at least 7 days
- 4. ENERGY**
- a. What will you do to increase your leadership energy?
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¹ (Maxwell, The 5 Levels of Leadership - Lunch and Learn Facilitator's Guide)

² (Living The Laws of Leadership – John Maxwell Company)



The Case of Joan Weatherby

SCENARIO:

You are a senior level leader in a large company. Yesterday, your boss informed you he had received complaints about Joan Weatherby, one of your direct reports. In the past you have ignored similar complaints because of Joan's ability to deliver results – even with a high turnover rate in her department. You have realized several significant bonuses through her efforts. Unfortunately, the individual who registered the complaint is your boss's niece. It seems she was assigned to Joan a month ago, and things are not going well. To make things worse, she is supported by a host of disgruntled employees who report to Joan. Your boss is expecting a full report tomorrow of what you intend to do to correct this situation.

PROFILE OF JOAN WEATHERBY:

Joan might be described as an “overly aggressive” leader, but she is highly skilled and valuable to the company. Many who have worked for her respect her competence but view her as a bully.

Joan is honest and highly principled, though many people feel she lacks integrity – specifically, because of the harsh and disrespectful way she treats her employees and peers. While her own self-confidence seems high, she does not work to create confidence in others. She often loses her temper in public, at times with her superiors and peers, but most often with her direct reports. She always thinks her way is the right way – and the only way to get results. Her behavior often doesn't get results as people do not want to work for her because of her emotional outbursts. Information is often withheld from her until the situation reaches crisis proportions. No one wants to be the messenger of bad news for fear of her reaction.

On the other hand, Joan feels personally responsible for the success of the company and for the success of each month and quarter. She works long and hard to ensure every month is successfully accomplished. She is courageous and unafraid to stand up to her superior if she thinks a particular decision may be harmful to the company. She prepared for the market, adds new customers and gets the big orders. She has broad knowledge of the business and industry; and it would be great value to company of she could build and maintain relationships.

DECISION:

You have asked Joan to meet with you. In the past two years she has reported to you, you have never discussed her outbursts or disrespectful behavior toward others; rather, you have always focused on her stellar performance. This will no doubt be a painful meeting for both of you.

ANSWER THESE QUESTIONS:

1. What specific issues / behaviors will you address?

2. Recommendations will be made to Joan. What are your suggestions to correct and/or eliminate this situation? Consider the impact on Joan, you and the company.

3. What specific changes must you make in your leadership of Joan? How will you improve your influence over Joan?

4. Had you addressed Joan's behavior earlier, how might your influence have changed the way Joan's behavior looks today?

5. How does this story demonstrate the need for leadership?

(Living The Laws of Leadership – John Maxwell Company)