True leadership isn’t about having a certain job, title, or position. True leadership is about investing in people, building relationships, and inspiring them. True leadership is about achieving results and building a team—a team that produces. True leadership is about helping people develop their own skills to become leaders themselves. True leaders who have skill and dedication can reach the pinnacle of leadership—extending their influence for the benefit of others, creating true leaders following behind.

John C. Maxwell’s 5 Levels of Leadership are:
1. **Position** - People follow because they have to.
2. **Permission** - People follow because they want to.
3. **Production** - People follow because of what you have done for the organization.
4. **People Development** - People follow because of what you have done for them personally.
5. **Pinnacle** - People follow because of who you are and what you represent.

Each level is explained in its own section, as well as the upside and downside of the level, the best behaviors for that level, the beliefs that help a leader to move up to the next level, and how the level relates to the Laws of Leadership (The 21 Irrefutable Laws of Leadership by John Maxwell). Maxwell also includes a Guide to Growing through each level at the end of each section.

About the Author...

John C. Maxwell is an internationally respected leadership expert, speaker, and author who has sold more than 20 million books. Dr. Maxwell is the founder of EQUIP, a non-profit organization that has trained more than 5 million leaders in 126 countries worldwide. Each year he speaks to the leaders of diverse organizations, such as Fortune 500 companies, foreign governments, the National Football League, the United States Military Academy at West Point, and the United Nations. A New York Times, Wall Street Journal, and Business Week best-selling author, Maxwell has written three books that have sold more than a million copies: The 21 Irrefutable Laws of Leadership, Developing the Leader Within You, and The 21 Indispensable Qualities of a Leader. You can find him at JohnMaxwell.com or his blog can be read at JohnMaxwellOnLeadership.com.

“Leadership is a process, not a position. There was a time when people used the terms leadership and management interchangeably. I think most people now recognize that there is a significant difference between the two. Management is at its best when things stay the same” (n.p).

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

Leadership Game Plan:

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

* Provides a clear picture of leadership
* Defines LEADING as a verb and not a noun
* Breaks down leading into understandable steps
* Provides a clear game plan for leadership development
* Aligns leadership practices, principles, and values

Insights into the 5 Levels:

Maxwell shares 10 insights that help the reader understand how the levels are related to one another:

1. You can move up a level but you never leave the previous one behind
2. You are not on the same level with every person
3. The higher you go, the easier it is to lead
4. The higher you go, the more time and commitment is required to win a level
5. Moving up levels occurs slowly, but going down can happen quickly
6. The higher you go, the greater the return
7. Moving farther up always requires further growth
8. Not climbing the levels limits you and your people
9. When you change positions or organizations, you seldom stay at the same level
10. You cannot climb the levels alone

Leadership Assessment:

Maxwell provides a four-part questionnaire to help readers understand where they are in the leadership journey. Readers are encouraged to assess their current level of leadership before continuing to read more of the book.

**Part One—Leadership Level Characteristics** (Answer True or False on 10 Statements for each level)

| Statement | True/False
|-----------|-------------
| 1. You can move up a level but you never leave the previous one behind | False |
| 2. You are not on the same level with every person | True |
| 3. The higher you go, the easier it is to lead | True |
| 4. The higher you go, the more time and commitment is required to win a level | True |
| 5. Moving up levels occurs slowly, but going down can happen quickly | False |
| 6. The higher you go, the greater the return | True |
| 7. Moving farther up always requires further growth | True |
| 8. Not climbing the levels limits you and your people | True |
| 9. When you change positions or organizations, you seldom stay at the same level | True |
| 10. You cannot climb the levels alone | False |

**Part Two—Individual Team Member Assessment—Leader’s Point of View** (for each person you oversee, answer Yes or No to questions for each level)

**Part Three—Leadership Assessment—Team Member’s Point of View** (ask each person who reports to you to fill out the worksheet—Yes or No questions for each level. This part can be done anonymously)

**Part Four—Current Leadership Level Assessment** (put it all together and tally the results. Instructions on how to do this are included.)
People follow you because they have to.

Position is the entry level of leadership. Every leader starts here. It is the foundation every leader builds upon.

“Positional leadership is based on the rights granted by the position and title. Nothing is wrong with having a leadership position. Everything is wrong with using position to get people to follow. Position is a poor substitute for influence” (n.p.).

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

The Upside of Level 1

Maxwell claims that if you are new to leadership and you receive a position, there are four things to celebrate:

1. A leadership position is usually given to people because they have leadership potential—once you have been given the invitation to lead something, you need to celebrate because someone in authority believes in you.
2. A leadership position means authority is recognized— with position and title comes some level of authority or power. Leaders must prove themselves before they’re given much power and authority.
3. A leadership position is an invitation to grow as a leader—one main requirement of receiving a leadership position is personal growth. If a leader is not willing to grow, then not much leading will take place.
4. A leadership position allows potential leaders to shape and define their leadership—this allows the people invited to take a leadership position the opportunity to choose the kind of leader they want to be.
5. Positional leaders feed on politics— “Positional leaders focus on control instead of contribution” (n.p.).
6. Positional leaders place rights over responsibilities—Positional leadership is often lonely—since Level 1 leaders mostly only care about themselves and their position, it becomes “lonely at the top”!
7. Turnover is high for positional leaders
8. Positional leaders receive people’s least, not their best—Level 1 leaders are the weakest of all leaders and give their least. As a result, their people give their least as well.

The Downside of Level 1

1. Having a leadership position is often misleading—even though you are given a certain title or position, it does not automatically make you a leader.
2. Leaders who rely on position to lead often devalue people—positional leaders place very high value on their position, and not all the other important aspects of leading.
3. Positional leaders feed on politics—“Positional leaders focus on control instead of contribution” (n.p.).
4. Positional leaders place rights over responsibilities
5. Positional leadership is often lonely—since Level 1 leaders mostly only care about themselves and their position, it becomes “lonely at the top”!
6. Leaders who remain positional get branded and stranded—if position is used in the wrong way, Level 1 leaders become branded as positional leaders and are often stranded on
7. Turnover is high for positional leaders
8. Positional leaders receive people’s least, not their best—Level 1 leaders are the weakest of all leaders and give their least. As a result, their people give their least as well.

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

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

—Frances Hesselbein
Best Behaviors on Level 1

In order to help you make the most of your leadership position while shifting to the next level, Maxwell suggests you do three things:

1. **Stop relying on position to push people**—don’t use your position to get things done. You need to use other skills.
2. **Trade entitlement for movement**—don’t rely on your title to lead people but keep your people and the organization moving forward. Moving forward to its vision.
3. **Leave your position and move toward your people**—don’t expect your people to come to you for their needs and wants, but go to them. Initiate.

Beliefs That Help a Leader Move Up to Level 2

In order to move up, you must change your thinking about leadership. Maxwell suggests internally embracing the following four statements before you will be able to move from Level 1 to Level 2:

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

Guide to Growing through Level 1

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

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

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

Trust is also developed. The environment also becomes much more positive than that with a Level 1 leader. Level 2 leaders are so concerned about preserving their position, but their concern is getting to know their people, figuring out how to get along with them, and finding out who their people are. As a result, the followers find out who their leaders are, and in turn this builds solid, lasting relationships.

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

For Discussion:
Why is “openness” required for permission leadership to be effective?
**Best Behaviors on Level 2**

How can you gain people’s permission? Maxwell suggests the following:

1. **Connect with yourself before trying to connect with others**—you must know yourself first, get along with yourself first, be honest with yourself, change yourself first before trying to change others, and take a responsibility for yourself.

2. **Develop a people-oriented leadership style**—use a personal touch: listen, learn, and then lead!

3. **Practice the golden rule**—Treat others as you want others to treat you.

4. **Become the chief encourager of your team**—encouraging words go a long way.

5. **Strike a balance between care and candor**—it is in a leader’s best interest to show care AND candor to others. Just having one or the other is not enough, there must be a balance between the two in order to maintain those positive relationships.

**Beliefs That Help a Leader Move Up to Level 3**

In order to win a higher level of leadership, Maxwell reminds his readers of the following:

1. **Relationships alone are not enough**—there’s more to leadership than influence, now you have to take your people somewhere!

2. **Building relationships require twofold growth**—as well as growing toward each other, people must grow with each other.

3. **Achieving the vision as a team is worth risking the relationships**—risk for the sake of the bigger picture.

**Guide to Growing through Level 2**

Maxwell suggests the following to help you plan your growth:

1. **Be sure you have the right attitude toward people**

2. **Connect with yourself—self-awareness, self-image, self-honesty, self-improvement, and self-responsibility**

3. **Understand where you’re coming from**

4. **Express value for each person on your team**

5. **Evaluate where you are with your team**

6. **Accept the whole person as part of leading**

7. **Make FUN a goal**

8. **Give people your undivided attention**

9. **Become your team’s Encourager-in-Chief**

10. **Practice Care and Candor**
LEVEL 3: PRODUCTION

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

There’s more to being a good leader than creating a pleasant and positive working environment. Good leaders get things done! They produce results.

On Level 3, leaders gain influence and credibility. Positive things happen with a Level 3 leader: work gets done, goals are achieved, morale improves, profits go up, turnover goes down, and momentum kicks in!

It is on Level 3 that leading and influencing others becomes fun! Level 3 leaders can become change agents. They can:

⇒ tackle tough problems and face thorny issues,
⇒ make the difficult issues that will make a difference, and
⇒ take their people to another level of effectiveness. (n.p.)

The Upside of Level 3

With strong relationships as the foundation for Level 3, these leaders get results and as a result improve their team and organization. Maxwell explains the following 6 upsides:

1. Leadership Production gives credibility to the leader—"There are two types of people in the business community: those who produce results and those who give you reasons why they didn’t."—Peter Drucker
2. Leadership Production models and sets the standard for others visually—Level 3 leaders are examples to their people, so their productivity sets the standard to their people as well.
3. Leadership Production brings clarity and reality to the vision
4. Leadership Production solves a multitude of problems
5. Leadership Production creates momentum—there’s momentum takes, breakers, and makers...which would you rather be?!?
6. Leadership Production is the foundation for team-building

The Downside of Level 3

Even though organizational achievement becomes easier in Level 3, the actual leadership itself does not. Maxwell discovered four main downsides:

1. Being productive can make you think you’re a leader when you’re not—in order to be a good leader, you need to do things with and for others, not just yourself!
2. Productive leaders feel a heavy weight of responsibility for results—this is one of the costs of effective leadership.
3. Production Leadership requires making difficult decisions
4. Production Leadership demands continual attention to Level 2—even though Level 3 leaders are responsible results, this does not mean that they stop caring about their people. Relationships continue to be built, maintained, and deepened.
Best Behaviors on Level 3

Maxwell suggests the following for making the most of Production in Leadership:

1. **Understand how your personal giftedness contributes to the vision**—figure out where your true strengths lie.
2. **Cast vision for what needs to be accomplished**—having a clear and communicated vision contributes to the productivity of the team.
3. **Begin to develop your people into a team**—Level 3 people must work together, and production makes this possible.
4. **Prioritize the things that yield high return**—the key to being productive is prioritizing. Effective Level 3 leaders not only get lots done, but they get the right things done.
5. **Be willing and ready to be a change agent**—“Progress always requires change” (n.p.).
6. **Never lose sight of the fact that results are your goal**

Beliefs That Help a Leader Move Up to Level 4

Maxwell suggests embracing the following four ideas on Level 3. Understanding these statements will help you move to Level 4.

1. **Production is not enough**—don’t just settle for production, but try to achieve higher levels to help change others’ lives.
2. **People are an organization’s most appreciable asset**—so value, challenge, and develop them, as well as help them grow!
3. **Growing leaders is the most effective way to accomplish the vision**—invest in your people and your organization will be better.
4. **People development is the greatest fulfillment for a leader**—helping people become better and greater is such a joy. “Few things in life are better than seeing people reach their potential” (n.p.).

Guide to Growing through Level 3

Maxwell suggests the following to help you plan your growth:

1. **Be the team member you want on your team**
2. **Translate personal productivity into leadership**
3. **Understand everyone’s productivity niche**
4. **Cast vision continually**
5. **Build your team**
6. **Use momentum to solve problems**
7. **Discern how team members affect momentum**
8. **Practice the Pareto Principle**
9. **Accept your role as Change Agent**
10. **Don’t neglect Level 2**

For Discussion:

How does one balance leading others and being productive at the same time?
LEVEL 4: PEOPLE DEVELOPMENT

People follow because of what you have done for them.

Developing people to become great leaders

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

Maxwell suggests that two things always happen on Level 4:

1. There is a very high level of teamwork—high investment in people deepens relationships, which helps people to know each other better, and therefore strengthens loyalty.

2. Performance increases—since there are more leaders on the team, everyone’s performance improves.

The Upside of Level 4

1. People Development sets you apart from most leaders—Level 3 leaders focus on increasing production, Level 4 leaders focus on growing the company by growing the people in it.

2. People Development assures that growth can be sustained—developing and training people gives an organization the best chance for sustaining success and growth.

3. People Development empowers others to fulfill their leadership responsibilities—“If your actions inspire others to dream more, learn more, do more and become more, you are a leader”—John Quincy Adams

4. People Development empowers the leader to lead larger—sharing leadership with others gives you back time, allowing you to do the most important things.

5. People Development provides great personal fulfillment—giving to others is one of the greatest satisfactions in life.

The Downside of Level 4

People Development requires a high level of maturity and skill. People Development is not easy, and therefore there are some downsides to this level.

1. Self-centeredness can cause leaders to neglect People Development—selfish leaders do not reach a level of maturity, and as a result, people development does not happen.

2. Insecurity can make leaders feel threatened by People Development—do you have ego, control, or trust issues??

3. Shortsightedness can keep leaders from seeing the need for People Development—be willing to adopt a long-term mindset.

4. Lack of commitment can keep leaders from doing the hard work of People Development

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

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

Best Behaviors on Level 4

Maxwell says “Only leaders can develop other people to become leaders…Nobody really understands leadership until he or she does it” (n.p.).

He claims:

- **It Takes a Leader to KNOW a Leader** (Recruiting & Positioning)
- **It Takes a Leader to SHOW a Leader** (Modeling and Equipping)

**It Takes a Leader to GROW a Leader** (Developing, Empowering, and Measuring).

1. **Recruiting**—find the best people possible
2. **Positioning**—placing the right people in the right position

Beliefs That Help a Leader Move Up to Level 5

Maxwell suggests embracing the following beliefs before attempting to climb to the last level. Understanding these statements will help you have the best chance at making it at the top.

1. **The highest goal of leadership is to develop leaders, not gain followers or do their work**—developing others should be your goal at this point.
2. **To develop leaders, you must create a leadership culture**—a culture that cultivates Level 5 leaders is one that will champion, teach, practice, coach, and reward leadership.
3. **Developing leaders is a life commitment, not a job commitment**

Guide to Growing through Level 4

Maxwell suggests the following to help you plan your growth:

1. Be willing to keep growing yourself
2. Decide that people are worth the effort
3. Work through your insecurities
4. Recruit the best people you can to develop
5. Commit to spend the time needed to develop leaders
6. Create a personal development process
7. Never work alone
8. Blend the soft and hard sides of development
9. Take responsibility for energizing others
10. Remain approachable as a leader, role model, and coach
LEVEL 5: PINNACLE

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

Taking others to the top!

http://www.therainmakergroupinc.com/blog/bid/05838/Human-Capital-Strategies-December-12

Of course, Level 5 is the highest and most difficult level. Not many people achieve this level, and if they do, it’s because they are naturally gifted leaders. Most people can achieve Levels 1 through 4, but Level 5 requires a lot of effort, skill, intentionality, and a high level of talent. Level 5 leaders develop their people to become Level 4 leaders. Many leaders don’t make it to Level 5 because it requires them to develop followers rather than simply lead followers. Developing followers to lead on their own takes a lot of work and effort and is very difficult.

“Developing leaders to the point where they are able and willing to develop other leaders is the most difficult leadership task of all” (n.p.).

Level 5 leaders develop Level 5 organizations. Level 5 leaders create opportunities that other leaders don’t. Their leadership gains a positive reputation, thus creating a great deal of respect.

The Upside & Downside of Level 5

Maxwell explains that while there should be many upsides and very few to no downsides of Level 5, this is not the case on the Pinnacle level.

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

1. Pinnacle Leadership creates a Level 5 Organization
2. Pinnacle Leadership creates a legacy within the organization
3. Pinnacle Leadership provides an extended platform for leading

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

1. Being on the Pinnacle can make you think you’ve arrived—you’re not done growing, leading, or learning.
2. Being on the Pinnacle can lead you to believe your own press—don’t get carried away with your power and position.
3. Being on the Pinnacle can make you lose focus—remain focused on your purpose and vision, and continue leading.

Best Behaviors on Level 5

To be successful on the highest level of leadership, embrace the following:

1. Make room for others at the top—“The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability.‘’—Fred A. Manske Jr.
2. Continually mentor potential Level 5 leaders
3. Create an inner circle that will keep you grounded—“those closest to leaders determine their potential” (n.p.).
4. Do things for the organization that only Level 5 leaders can do
5. Plan for your succession—leave a successor, and leave before you have to.
6. Leave a positive legacy—make the right decisions along the way so a positive legacy can be left!

“The highest leadership accomplishment is developing other leaders to Level 4” (n.p.).
Laws of Leadership at the Pinnacle Level:

- The Law of RESPECT
- The Law of INSTRUCTION—Leaders evaluate everything with a leadership bias
- The Law of TIMING—When to lead is as important as what to do and where to go
- The Law of LEGACY—A leader’s lasting value is measured by succession
- The Law of EXPLOSIVE GROWTH

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

Guide to Being Your Best at Level 5

Maxwell gives suggestions on how to help you grow as a leader and develop others to become Level 4 leaders.

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

For Discussion:
Do you believe there’s plenty of room at the top for addition leaders, or do you think that space is limited? Why? How does this impact the way you would develop other leaders?

Personal Evaluation of The 5 Levels of Leadership...

I now understand what all the hype John Maxwell is about. He is a phenomenal motivator, leader, and teacher of leadership. Even though it took me a long time to read this book, I thoroughly enjoyed it. Maxwell’s writing style is very simple and to-the-point. The way he laid out the sections of his book was very easy to follow (hence my choice of layout and headings for this EBS), and I really liked his tips and points—all in a numbered list fashion. However, there was a lot of information in the book, and sometimes I found it a bit repetitive. Nonetheless, a great read for someone wanting to learn how to lead! :)

Maxwell shared his life experiences and examples throughout the book, as well as including some humor. As I read through each level, I was intrigued to go on, and go further, not just in the book, but in my leadership career. He has a wonderful way of motivating the reader to keep travelling on the leadership journey.

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