

Developing the Leaders Around You
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Chapter 1

Am I raising up potential leaders?

- Great leaders-the truly successful ones who are in the top 1 percent-all have one thing in common. They know that acquiring and keeping good people is a leader's most important task.

- **Essential message of this book-is that you can't do it alone.**

**Winning by
Competitiveness**

**Winning by
Cooperation**

Look at others as enemies

Look at others as friends

Concentrate on yourself

Concentrate on others

Become suspicious of others

Become supportive of others

Win only if you are good

Win if you or others are good

Winning determined by your skills

Winning determined by the skill of many

Small victory

Large victory

Some joy

Much joy

There are winners and losers

There are only winners

- Peter Drucker was correct when he said, "No executive has ever suffered because his people were strong and effective.

- Fellow leaders do more than work with the leader, they think like the leader.

- Leaders attract potential leaders
 - Leaders think like them.
 - Leaders express feelings that other leaders sense
 - Leaders create an environment that attracts potential leaders.
 - Leaders are not threatened by people with great potential.

- Leaders who mentor potential leaders multiply their effectiveness
 - Leaders create and inspire new leaders by instilling faith in their leadership ability and helping them develop and hone leadership skills they don't know they possess.
- George Barna said, "Great organizations may have great leaders and a poor structure, but I've never seen a great organization that had a great structure and a poor leader." Structure can mean the difference between a bad organization and a good one. But the difference between a good organization and a great one is leadership.
- Zig Ziglar says, "success is the maximum utilization of the ability that you have." I believe a leader's success can be defined as *the maximum utilization of the abilities of those under him*. Andrew Carnegie explained it like this: "I wish to have as my epitaph: 'Here lies a man who was wise enough to bring into his service men who knew more than he.'"

Chapter 2

Creating a climate for potential leaders

- Leaders must be environmental change agents

With momentum

Leaders look better than they actually are.

With momentum

Followers increase their performance.

Without momentum

Leaders look worse than they actually are.

Without momentum

Followers decrease their performance.

- Leaders must model the leadership they desire
 - Albert Schweitzer, "Example is not the main thing in influencing others... it is the only thing."
 - To ensure success, identify the potential in each future leader and cultivate it in light of the needs of the organization.
 - Find the one thing that you believe is the potential leader's greatest asset, and then give 100 percent encouragement in that area.
 - Great leaders know the desires of the people they lead.
- Look for the leader within the person
Some of the qualities to look for in a person:
 - Positiveness
 - Servanthood

- Growth potential
 - Follow-through
 - Loyalty
 - Resiliency
 - Integrity
 - Big picture mind-set
 - Discipline
 - Gratitude
- Place an emphasis on production, not position and title
Seniority also provides little in and of itself
 - Provide growth opportunities
Look at the potential leaders around us and ask, “What does this person need in order to grow?”
 - Expose the potential leader to people successful in his field.
 - Provide a secure environment where the potential leader is free to take risks.
 - Provide the potential leader with an experienced mentor.
 - Provide the potential leader with the tools and resources he needs.
 - Spend the time and money to train the potential leader in his areas of need.
 - Lead (don’t manage with vision)
 - Some leaders forget to cast vision because they get caught up in managing.
 - Managers are maintainers, tending to rely on systems and controls. Leaders are innovators and creators who rely on people. Creative ideas become reality when people who are in a position to act catch the vision of their innovative leader.
 - Do big things
Author Henry Drummond says, “Unless a man undertakes more than he possibly can do, he will never do all he can do.”
 - Spend more effort on the “farm team” than on the free agents
The “farm team” method involves bringing in the best undeveloped players who can be found and allowing them to start with the organization at their own level.
 - They are coached and developed
 - First is know the individual’s character and attitude.
 - Skills can be taught
 - Second advantage is that a person promoted from within already knows the organization and its people.

- The third advantage is that a person brought up from the farm team is a proven performer.
- Invest time and money in his potential leaders.
- Commit to promoting from within.
- Show his people that personal and professional growth within the organization are not only possible but also actual.

Chapter 3 **Identifying Potential Leaders**

- Selecting the right players
Always want to look inside as well as outside the organization to find candidates.

Assessment of needs: What is needed?

Assets on hand: Who are the people already in the organization who are available?

Ability of candidates: Who is able?

Attitude of candidates: Who is willing?

Accomplishments of candidates: Who gets things done?

- Hire the most highly developed leaders you can get.
- Commit to modeling leadership
- Qualities to look for in a leader
 - Character – nothing more important than this quality.
 - Warning signs
 - A person's failure to take responsibility for his actions or circumstances
 - Unfulfilled promises or obligations
 - Failure to meet deadlines
 - Look at his interaction with others.
- Influence
 - What is the leader's level of influence?
 - Does that person have followers due to position, permission, production, personnel (has developed others around him),

personhood (transcends the organization and develops people on a world-class scale).

- Who influences the leader?
- Whom does he influence?
- Positive attitude – is one of the most valuable assets a person can have in life.
- Excellent people skills
- Evident gifts
 - Never be- some people simply lack the ability to do a particular job.
 - Could be- is a person with the right gifts and abilities but lacking self-discipline.
 - Should be- is someone with raw talent (gifts) but few skills for harnessing that ability.
 - Must be- the only thing a must be lacks is opportunity.
- Self-Discipline
 - They have identified specific long- and short-term goals for themselves.
 - They have a plan for achieving those goals.
 - They have a desire that motivates them to continue working to accomplish those goals.
- Effective Communication Skills
 - A genuine concern for the person he's talking to
 - The ability to focus on the responder
 - The ability to communicate with all kinds of people
 - Eye contact with the person he's speaking to
 - A warm smile
- Discontent with the status quo
 - A leader who love the status quo soon becomes a follower
 - Seek people who seek solutions

Chapter 4 **Nurturing Potential Leaders**

- Believe in them
- Encourage them
- Share with them
- Trust them

- Choose a leadership model for yourself
 - Does my model's life deserve a following.
 - Does my model's life have a following.
 - Does my model produce other leaders?
 - Is my model's strength reproducible in my life?
 - If my model's strength is reproducible in my life, what steps must I take to develop and demonstrate that strength?

- Guidelines for mentoring relationships
 - Ask the right questions
 - Clarify your level of expectations
 - Accept a subordinate, learning position
 - Respect the mentor but don't idolize him
 - Immediately put into effect what you are learning
 - Be disciplined in relating to the mentor
 - Reward your mentor with your own progress
 - Don't threaten to give up

- Build Trust

T ime	Take time to listen and give feedback on performance
R espect	Give the potential leader respect
U nconditional	Show acceptance
P ositive	
R egard	
S ensitivity	Anticipate the feelings and needs
T ouch	Give encouragement

- Show transparency
- Believe in people
When you believe in people, you motivate them and release their potential.
- Exhibit consistency
- Hold hope high
- Add significance
- Provide Security
- Reward Production
- Establish a support system
 - Emotional support- Provide a "yes you can" atmosphere
 - Skills training-One of the fastest ways to build people up is to train them
 - Money- invest money in people; it always yields the highest return on your investment
 - Equipment – to do the job right, you need the right tools
 - Personnel – provide the people needed to get the job done

- Spend 80percent of your time on the most promising 20 percent of the potential leaders around you.
- Select people whose philosophy of life is similar to yours
- Choose people with potential you genuinely believe in
- Determine what they need
- Evaluate their progress constantly
- Be committed, serious, and available to the people you mentor

Chapter 5 **Equipping Potential Leaders**

- Conduct periodic equipping meeting
 - Good news –start on a positive note
 - Vision- use equipping meeting to recast that vision
 - Content – focus training on areas that will help them in the “A” priorities
 - Administration –cover any organizational items that give the people a sense of security and encourage their leadership
 - Empowerment -take time to connect with the people you equip

Chapter 6 **Developing Potential Leaders**

Nurturing	Equipping	Developing
Care	Training for work	Training for Personal Growth
Focus is on Need	Focus is on Task	Focus is on Person
Relational	Transactional	Transformational
Service	Management	Leadership
Maintains	Adds Leadership	Multiplies Leadership
Establishing	Releasing	Empowering
Helping	Teaching	Mentoring
Need Oriented	Skill Oriented	Character Oriented
What they Want	What the Organization Needs	What They Need
A Desire	A Science	An Art
Little or No Growth	Short-Term Growth	Long-Term Growth

All	Many	Few
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- Ask the three motivation questions
 - What do they want?
 - Do they have a way of getting what they want?
 - Will they be rewarded if successful?
- Confront ASAP
 - Separate the person from the wrong action
 - Confront only what the person can change
 - Give the person the benefit of the doubt
 - Be specific
 - Avoid sarcasm
 - Avoid words like *always* and *never*
 - Tell the person how you feel about what was done wrong
 - Give the person a game plan to fix the problem
 - Affirm him or her as a person and a friend

Chapter 7

Forming a Dream Team of Leaders

- The qualities of a dream team
 - The team members care for one another
 - Teams that don't bond can't build
 - The team members know what is important
 - The team members communicate with one another
 - The team members grow together
 - There is a team fit
 - The team members place their individual rights beneath the best interest of the team
 - Each team member plays a special role
 - An effective team has a good bench
 - The first thing a good bench gives is depth
 - A good bench causes them to do their best all the time, to constantly improve
 - A good bench is a requirement for a successful team because it provides a place for a weary player to rest
 - The team members know exactly where the team stands
 - The team members are willing to pay the price

Chapter 8

Coaching a Dream Team of Leaders

- A dream team coach chooses players well
- Want the people close to me to:

- Know my heart
- Be loyal to me
- Be trustworthy
- Be discerning
- Have a servant's heart
- Be a good thinker
- Be a finisher
- Have a heart for God
- A dream team coach constantly communicates the game plan
 - Tell; them what you expect of them
 - Give them an opportunity to perform
 - Let them know how they're getting along
 - Instruct and empower them when they need it
 - Reward them according to their contribution
- A dream team coach take the time to huddle
 - An opportunity to listen
 - An opportunity to make personnel changes
 - An opportunity to make play changes
 - An opportunity to rest
- A dream team coach knows what his or her players prefer
 - Appreciation for a job well done
 - A feeling that they're "in" on things
 - Management understanding of their personal problems
- A dream team coach excels in problem solving
 - Problem-solving issues with players
 - Problem-solving issues with preparation
 - Problem-solving issues with the game
- A dream team coach provided the support needed for success
- A dream team coach commands the respect of the players
 - Trustworthiness
 - A caring attitude
 - The ability to make hard decisions
- A dream team coach does not treat everyone the same
 - Give opportunities, resources, and playing time according to players' past performance
- A dream team coach continues to win
 - Work on specific skills
 - Make a change –use the momentum you've gained from past successes to continue to change and grow.
 - Reward the unrewarded – every team has unsung heroes
 - Transfer the burden – give them a break and transfer the burden to others who are willing and able
 - Above all, don't dwell on yesterday's victory
- A dream team coach understands the levels of the players

- Players who need direction
- Players who need coaching
- Players who need support
- Players to whom you delegate

- Delegation: The dream team coach's most powerful tool
Delegation is the most powerful tool leaders have

- Why do some leaders fail to delegate effectively
 - Insecurity
 - Lack of confidence in others
 - Lack of ability to train others
 - Personal enjoyment of the task
 - Habit
 - Inability to find someone else to do it
 - Reluctance caused by past failures
 - Lack of time
 - An "I do it best" mind-set

- Steps toward delegation
 - Ask them to be fact finders only
 - Ask them to make suggestions
 - Ask them to implement one of their recommendations, but only after you give your approval
 - Ask them to take action on their own, but to report the results immediately
 - Give complete authority

How Well Are You Coaching Your Team

Answer the questions using the following key; then total your score

1	Haven't thought about it yet
2	Just in the early stages
3	Solidly in progress
4	Nearly accomplished
5	Fully accomplished

1.	I have chosen my players well.	1	2	3	4	5
2.	I have proven to my players I care about them.	1	2	3	4	5
3.	I have encouraged them to care about one another.	1	2	3	4	5
4.	I know what my players prefer.	1	2	3	4	5
5.	I actively encourage team growth.	1	2	3	4	5
6.	I have developed a team that "fits."	1	2	3	4	5
7.	I support my players.	1	2	3	4	5
8.	I have taught them what is important.	1	2	3	4	5
9.	I frequently show them the game plan.	1	2	3	4	5
10.	I have modeled paying the price to them.	1	2	3	4	5
11.	My players are willing to put the team before themselves.	1	2	3	4	5
12.	I have developed a good bench.	1	2	3	4	5
13.	I have encouraged each player to find and play his role.	1	2	3	4	5
14.	I have my players' respect.	1	2	3	4	5
15.	I reward my players according to their performance.	1	2	3	4	5
16.	I have built a winning tradition.	1	2	3	4	5
17.	I expect and prepare for problems.	1	2	3	4	5
18.	I know the level of all my players.	1	2	3	4	5
19.	I take the time to teach delegate.	1	2	3	4	5
20.	I do only the tasks that cannot be delegated.	1	2	3	4	5

Scoring :

- 90-100 You are a great coach with a dream team; you're ready for the championship.
- 80-89 You are an excellent coach; keep fine tuning your team and your skills.
- 70-79 You are a solid coach; don't stop now; keep up the good work, and strive for the excellence that is within your reach.
- 60-69 Your players are beginning to look like a team; keep learning and building.
- Below 60 You have a lot of work before you, but don't despair; use the principles in this chapter to begin team building and improving your coaching skills today.

Chapter 9 **Realizing Value to and From Leaders**

- Value added to new leaders
- Modeling
- Vision and direction
- Encouragement and affirmation
- Belief in themselves
- Willingness to try new things
- Personal development
- Commitment to personal growth
- Empowerment
- Being a part of something greater than themselves
- Value added to me by the people I have developed
- Loyalty
- Encouragement
- Personal counsel and support
- Follow-through
- Time- time I have spent developing them
- Balance of gifts
- Attraction of others- it must continually attract new people of high quality
- People development
- Increased influence- developing the leaders around you is that it increases your influence

Chapter 10 **Reproducing Generations of Leaders**

- A follower becomes a leader
- Maintain a positive environment
 - People who do not already possess leadership skills must have an environment that is positive and conducive to their growth.
- Express high belief in them
- Empower them
- Play to their strengths
- A manager becomes a leader
- Leaders think big
- Leaders think in terms of other people
- Leaders think continually
- Leaders think bottom line
- Leaders think without lines
- Leaders think in terms of intangibles
- Leaders think quickly

- A leader changes leadership style
- Model a better leadership style
- Identify where they err
- Get their permission to help them change
- Show them how to get from here to there
- Give immediate feedback
- A good leader becomes a great leader
- Put them on a personal plan for growth
- Create opportunities to stretch them
- Learn from them