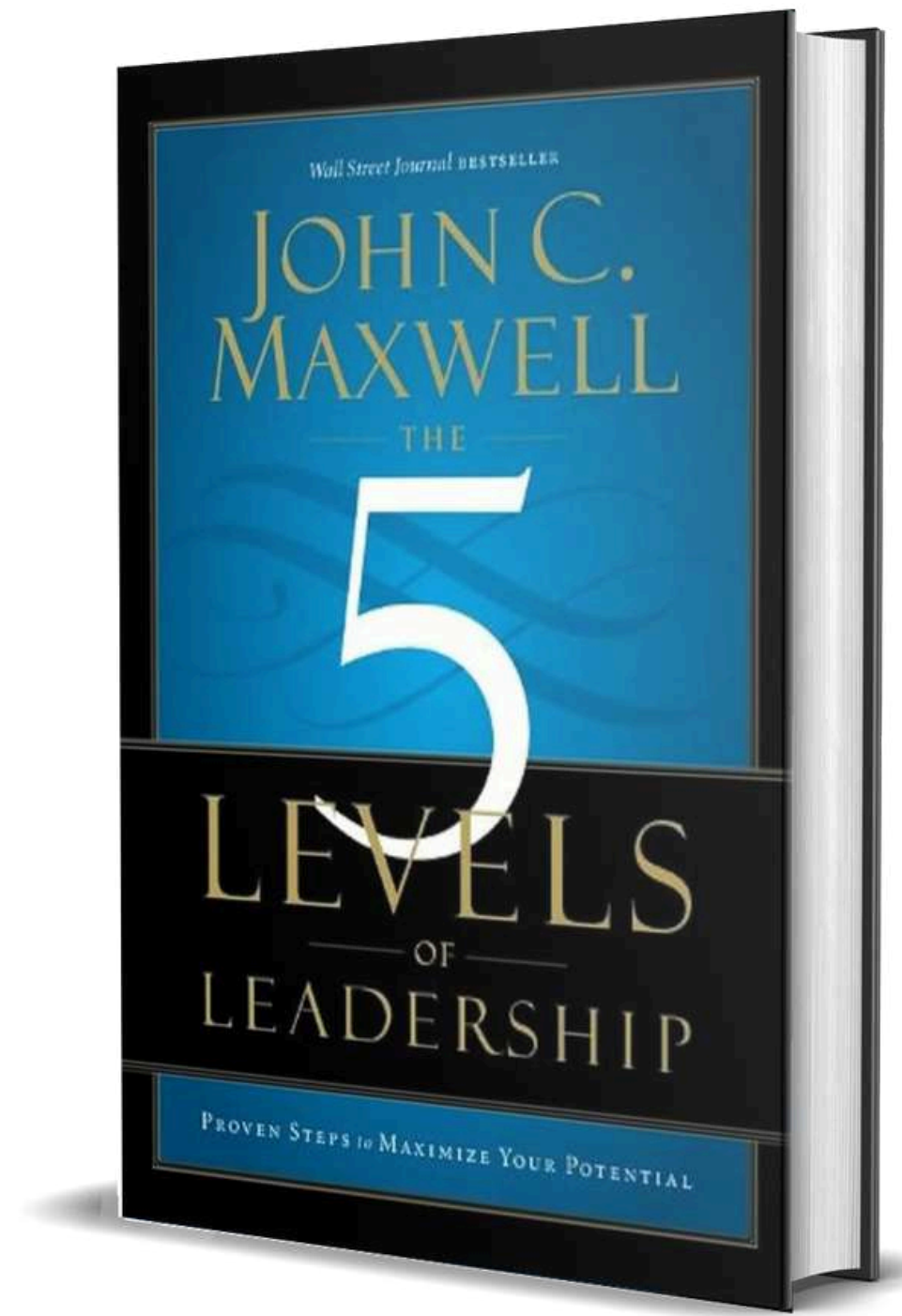


5
LEVELS
of
LEADERSHIP



Everything
rises & falls on
leadership.

Leadership is
influence.



5 levels of leadership

01

Leading is a verb, not a noun.

02

Breaks down leading into steps.

03

Provides a clear plan for development.

04

Aligns leadership practices, principles & values.

5 LEVELS of LEADERSHIP



PINNACLE (*RESPECT*)

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



PEOPLE DEVELOPMENT (*REPRODUCTION*)

People follow you because of what you have done for them.



PRODUCTION (*RESULTS*)

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



PERMISSION (*RELATIONSHIPS*)

People follow you because they want to.



POSITION (*RIGHTS*)

People follow you because they have to.



1. POSITION

Influence

Title & Position (Rights) (Have to)

Rely on

Rules & Policies

Do

Preserve the position

Impact

Minimal efforts from people. Hard to work with volunteers, young people and highly educated.



2. PERMISSION

Influence

Relationships (Want to)

Rely on

Trust

Do

Get to know their people

Impact

People give their best. Create positive environments



3. PRODUCTION

Influence

Results (because of what you have done for the organization or your achievements)

Rely on

Momentum

Do

Tackle tough problems and make tough decisions.

Impact

Achieve KPIs and targets.



4. PEOPLE DEVELOPMENT

Influence

Empowerment (because of what you have done for people personally.)

Rely on

Investing in others

Do

Develop people

Impact

Change the lives of people they lead.



5. PINNACLE

Influence

You (who you are and what you represent.)

Rely on

Authenticity, principles and values

Do

Develop Level 4 leaders

Impact

Organizations and even industries.



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 & Commitment is required to win a level.

5. Moving up levels occurs slowly, but going down can happen quickly

Insights into
5
LEVELS
of
LEADERSHIP

1. You can move up a level but you never leave the previous one behind

6. The higher you go, the greater the return.

2. You are not on the same level with every person.

7. Moving farther up always requires further growth.

3. The higher you go, the easier it is to lead.

Insights into
5
LEVELS
of
LEADERSHIP

8. Not climbing the levels limits you and your people.

4. The higher you go, the more time & Commitment is required to win a level.

9. When you change position or Org, you seldom stay at the same level.

5. Moving up levels occurs slowly, but going down can happen quickly

10. You cannot climb the levels alone.

LEVEL 1 (Checklist - 8 out of 10 must be true to master this level of leadership)



1. I don't have to remind the people who work for me that I am the leader.
2. I think of each person who works for me as an individual person.
3. Most days I look forward to going to work.
4. I recognize that the position I've been given is an opportunity to learn, not turf to be guarded.
5. The people who work for me are willing to do work above and beyond their job descriptions.
6. I know that dealing with people problems is a part of leading and have accepted that as part of the job.
7. I possess the desire to learn more about leadership and become a better leader.
8. I think of my job in terms of work to be accomplished and give very little focus to my career path and the positions I desire to achieve along the way.
9. One of my primary objectives is to assist the people who work for me.
10. Most people find it easy to work with me.

LEVEL 2 (Checklist - 8 out of 10 must be true to master this level of leadership)



1. People outside of my department or area of responsibility respect my opinions and frequently seek me out for advice.
2. I know my strengths and weaknesses and rarely get blindsided in my work.
3. I genuinely like most people and want to help them.
4. I am very consistent and even-tempered in my interaction with the people who work for me.
5. When I say something to the people on my team, they always know they can count on it because I am trustworthy.
6. I have developed solid relationships with all of the people who work for me.
7. The people who work with me find me likable and pleasant nearly 100 percent of the time.
8. When I need to have a candid conversation with team members to correct errors or take care of problems, I follow through and don't allow too much time to go by.
9. I believe that employees desire more than just a fair day's pay for a fair day's work.
10. I have developed relationships with everyone who works for me.

LEVEL 3 (Checklist - 8 out of 10 must be true to master this level of leadership)



1. I consistently hit targets and goals in my work.
2. Good people always want to work with me and my team.
3. People see me as an expert in my field and seek me out to learn from me.
4. I am constantly setting and achieving higher goals for myself, even when my superiors don't set them for me.
5. My performance in my work often carries the team to a higher level.
6. I give my best to whatever I do.
7. I am comfortable with the idea that others are watching how I perform and follow my example.
8. I am known as a problem solver, and I often get difficult tasks done.
9. My work is very consistent on a daily basis.
10. I have systems and routines that help me perform at a very high level.

LEVEL 4 (Checklist - 8 out of 10 must be true to master this level of leadership)



1. I schedule and follow through with training and development for all the members of my team on a regular, consistent basis.
2. When deadlines loom or work becomes urgent, we never cancel our training and development sessions.
3. I consistently take risks by giving people responsibilities and authority that will stretch them.
4. I spend a significant amount of time every month mentoring up-and-coming leaders.
5. I know very thoroughly the strengths and weaknesses of all the people I lead.
6. I individualize the way I train, develop and mentor my people.
7. I spend the most strategic and significant mentoring time with the people who have the highest capacity, talent and potential.
8. I have a history of moving people from position to position to help find their fit.
9. I am continually giving people feedback, not just during formal reviews.
10. My team or department is considered by others to be the best trained in the organization.

LEVEL 5 (Checklist - 8 out of 10 must be true to master this level of leadership)



1. I can name several specific people whom I have encouraged to speak hard truths to me, and they do so regularly.
2. I am using my influence to instill values in my organization.
3. The course of my organization is set by me or by a team of which I am a part.
4. I have developed many leaders who are developers of leaders.
5. I enjoy the interaction and friendship of a small circle of leaders with whom I am taking the leadership journey.
6. I am still at the top of my game, and the positive impact I am making is strong.
7. I can name at least one person who would be ready to step in and take my place should I decide to leave my current position.
8. I have influence outside of my organization.
9. People from outside of my specific industry seek me out for leadership advice.
10. I am using my influence and resources for causes greater than myself or my organization.

LEVEL 1 (Individual Team Member Assessment - Leader's Point of View)



1. This person acknowledges you as his or her leader.
2. This person would agree that you are suited for the leadership position you hold.
3. This person would acknowledge that you see your position as an opportunity to earn your place at the leadership table, not as a privilege to be used for personal advancement.

LEVEL 2

1. You know things about this person's family and personal life outside of his or her work.
2. You know this person's strengths and weaknesses.
3. You know this person's hopes and dreams.
4. You are committed to helping this person succeed in his or her work.
5. This person trusts you and you trust him or her.

LEVEL 3 (Individual Team Member Assessment - Leader's Point of View)



1. This person respects your professional ability and qualities.
2. This person asks for your advice and expertise.
3. This person has become more productive because of your influence.
4. This person would acknowledge that the team is more productive because of your leadership.
5. This person would agree that your team contributes to the vision and purpose of the Org.

LEVEL 4

1. You have given this person specific training that has helped him or her to perform better.
2. You have mentored this person or put him or her in a development process that has helped him or her to become a better leader.
3. This person is now leading others because you have given opportunities and training for him or her to lead.
4. This person is consistently loyal and supportive, and always gives you the benefit of the doubt.

LEVEL 5 (Individual Team Member Assessment - Leader's Point of View)



1. This person is not only leading others but has trained those he or she leads to develop leaders thanks to your input.
2. This person could step into your role with a very high probability of success if you were to step down.
3. This person is your advocate and champions you with other leaders so that you gain others' respect even before you meet them.

Level 1 - Position



Upside

1. Given to people because they have potential
2. Authority is recognized
3. An invitation to grow as a leader
4. Allows potential leaders to shape and define their leadership
 - a. Who am I?
 - b. What are my values?
 - c. What leadership practices do I want to put into place?

Downside

1. Often misleading
2. Often devalue people
3. Feed on politics
4. Rights over responsibilities
5. Often lonely
6. Get branded and stranded
7. High turnover
8. Receive people's least, not their best

Level 1 - Position



Beliefs

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

Behaviors

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



Upside

1. Makes work more enjoyable
2. Increases the energy level
3. Opens up channels of communication
4. Focuses on the value of each person
5. Nurtures trust

Downside

1. Appears too soft for some people
2. Can be frustrating for achievers
3. Can be taken advantage of
4. Requires openness to be effective
5. Difficult for people who are not naturally likable
6. Forces you to deal with the whole person

Level 2 - Permission



Beliefs

1. Relationships alone are not enough
2. Building relationships requires twofold growth
3. Achieving the vision as a team is worth risking the relationships

Behaviors

1. Have the right attitude toward people
2. Connect with yourself
3. Understand where you are coming from
4. Express value for each person
5. Evaluate where you are with your team
6. Accept the whole person as a 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



Upside

1. Gives credibility to the leader
2. Models and sets the standard for others visually
3. Brings clarity and reality to the vision
4. Solves a multitude of problems
5. Creates momentum
6. Foundation of Team-Building

Downside

1. Can make you think you're a leader when you are not
2. Feel a heavy weight of responsibility for results
3. Production leadership requires making difficult decision
4. Demands continual attention to Level 2

Level 3 - Production



Beliefs

1. Production is not enough
2. People are an organization's most valuable assets
3. Growing leaders is the most effective way to accomplish the vision
4. People development is the greatest fulfillment for a leader

Behaviors

1. Be the team member you want in 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 Pareto principle (80/20)
9. Accept your role as a change agent
10. Don't neglect Level 2

Level 4 - People Development

Upside

1. Sets you apart from most leaders
2. Assures that growth can be sustained
3. Empowers others to fulfill their leadership responsibilities
4. Empowers the leader to lead larger
5. Provides great personal fulfillment

Downside

1. Self-centeredness can cause leaders to neglect people development
2. Insecurity can make leaders feel threatened by people development
3. Shortsightedness can keep leaders from seeing the need for people development
4. Lack of commitment can keep leaders from doing the hard work of people development

Level 4 - People Development

Beliefs

1. The highest goal of leadership is to develop leaders, not gain followers or do work
2. To develop leaders, you must create a leadership culture
3. Developing leaders is a life commitment, not a job commitment

Behaviors

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 or coach

Level 5 - Pinnacle



Upside

1. Creates a level 5 organization
2. Creates a legacy within the organization
3. Provides an extended platform for leading

Downside

1. Make you think you have arrived
2. Can lead you to believe your own press
3. Can make you lose focus

Level 5 - Pinnacle

Behaviors



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

5 LEVELS of LEADERSHIP



PINNACLE (*RESPECT*)

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



PEOPLE DEVELOPMENT (*REPRODUCTION*)

People follow you because of what you have done for them.



PRODUCTION (*RESULTS*)

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



PERMISSION (*RELATIONSHIPS*)

People follow you because they want to.



POSITION (*RIGHTS*)

People follow you because they have to.



Angie Peterson
INSIGHTS & INSPIRATIONS