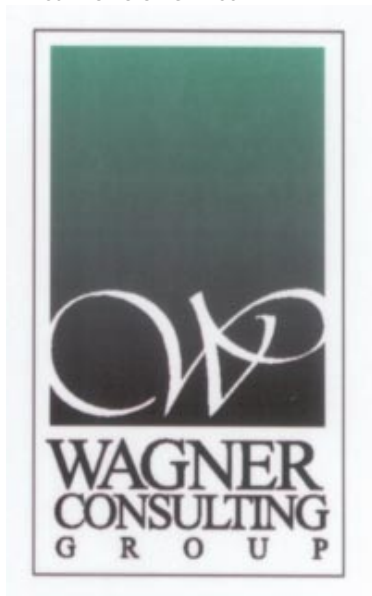




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Focus

A Newsletter published for clients and friends of Wagner Consulting Group

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Levels of Leadership

"Leadership is mobilizing others toward a goal shared by the leader and followers." *Gary Willis*

That definition of leadership includes the main leadership elements:

- Communicating the vision
- Inspiring people
- Directing and empowering subordinates

John Maxwell described five levels of leadership in his book *Developing the Leader Within You*, which are represented below as a pyramid.

Personhood
People follow
5 because of
who you are

Personnel Development
4 People follow because of
what you have done for them

Production
3 People follow because of what
you have done for the organization

2 **Permission** - People follow because they want to

1 **Position** - People follow because they have to

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As a leader's ability grows, he or she attains higher levels on the leadership pyramid. Level 4, Personnel Development, is the highest level most of us can reach. **However, Level 4 is a very good place to be!** The top level is reserved for "bigger than life" people who have spent a lifetime of faithful, proven leadership. Characteristics of each leadership level follow.

Level 1: Position. The leader's influence does not extend beyond the job description. High turnover and low morale occur if this leadership persists.

Level 2: Permission. People will follow you beyond your stated authority. This level allows work to be fun.

Level 3: Production. Most people feel successful at this level. Followers like the leader and what he or she is doing. Problems are fixed with little effort.

Level 4: Personnel Development. This is where long-range growth occurs. Developing future leaders ensures continued growth of the organization and its people.

- The leader wins the follower's heart by helping the follower to grow
- The leader achieves greatness by empowering others

Do whatever you can to achieve and remain at this level.

Level 5: Personhood. This level is reserved for leaders who have spent years growing people and organizations.

Leadership is an art, but it can be learned, and we can help.

Tom Wagner

We help clarify options so our clients
identify the Right Questions
and solve the Right Problems.

Call us at 800 422-1374 to learn more.

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