

Developing the Leaders Around You

(Maxwell)

Study Guide

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Developing the Leaders Around You

John C. Maxwell

The book explains why it is important to develop the leaders around you and offers practical tips.

- This study guide has rephrased questions and key points.
- There are some assessment tools included based on points from the book. The tools are not in the book.

1-The Leader’s Key Question: Am I Raising Up Potential Leaders?

- When you grow a leader, you grow the organization.
- Everything rises and falls on leadership.
- Developed leaders expand and enhance the future of the organization.

2-The Leader’s Toughest Challenge: Creating a Climate for Potential Leaders

- The right atmosphere allows potential leaders to bloom and grow.
- A key part of creating an appealing climate is modeling leadership.
- Identify what you believe is a potential leader’s greatest asset, then give 100 percent encouragement in that area. Focusing on a person’s strengths promotes confidence and success as a potential leader.
- Great leaders share themselves and what they have learned.

Does Your Organization Encourage Leaders to Grow?

	<i>never<...>always</i>
We are developing leaders.	1 - 2 - 3 - 4 - 5
We provide growth opportunities for leaders.	1 - 2 - 3 - 4 - 5
We have a vision and share it with people.	1 - 2 - 3 - 4 - 5
We promote from within.	1 - 2 - 3 - 4 - 5

Provide Growth Opportunities

For each potential leader, ask yourself, “What does this person need in order to grow?”

Am I a Perpetual Learner?

	<i>never<...>always</i>
I am implementing a plan for personal growth.	1 - 2 - 3 - 4 - 5
I am willing to give up my position if necessary for personal growth.	1 - 2 - 3 - 4 - 5
I am willing to make sacrifices to become a better leader.	1 - 2 - 3 - 4 - 5

3-The Leader's Primary Responsibility: Identifying Potential Leaders

Qualities to Look for in a Leader

1. Character: Demonstrates honesty, integrity, self-discipline, teachability, dependability, and perseverance.
2. Influence: Follows worthy role models. Is a worthy role model to others.
3. Positive Attitude: Relates to others in a way that makes the journey enjoyable.
4. Excellent People Skills: Treats others with respect. Seeks to understand others.
5. Evident Gifts: Has raw skills that can develop.
6. Proven Track Record: Learns from failures. Has performance success stories.
7. Confidence
8. Self-discipline: Maximizes their use of time on high priority items. Turns away from unproductive behaviors and tasks.
9. Effective communication skills: Focuses on the needs of the other person when speaking. Helps others understand. Listens carefully. Seeks to understand. Writes clearly.
10. Discontent with the Status Quo: Seeks solutions. Willing to take risks to make things better.

God has created you with two ends, one to sit on and one to think with. Success depends on which end you use the most. Heads you win. Tails you lose.

4-The Leader's Crucial Task: Nurturing Potential Leaders

Nurturing has the ability to transform people's lives.

1. Choose an **apprentice** who you believe is capable of reproducing one of your strengths.
2. Establish mentoring guidelines. Clarify your level of expectations and the expectations of your apprentice. Confirm that the apprentice is committed to put what they learn into practice.
3. Build trust. Listen. Show acceptance of the apprentice as a person. Give helpful, specific feedback and praise.
4. Show transparency. Admit your mistakes and model how to take responsibility for mistakes.
5. Offer time. Consider time with your apprentice as an investment. Convey that your apprentice is important to you rather than a burden.
6. Believe in people. Express positive expectations of your apprentice.
7. Give encouragement. Find out how each person prefers to receive praise (private, public, verbal, written). Praise improvement as well as goal completion.
8. Exhibit consistency. Be so predictable that your apprentice would easily know what you would do in a situation.
9. Hold high hope. Don't get stuck in a hopeless mindset. In times of stress, focus on the positive aspects of the future.
10. Add significance. Show your apprentice the big picture and how he/she contributes to it.
11. Provide security. Allow people to safely learn from their mistakes.
12. Reward production. Invest your time and resources on those who contribute.
13. Establish a support system. Develop a "yes you can" atmosphere. Provide necessary skills training. Provide the equipment people need to perform well.
14. Personalize your apprentice's journey. Help your apprentice identify his/her strengths and development needs. Help your apprentice create an Individual Development Plan.
 - 70% on the job learning activities
 - 20% coaching
 - 10% formal learning (classes, book studies, tools)

5-The Leader's Daily Requirement: Equipping Potential Leaders

Equipping is an ongoing process.

Questions about Your Organization

1. What is your organization's vision and mission?
2. What is the key thing your organization needs to fulfill its vision and mission?
3. What is the process in place to meet that need?
4. What areas within your organization have the greatest growth potential?
5. To what degree are those areas adequately staffed with leaders?

Questions about You

1. What sacrifices am I making to pour my life into others?
2. How committed am I to the apprenticeship model of leadership development?
3. Who is on my **list** of prospective leaders?
4. Which of my strengths could I use to equip prospective leaders?

Tool to Select an Apprentice

First, if you have lingering doubts about any person, remove him/her from your list, then use this tool to see which person on your list would be a good fit.

To what degree:	low<.....>high
Is the person philosophically in tune with my leadership?	1 - 2 - 3 - 4 - 5
Do I see potential for growth in this person?	1 - 2 - 3 - 4 - 5
Does the person have strengths I could help develop?	1 - 2 - 3 - 4 - 5
Do the person's strengths fit the ministry opportunity?	1 - 2 - 3 - 4 - 5
Would the person's temperament and skills complement the team?	1 - 2 - 3 - 4 - 5

Process to Equip for Excellence

1. Get to know the person. Listen to your apprentice's life story. Ask what motivates and energizes them. Find out about their temperament.
2. Share your dream for the ministry.
3. Make sure the apprentice knows that there are costs and sacrifices associated with being a leader. Ask for their commitment to the process.
4. Help your apprentice set goals for growth. These should be SMART.
 - ▶ **S**pecific
 - ▶ **M**easurable
 - ▶ **A**ttainable but challenging
 - ▶ **R**elevant: aligned with your organization's vision and mission
 - ▶ **T**ime-bound
5. Set expectations. Be clear what their responsibility is and is not. Identify four to six primary functions they are to perform. Set the working parameters (chain of authority). Explain how they are to prioritize their time. Explain the value of the work.
6. Perform the apprentice process:
 - ▶ You model it as they watch.
 - ▶ You perform it as they assist. You explain the how and why of each step.
 - ▶ The apprentice does the task while you assist and correct if necessary. Repeat until the apprentice comfortably performs the task and explains the how and why of each step.
 - ▶ The apprentice performs the task without your assistance. You praise and encourage.
 - ▶ The apprentice models the task for a new person.
7. Give them the tools they need (equipment, development resources).
8. Check on them systematically.
9. Conduct periodic equipping meetings. Recast vision. Coach on high-priority behaviors and skills.

6-The Leader's Lifelong Commitment: Developing Potential Leaders

- Nurture all of your people, equip many of them, but develop only the few who are ready and willing.
- As a developer of leaders, you must find each person's motivation and harness it. Do you know what your apprentices want? Are you helping them discover how to get what they want? Are you showing them how their personal goals coincide with those of the organization?
- How well do you listen to your apprentice's views?
- Develop your own plan for personal growth. Help your apprentice develop one also. Do you schedule time daily for personal growth? How often do you apply what you learned and teach it to someone else? Have you teamed up with others for mutual accountability in personal development?
- Strive for excellence. Excellence breeds character and character breeds excellence. Reward desired behaviors. What behaviors does the your organization's culture reward? How? What behaviors do you reward? How?
- Care enough to confront. In its best form, confrontation is win-win. Confront inappropriate behavior as soon as possible. Confirm the person as you confront the behavior. Begin by assuming the person has the right motives. Be specific. Avoid exaggeration (avoid always, never). Tell the person how the behaviors affected you personally. Work with the person to develop a game plan to fix the problem. Do you care enough to confront?
- When a person is no longer able or willing to continue growth, discontinue developing that person. You cannot force a person to keep growing.
- Are you secure enough to develop people that may surpass you as a leader?

7-The Leader's Highest Return: Forming a Dream Team of Leaders

Qualities of a Dream Team

- The team members care for one another.
- Each team member knows what is important to the team.
- The team members communicate candidly with one another.
- The team members grow together.
- The team works as a unit rather than a collection of individuals.
- Each team member places the team's interests above individual interests. Team members are willing to sacrifice for the team.
- Each team member plays a special role.
- Team members know where the team stands related to its goals.

As a team leader, to what degree are the following true for you?

	<i>rarely<...>often</i>
I reward those who care for team members.	1 - 2 - 3 - 4 - 5
I make it clear what is important to the team.	1 - 2 - 3 - 4 - 5
I build an atmosphere of positive, open communication.	1 - 2 - 3 - 4 - 5
I orchestrate personal growth within the team.	1 - 2 - 3 - 4 - 5
I model sacrifice and reward it in team members.	1 - 2 - 3 - 4 - 5
I help team members appreciate the special roles each plays.	1 - 2 - 3 - 4 - 5
I make sure each person knows where the team stands.	1 - 2 - 3 - 4 - 5

8-The Leader's Greatest Joy: Coaching a Dream Team of Leaders

Qualities of a Dream Team Coach

1. Identifies what a winner looks like for your organization and only adds winners to the team.
2. Constantly communicates the game plan to the team.
3. Takes time to huddle. Refocuses the team on the vision and mission. Gets the team to listen to one another. Announces changes. Helps the team relax and regroup.
4. Knows what each team member prefers (words of appreciation, being "in" on things, empathy for personal issues, etc.) and provides those things.
5. Excels in problem solving. Anticipates problems. Maintains a positive attitude when facing problems. Addresses problems quickly and directly. Learns from problems to avoid future problems.
6. Serves as a facilitator rather than a dictator.
7. Earns the respect of team members by being trustworthy, caring, and able to make hard decisions.
8. Gives rewards and opportunities to those who earn them while encouraging all team members.
9. Looks forward. Celebrates successes and keeps moving the team forward. Fosters continual growth for the team and each member.
10. Provides the amount of direction, coaching, encouragement, and delegation each member needs for his/her current responsibilities.

Of the 10 qualities, which are a strength for you?
Where is your biggest opportunity for improvement?

Easing People into Delegation

Step 1	Ask them to be fact finders only. This helps them get acquainted with the issues.
Step 2	Ask them to make suggestions. This gets them thinking and helps you understand their thought processes.
Step 3	Ask them to implement one of their recommendations after you give your approval. Explain how you made your decision. Give them encouragement and the tools they need.
Step 4	Ask them to take action on their own but keep you informed. This lets them build confidence while giving you the chance to do damage control if necessary.
Step 5	Delegate the task to them.

- Do you have projects or tasks that others on your team could perform with some coaching from you?
- Which team members would benefit most from learning to do those projects or tasks?
- Consider each person and the project or task you will delegate. Which step in the table above would work best for each? Be sure you are setting them up for success.

9-The Leader's Finest Hour: Realizing Value to and from Leaders

What Value Do You Provide the Leaders You Develop?

- Model what it's like to be a spiritual leader?
- Make the organization's vision and mission clear?
- Give them encouragement and clarity on how they contribute?
- Help them believe in themselves?
- Give them confidence to try new things?
- Help them make leadership development a priority?
- Provide them opportunities to learn and grow?
- Help them realize they are part of something bigger than themselves?
- Other?

What Value Do Those You are Developing Provide You?

- Encouragement?
- Time to focus on your primary calling?
- A balance to your gifts by being strong in areas where you are not?
- Satisfaction in knowing you are contributing to the growth of others?
- Visible evidence that God is working?
- Other?

10-The Leader's Lasting Contribution: Reproducing Generations of Leaders

When you find someone with a great desire to develop as a leader, here are some tips for approaching their development.

Case: Follower Becomes a Leader

- Maintain a positive environment and keep them close enough to learn how you think.
- Express high belief in them and your willingness to work with them long-term.
- Gradually delegate tasks of increasing importance to them.
- Play to their strengths.

Case: Manager Becomes a Leader

- Teach them to think of the big picture.
- Teach them how to promote others and develop others.
- Teach them to always be thinking of possibilities and opportunities to make things better.
- Teach them to look for the bottom line.
- Teach them to think beyond lines.
- Teach them to think in terms of intangibles [morale, momentum, atmosphere].

Case: Leader Changes Leadership Style

- Model a better leadership style.
- Observe them and point out where they err.
- Get their permission to help them change.
- Show them how to get there step by step.
- Give them immediate feedback.

Case: Good Leader Becomes Great Leader

- Discuss their strengths and goals. Agree on a personal plan for growth.
- Create opportunities to stretch them.
- Learn from them as they learn from you.

What Next?

- To be a great leader, you must make the development of others a lifestyle.
- Are you developing the leaders around you?