

The Five Levels of Leadership



The Five Levels of Leadership

Personhood

---RESULTS---

People follow you because
of who you are & 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 because they have to



Position

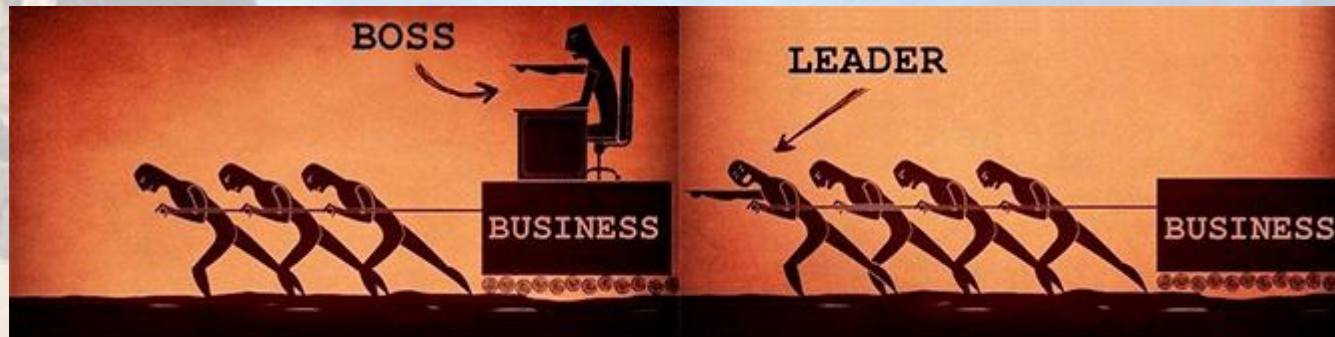
---RIGHTS---

People follow because they have to

- The only influence here comes from the title.
- The person in charge here leads only by the authority of the position.
- People follow the “boss” because they have to.

Boss vs. Leader

The Boss	The Leader
drives his workers	coaches them
inspires fear	inspires enthusiasm
says 'go'	says "let's go"
says "I"	says "we"



Positional Leader

- People working under a positional leader offer their least in their service.
 - Least effort, energy, time
 - 4:30 pack up, socialize w/ co-workers, use rest-room; 4:59 standing by to clock out!
- They typically turn into one of three types:
 - The clock watchers
 - “Just enough” workers
 - The mentally absent



Characteristics of a “Positional Leader”

1. Security is based on the position that is often gained by appointment.
2. People who work for a positional leader never follow beyond his scope of authority.
 - Low morale among workers is always present.
3. Positional leaders find it so hard to work with volunteers or the youth.
4. Positional leaders focus on control instead of contribution.
5. Positional leaders place rights over responsibilities
 - *“Half of the harm that is done in this world is due to people who want to feel important” -- T.S. Elliot*
6. Positional leaders are often lonely.
7. Turnover is high for positional leaders. ◇



Positional Leader Mindset

- Top-down : “I am above you”
- Separation: “Do not let people get close to you”
- Image: “Fake it till you make it”
- Strength: “Never let them see you sweat”
- Selfishness: “You are here to help me”
- Power: “I determine your future”
- Intimidation: “Do this or else”
- Rules: “The manual says...” <>



Permission

---RELATIONSHIPS---

People follow you because they want to.

- People are willing to work for a leader even though not obligated.
- A leader on this level leads others by interrelationship.
- Successful leaders on this level possess true love for people and value them more than the procedure.
 - “If level 1, Position, is the door to leadership, then level 2, Permission, is the foundation”
-- Dan Reiland
- Leadership permission makes work more enjoyable



Permission Leadership

- Increases the energy level.
- Channels of communication are open.
- Nurtures trust
- People get along with humble leaders:
 - *“If anyone desires to be first, he shall be last of all and servant of all.” (Mark 9:35)*
 - *“When there is danger, a good leader takes the front line. But when there is celebration, a good leader stays in the back room. If you want the cooperation of human beings around you, make them feel that they are important. And you do that by being humble” -- Nelson Mandela*

A leader is one who
knows the way,
goes the way, and
shows the way.
John C. Maxwell



Permission Leader Mindset

- Side by side : “Let us work together”
- Initiation: “I will come to you”
- Inclusion: “What do you think”
- Cooperation: “Together we can win”
- Servant-hood: “I am here to help you”
- Development: “I want to add value to you”
- Encouragement: “I believe you can do this”
- Innovation: “Let’s think outside the box” <>



The Downside of Permission Leadership

- Might appear too soft for some people.
- Can be frustrating for achievers who seek quick results.
- Can be taken advantage of.
- Difficult for people who are naturally unlikable.



Production

---RESULTS---

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

- This is the first “results” level
 - when achievements are realized.
- The morale of the organization is typically high as the goals are usually met.
- Successful leaders on this level are driven by a purpose
 - they have a clear vision that they communicate effectively to those working with them.



Production Leaders

- Leaders on this level make hard decisions.
 - They are able to make changes and understand the timing.
 - They take responsibility for the growth of their organization.
- People on this level like to work together to achieve results.
 - “Production qualifies and separates true leaders from people who merely occupy leadership positions” -- John Maxwell



Production Leaders

- Leadership on this level attracts other highly achieving people.
- Good results attained on this level of leadership create positive momentum and high morale.
 - “I define morale as ‘faith in the leader’” -- John Maxwell



Production Leaders

- “Level 3 leaders take their people where they want them to go, they do not send them there” -- John Maxwell
- Level 3 leaders understand the abilities of their team members and where each of them add value the most.



People Development

--REPRODUCTION---

People follow you because of
what you have done for them

- People development is the main aim of the church as an organization.
- People development is the guarantee for sustained growth.
- People development empowers others to fulfill their responsibilities
- The true leader is known by his followers
- The leader is defined as a great one not because of his personal strength, but because he is able to empower others.



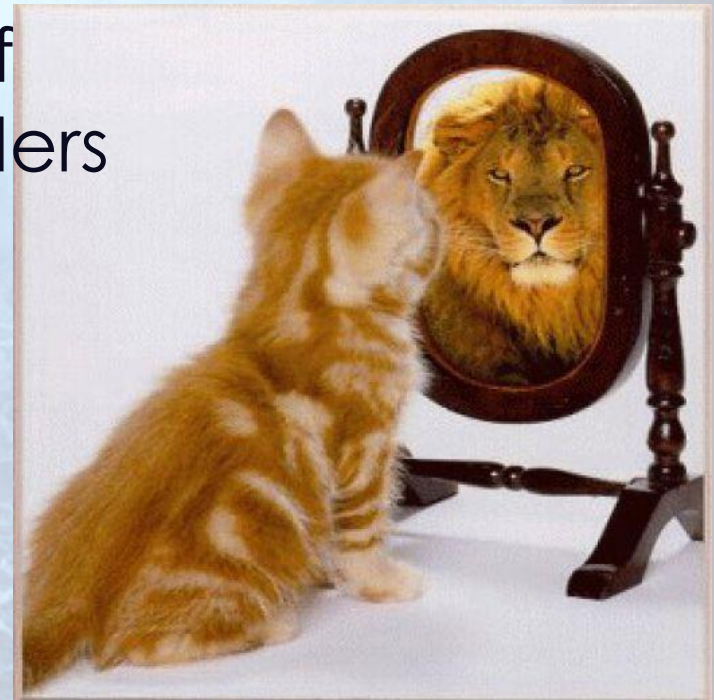
People Development

- An effective leader on level 4 is willing to delegate some of his responsibilities to others working with him.
 - Example: Moses when he heeded the advice of his father-in-law



People Development Challenges

- Self-centeredness can cause leaders to ignore others' development.
- Insecurity of the leader can make him feel threatened when others are growing.
- Shortsightedness and lack of commitment can keep leaders from doing the hard work of developing others



Personhood

---RESULTS---

People follow you
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represent

- This level is for leaders who spent years leading with a noble cause, developing and growing people and organizations.



Saint Habib Girgis the Archdeacon
القديس الأرشيدياكون حبيب جرجس



Personhood

- These leaders leave behind them a trail for others to walk upon.
- Being on this level can make the leader think that he has “made it”:
 - *“But one thing I do, forgetting those things which are behind and reaching forward to those things which are ahead”
(Philippians 3:13)*



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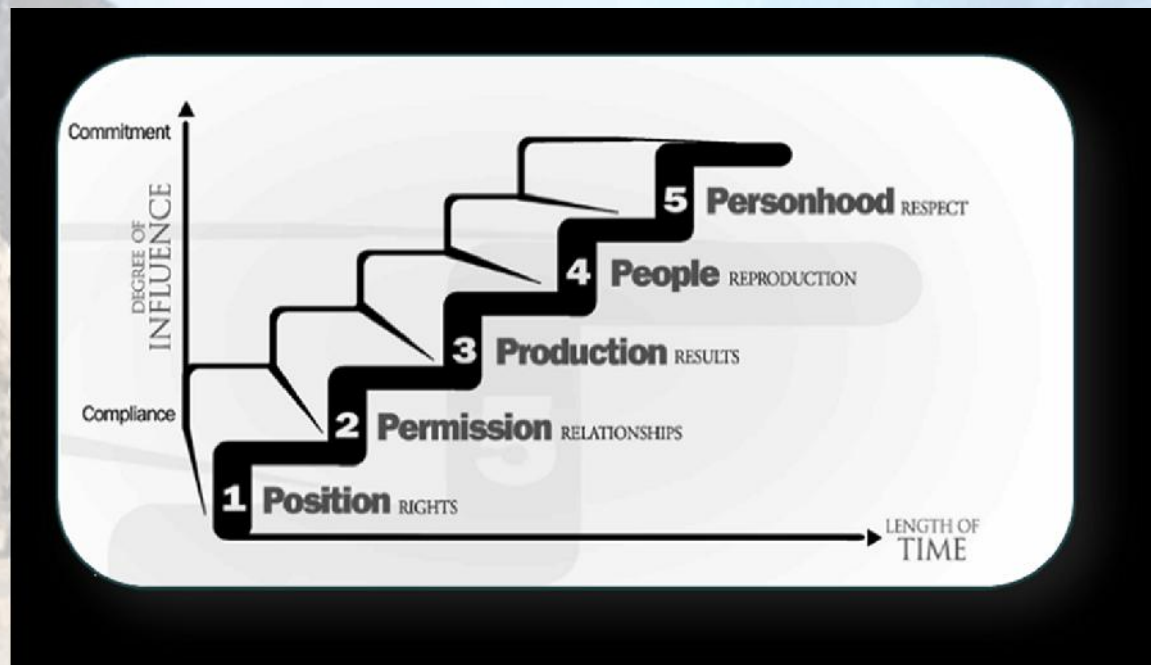
Position

---RIGHTS---

People follow because they have to

Insights into the Five Levels

1. You can move up a level but never leave the previous one behind.
2. You are not on the same level with every person.
3. The higher you go, the easier to lead.



Insights into the Five Levels

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.



Insights into the Five Levels

7. Moving farther up always requires further growth:

- Intentionally (through learning)
- Experience (through taking risks)

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

9. You cannot climb the levels alone

