



DEVELOPING THE LEADER WITHIN YOU

John C. Maxwell

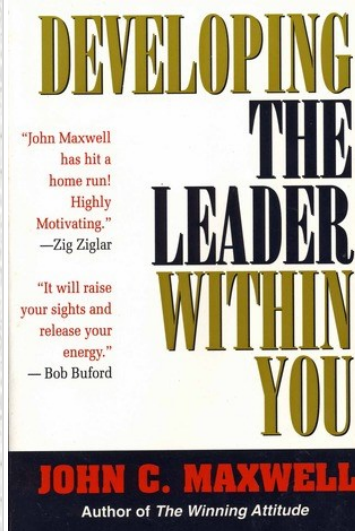
Executive book summary by: Andrea Maldonado Robles

Inside this summary:

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"I've made it my life's passion to develop leaders at all levels. I believe in you and the power of your influence to create a legacy within your sphere of influence that will leave behind an army of leaders who get the importance of strong leadership."

John C. Maxwell



The Book **Developing the Leader Within You** is a ten chapter book about leadership. It is a guide that shows people how to become better leaders, how to set priorities, identify which old habits and thoughts negatively affect you and how to create positive thinking. In the book, Maxwell highlights the importance of attitude and explains that attitudes determine what people see and how they handle their feelings; these two factors determine people's success. Maxwell goes on to explain that even though some people are born with innate leadership characteristics, the traits that are the raw materials of leadership can be acquired. The book will definitely help you become a better leader, but most importantly, it will help you become a better person.

John C. Maxwell is a No 1 New York Times bestselling author. Identified as the most popular leadership expert in the world by Inc. Magazine in 2014, he has trained more than 5 million leaders in 180 countries. John followed his father into the ministry, completing a bachelor's degree at Ohio Christian University in 1969, a Master of Divinity degree at Azusa Pacific University, and a Doctor of Ministry degree at Fuller Theological Seminar. He was a pastor for more than 30 years before devoting himself full time to speaking and writing. Each year, Maxwell speaks to 500 companies, presidents of nations and many of the world's top business leaders .



<https://www.lifeder.com/frases-de-john-maxwell/>



Leadership is influence

Leadership is the ability to obtain followers and to influence people.

John C. Maxwell

What is leadership?

When talking about leadership, it is important to understand that leadership is influence, it is the ability to influence other people and to obtain followers. In history, there have been many leaders: Jill Jones, Jesus of Nazareth, Martin Luther King Jr., Winston Churchill, and John F. Kennedy, all of them with different value systems and management abilities, but all of them with something in common, they had **followers**. Some people think that leadership is about a title, or about status quo, which leads them to having two problems, either not having follow-

ers or not developing their leadership skills.

How do we develop influence?

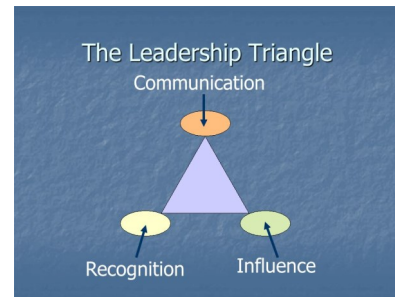
Once people understand that leadership is about having influence on others and about having followers, they will also understand the importance of the word "influence". Everyone has influence on others, and depending on the situation or the group of people, one could be an influencer or the influenced one. So don't take the time to analyze whether or not you influence someone, better ask yourself these questions: *What kind of influencer*

do I want to be? What leadership skills do I need to develop? In order to have influence on others, Robert DeLienschneider, the CEO of Hill and Knowlton, a world-wide public relations agency shared the idea of the "power triangle" to help leaders lead. The power triangle is a model that anyone could apply to influence others. The three components of this triangle are communication, recognition, and influence. As a leader or influencer, first you need to communicate effectively, this will lead to recognition and that recognition will lead to influence. This model will help you influence others and have followers.

Five levels of leadership

According to John C. Maxwell there are five levels of leadership with specific characteristics and some required qualities that help leaders be successful at each level.

| Level of leadership/description | Qualities needed to be successful |
|--|--|
| 1. Position: people follow because they have to | <ul style="list-style-type: none"> Know your job description Accept responsibility and work with excellence Do more than expected and offer creative ideas |
| 2. Permission: People follow because they want to | <ul style="list-style-type: none"> Genuine love for people Make those who work with you more successful Deal wisely with difficult people |
| 3. Production: People follow because of what you have done for the organization | <ul style="list-style-type: none"> Initiate and accept responsibility for growth Accountable for results, begin with yourself. Become change-agent and understand timing. |
| 4. People Development: People follow because of what you have done for them | <ul style="list-style-type: none"> Realize that people are your most valuable asset Place a priority on developing people Expose key leaders to growth opportunities |
| 4. Personhood: People follow because of who you are and what you represent | <ul style="list-style-type: none"> You have spent years mentoring and molding leaders. You transcend the organization |



Climbing the steps of leadership

Being part of a change is not easy. Each time there is a change in your professional or personal life, you start on the lowest level and you have to work hard to climb those steps; each step demands a level of commitment and sacrifice. Likewise, in an organization, during a change time, great commitment is demanded from everyone, not just from leaders. When leaders or followers don't commit to the "change", the influence begins to

decrease. Leading change in an organization might be difficult, but once leaders climb their levels of leadership, other people will allow and assist them in making the needed changes. Others, on the other hand, will resent the fact that leaders are not at their same level and will respond negatively. To avoid this and insure that leadership remains effective you must take influencers within the organization to the higher levels.

Now you understand you are an influencer. What kind of influencer do you want to be?

The Key to Leadership: Priorities

"The reason most major goals are not achieved is that we spend our time doing second things first"

Robert J. McKain

Thinking ahead and prioritizing responsibilities establish the differences between leaders and followers.

John C. Maxwell

- **Practical people** know how to get what they want
- **Philosophers** know what they ought to want.
- **Leaders** know how to get what they ought to want.

You cannot overestimate the unimportance of practically everything.

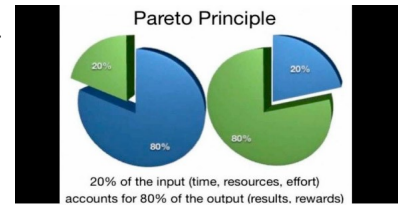
John C: Maxwell

How can success be achieved?

Success can be defined as the progressive realization of a predetermined goal. Maxwell believes that the discipline to prioritize and the ability to work toward a stated goal are essential to a leader's success and the key to leadership.

A good way to achieve success is by **applying the Pareto principle**, commonly called the 20/80 principle. 20 percent of your of your priorities will give you 80 percent of your production if you spend time, energy,

money and personnel on the top 20 percent of your priorities. Leaders can achieve success in their organizations by following the "Pareto Principle". Determine who your 20 percent producers/influencers are, spend 80 percent of your "people time" with them, spend 80 percent of your personal developmental dollars on the top 20 percent, determine what 20 percent of the work gives 80 percent of



<https://www.iptmiami.com/news/pareto-principle>

the return and train an assistant to do the 80 percent less effective work, so the producer can do what he/she does best. Applying the "Pareto Principle" in organizations can insure success.

It's not how hard you work, it's how smart you work.

John C. Maxwell

The importance of setting priorities

Many times we find ourselves doing unimportant things before working on the important ones. For leaders to succeed, it is important to consider the importance of "planned neglect", start working on the important things now, and then, when they are done, you can start working on the irrelevant ones. Leaders must make decisions based on the purpose of the organization and by remembering that they can't have it all, the "unnecessary issues" must be left behind. Leaders must understand that too many priorities paralyze the effectiveness of the organization, priorities must be organized and displayed on an easy and understandable format for leaders and followers. Before setting priorities, a leader

should ask these questions: **Are we giving too much importance to little priority? Are we using time efficiently?** Let's take a look at the **Parkinson's Law**: If you have only one letter to write, it will take all day to do it. If you have twenty letters to write, you'll get them done in one day.

Frequently, we find ourselves being efficient when there is time pressure. Under normal conditions we are **efficient**, that means we do things right, but when time mounts and emergencies arise, we become **effective**, that means we do the right things.

How to Prioritize

| | |
|--|--|
| High Importance Low Urgency Decide when <i>Prevention Relationship Building Planning Strategies Recreation</i> | High Importance High Urgency Do <i>Pressing Problems Deadlines Daily Fire-Fighting Crisis Management</i> |
| Low Importance Low Urgency Dump <i>Television Entertainment Time wasters Facebook/Surfing</i> | Low Importance High Urgency Delegate <i>Interruptions Some Calls, E-mail Some Meetings Busy work</i> |

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The most important ingredient of leadership: Integrity

Integrity is not what we do so much as who we are. And who we are in turn, determines what we do.

John C. Maxwell

A leader must have followers. To have followers, a leader must have their confidence.

Dwight Eisenhower

A leader must build and maintain credibility. Followers must be able to trust that their boss will act in good toward them.

Peter Bruyn

"If my people understand me, I will get their attention"
"If my people trust me, I will get their action"

Cavett Roberts

What is integrity? How does it affect people's lives?

Integrity, defined as a firm adherence to a code of especially moral or artistic values or the state of being complete or unified, is vanishing today because of people's priorities. Nowadays, personal success and pleasure have become the number one priorities in almost every person's life, leaving behind the importance of

doing the right thing for the benefit of others, not just mine. The importance of integrity in a person's life lies on establishing priorities and on judging what we accept or reject. Every day, human beings face conflicting desires, we struggle making decisions about the things we want to do and the things we should do. When we find ourselves in this situation, integrity tells us

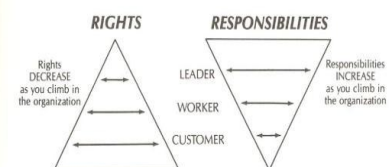
what to do, it will help us respond before the conflict even appears. When integrity becomes a person's referee, everyone will know who we are no matter the place or time. If you want to earn trust from people, you must be "authentic", and as Socrates once expressed, "You have to be in reality who you appear to be". A person with integrity doesn't have anything to hide or to fear. They are people whose lives are open books.

When leaders' words and deeds are the same, the results are consistent. Consequently, followers will be more consistent and loyal at what they see their leader doing and saying.

John C. Maxwell

Leaders are to live by higher standards than followers, they are responsible for the organization. Leaders must know that they can give up anything except responsibility, and understand that their rights decrease as they climb in the organization while their responsibilities increase.

THE MOST IMPORTANT INGREDIENT OF LEADERSHIP: INTEGRITY



<https://dougickerson.wordpress.com/2014/05/03/the-selfie-generation-a-call-to-the-renewal-of-servant-leadership/>

Integrity builds trust

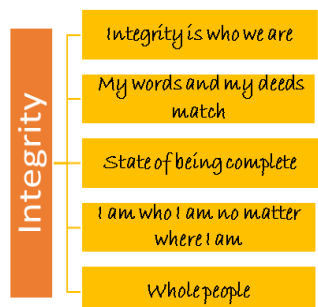
The final requirement of effective leadership is to earn trust, otherwise there won't be any followers, and as it has been mentioned before, the only definition of a leader is someone who has followers. To trust a leader, it is not necessary to agree with him, but to understand that what he or she does is for the good of everyone in the organization. Trust is the conviction that the leader means what he says. It's a belief in something very old-fashioned called **integrity**. A leader's actions and a leader's professed beliefs must

be congruent or at least compatible. No matter where you are leading, you must know that the more credible you are, the more confidence people will place on you and they will let you influence their lives.

The importance of integrity in leaders' lives

Integrity, according to the book *Profiles of Leadership* which reveals the answers of America's top business and government leaders, is the most important quality to their success as leaders. A leader must be consistent no

matter where he/she is. Leaders who are sincere don't have to advertise it, it's visible in everything that they do.



The Ultimate Test of Leadership: Creating Positive Change

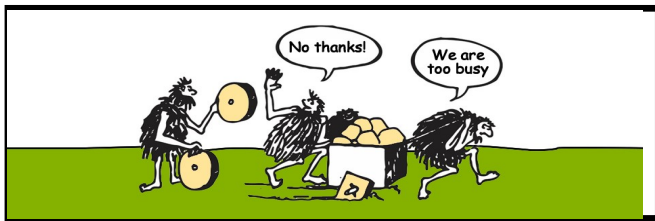
Change the leader, change the organization.

John C. Maxwell

If you want to be a change agent, you must change first.

“There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success than to take the lead in the introduction of a new order of things. (Nicolo Machiaveli) Leading changes in organizations isn't easy, especially when the first agent that has to be changed is the leader.

Many times, followers have a hard time changing within the organization, but they are not the only one struggling when changing, leaders resist change as much as followers do. Some leaders tend to say they are constantly changing, but when specific questions like, how have you changed lately? Or in the last week or in the last month?, their answers tend to be very vague. Does



<https://davidjcmorris.com/2018/06/becoming-an-agent-of-change/>

Creating positive changes is not easy, people often resist changes.



<https://www.forwardfocusinc.com/inspire-leaders/7-strategies-for-overcoming-resistance-to-change-in-the-workplace/>

How do leaders create a climate for change?

To create a climate for change, good leader must make personal changes before asking others to change, by doing this, he/she will gain their followers and influencers trust. Leaders should encourage influencers to influence others informally, they should give followers ownership of the change, and show people how change will benefit them.

There are many reasons why people resist changes: traditions, narrow-mindedness, lack of respect for the leader, and unclear purpose of changes are some of them. Usually, changes in an organization aren't self-initiated, so people feel manipulated, their fears arise and they feel that most of the times the rewards for change don't match the effort change requires. Change threatens habit patterns, force people to reevaluate and unlearn past behaviors, and it creates fear of failure.

Positive changes can begin with you! It only requires a single person, like yourself, to activate the process toward change within your workplace.



CHANGE BEGINS WITH me.

that mean they have really changed? The only way in leader can become change agents is if they change too. To be a leader not only do you have to be open to change but to new ideas. The quality of leadership you will give will depend upon you ability to evaluate new ideas and to understand the importance of change.

It's never too late to change

“Not all change is improvement, but without change there can be no improvement. (Maxwell, 1993) If leaders want their organizations to go through a positive change process, they must present the change proposal in an effective and appealing way to followers, so they feel it benefits everyone in the organization, only a few changes should be presented at a time and they should be based on the future of the organiza-



<https://wecareonlineclasses.com/its-never-too-late-to-change/>

Leaders resist change as much as followers do. If you want to continue leading, you must continue changing”

Hendricks

Nothing stays the same except the fact that change is always present

John C. Maxwell

“We cannot become what we need to by remaining what we are”

Max Depree

The Quickest Way to Gain Leadership: Problem-Solving

People need to change their perspectives, not their problems

John C. Maxwell

Why is it hard for people to perform the way they should?

An organization's leadership is responsible for helping people perform at their best. Most of the times, followers can't perform with excellence because of four main reasons: they do not know what they are supposed to do, they don't know how or why they should perform a task and there are some obstacles that go beyond their control. Everyone has either personal or professional problems which

overwhelm us at a certain point, but those problems or obstacles represent conditions of success, so the key is not how to avoid problems, but how to positively react to them. If obstacles and difficulties are taken away from life, then life loses its creative tension. Along history there have been many examples that support that belief. In the South, when cotton was the "King", a boll weevil destroyed hundreds of cotton fields, this was a great "problem/ obstacle" for farmers, so they had to take "action" and they started

planting different crops such as soybeans and peanuts. They used their land to raise cattle, hogs and chickens and as a result, many more farmers became prosperous compared to the time in which they only grew cotton. Through their "obstacle", farmers found solutions that led to success. Likewise, many outstanding people have overcome problems in their lives, Albert Einstein, for instance, was stigmatized as slow learner, retarded, and uneducable.

Do people have big problems or do they make problems big?

Very often, people who find themselves full of problems have something in common, they react wrongly to problems and therefore make their problems real problems. Many successful people in history have overcome difficulties in life. They refused to hold onto excuses for failure and used their limitations as climbing rocks to reach their goals, they realized that they couldn't control every situation in their lives, but they could determine their attitude toward every circumstance.

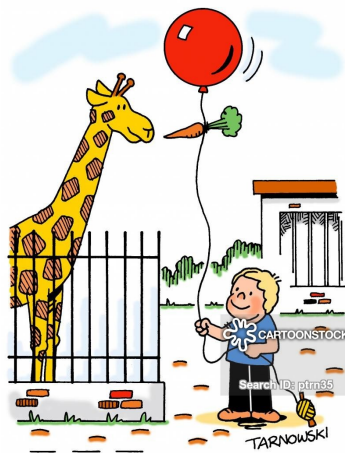
"Positive thinking does not always change our circumstances, but it will always change us. When we are able to think right about tough situations, then our journeys through life become better"

John C. Maxwell

How do leaders deal with problems?

Great leaders usually recognize problems in the early stages and avoid them to become gigantic. They use intuition and curiosity to sense the problem before seeing it, ask questions and gather data. Then, they share their findings with some trusted colleagues, they define the problem, check their resources and find a solution before the problem reaches its highest level. Good leaders don't just solve problems, they produce problem-solvers by committing time to people and by solving problems with people and not for people.

Good leaders must be creative when solving problems, they must think outside the box



The Socratic method to solve problems

Taking time away from people to talk about purposeless

things is dangerous. Before solving a problem and involving people from the organization, leaders should ask themselves these questions:

- Is it a real problem?
- Is it urgent?
- Is the true nature of the problem known?
- Is it specific?

Setting up principles or policies to keep problems from recurring

Policies are set up for a particular function in a specific area, principles are guidelines for everyone in the organization and are more general.

Policies change when their

use is no longer essential while principles never change. When solving problems in your life or in your organization remember this:



"Policies are many, principles are few, policies will change, principles never do"

The Extra plus in Leadership: Attitude

"Life is 10% what happens to me and 90% how I react towards it"

John C. Maxwell

Attitudes, our most important assets

"15% of success is due to technical training, 85% of success is due to personality and attitudes"

Carnegie Institute

- The pessimist complains about the wind.
- The optimist expects it to change
- The leader adjusts the sails.

John C. Maxwell

Attitudes are nothing more than habits of thought, and habits can be acquired."

Paul Myer

Attitude is the extra plus in life, but it also makes the difference in leading others. Great leaders understand that the right attitude will set the right atmosphere that enables the right responses from others. Many people will read this book to find the secret formula to become leaders, but we are the only ones who can develop our own secret formula, which will depend on our attitudes. Even though attitudes are not the assets that will make us great leaders, they are the ones that will help us reach our full potentials.

Our attitudes determine what we see and how we handle our feelings, these two factors determine our success. Each person is responsible for their attitudes, each one of us determine what attitudes to have, they are continuous choices we make In an organization, the leaders' attitudes are very important because they will also determine the followers attitudes. Attitudes are like colds, people catch them just by getting close to others, so next time you decide to have a bad attitude, remember someone will catch

it and will have the same attitude you have.

If you want to be a great leader, have a great attitude,



someone will catch it and in return, you will have many positive attitudes from your followers.

"Winners in life think constantly in terms of I can, I will, and I am. Losers, on the other hand, concentrate thier waking thoughts on what they should have done or what they didn't do."

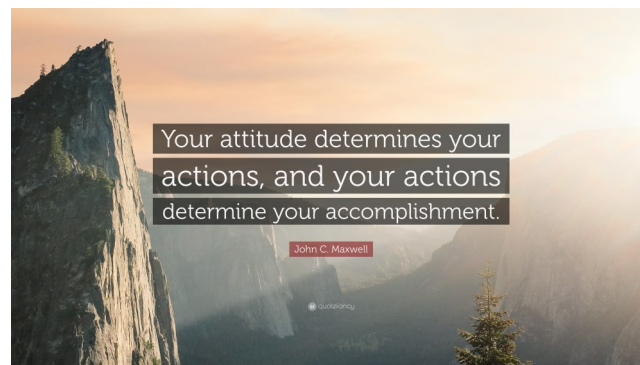
Dennis Waitley

How important is attitude in a person's life?

Attitude is not important just when talking about leadership, attitude determines your success in every aspect of your life. Cancer researchers at King's College in London did a long-term study of fifty/seven breast cancer victims who had had mastectomies. Thy found that seven out of ten women with a "fighting spirit" were alive ten years later, while four out of five women who felt "hopeless" at the diagnosis had died. Attitude is so important, it can help you save your own life. If having a bad attitude has become a habit in your life, then it is time for you to take action.

How can we change our attitudes?

If you are willing to change your attitudes you must first REVIEW, look inside yourself to identify which feeling, behaviors and



<https://quotefancy.com/john-c-maxwell-quotes>

thinking you have towards the problem. Then, RESOLVE, ask yourself these questions: Can I change? Will I change? If you can answer positively to both answers, then you are ready for success. The third step would be to REFRAME, by reframing you understand you cannot change the world around you, but you can change the world within you. Then, re-enter. As you begin changing your thinking you need to start changing your behavior.

The fifth step would be to REPEAT, attitudes are just habits of thoughts and habits that can be acquired, actions repeated become habits realized. The last step would be renewal. Positive attitudes can be replaced by negative ones, the battle is never over. "The more that negative thoughts are weeded out and replaced by positive ones, the more personal renewal will be experienced" John C. Maxwell

Developing Your Most Appreciable Asset: People

"The more people you develop, the greater the extent of your dreams"

John C. Maxwell

How do leaders develop people?

Before developing others, leaders must recognize the reason for helping other people grow. Some leaders help their followers grow for the wrong reasons, some of them don't build people, they build their dreams by using people. Developed followers can assist leaders in implementing new project and ideas in an organization.

Most people, no matter what their position is, want to be recognized, they want to feel important. It is a leader's responsibility to care for their people, leaders who want to



help their followers grow should build relationships with them, knowing personal details of their lives make followers feel important. In addition, encourage them to be better, when talking to people, always focus on how good they are and how good they can be, criticism will only ruin them. People will not follow for your

position, they will follow you because of who you are and because of the relationship you have with them. A good leader motivates his/her people by recognizing their significant contribution to the organization, by being sensitive, by encouraging personal growth, by letting them participate in achieving goals, and by sharing clear expectations, when people know what to do and have the confidence that they can do it, they are motivated.

"Trust men and they will be true to you; treat them greatly and they will show themselves great"

Ralph Waldo

Assumptions leaders need to make when developing people

1. Everyone wants to feel worthwhile
2. Everyone needs and responds to encouragement
3. People "buy into" the leader before they buy into his/her leadership
4. Most people do not know how to be successful
5. Most people are naturally motivated

"People do what people see. The speed of the leader determines the speed of the followers. Followers will never go further than their leader"

John C. Maxwell

How do people's performance change when they are motivated?

Being a leader and motivating people might be a hard but rewarding task. Good leaders must be good listeners, they must always seek to improve followers' strengths. When people feel they are capable of doing something and they feel that what they do makes a difference in the organization, they become motivated followers. Leaders must show they care about their people by communicating effectively, by showing their appreciation to them and personally thank them for what they do,

by recognizing their work and achievements corporately and by giving them continuous hope and encouragement. Once they show people they care for them, they can start working on their developing process.

In a survey of workers across the United States, nearly 85 percent said they could work harder on the job. More than half said that they could double their effectiveness if they wanted to. Nothing in your organization moves until your people make it move. So, as a leader, the best you can do is care for your followers and do your best to help them develop and grow personally and professionally.

The one who influences others to lead others is a leader without limitations"

John C. Maxwell

- To know how to do a job is the accomplishment of labor.
- To be available to tell others is the accomplishment of a teacher.
- To inspire others to do better work is the accomplishment of a manager.
- To be able to do all three is the accomplishment of true leaders.

The Indispensable Quality of Leadership: Vision

We all live under the same sky, but we don't have the same horizon.

Konrad Adenauer

"Leaders are concerned with the organization's basic purpose, why it exists and what it should achieve"

John C. Maxwell

To what extent is a leader's vision important?

- The credibility of a vision is determined by the leader.

- The acceptance of a vision is determined by the timing of its presentation

- The value of a vision is determined by the energy and direction it gives

- The evaluation of a vision is determined by the commitment level of people

- The success of a vision is determined by its ownership by both the leader and the people.

All leaders must have a vision of what they want to accomplish. Leaders without foresight lose the lead of the organization, when this happens, they are leaders in name only, they just react to the immediate events. Great leaders must have two characteristics, they need to know where they are going and they must be able to persuade others to follow them. People do what people see. A Stanford Research says that 89 percent of what people learn is visual, 10 percent is auditory and 1 percent is learned through other senses, which leads us to understand that people need visual stimulation for growth. When followers see a leader implementing a dream, they don't follow the dream, they follow the leader who wanted to implement that dream and communicated it effectively. What you see is what you can be. (Maxwell, 1993)

You see what you are prepared to see

Some leaders just have an "out of this planet" horizon. Their vision cannot be understood by their followers, but once they reach their dreams, their followers understand that leaders have that position because of their great capacity to see the impossible.



When Henri Ford wanted to build the V-8, he wanted get his great idea into production. He asked some men to draw the plans of the engine and give them to the engineers. When the engineers saw the plans, they said it was impossible to build that engine. Ford, however, told them to keep on working on the project until it was done. After a year, the engineers could finally build the engine. Ford and the engineers lived under the same sky, but they didn't have the same horizon, Ford and the engineers saw what they were prepared to see, they saw what their horizons let them see.



Personal Ownership of a Vision

In the past years, there has been a great confusion between a person with vision and a visionary person. A person with vision talks little but does much, he or she finds strength from inner convictions and continues when problems arise while a visionary person does little but talks too much, finds strength from outward conditions and quits when the road becomes difficult. Good leader evaluate what they feel, what they have learned, what happens to others, what the big picture is and what God expects from them.

How do leaders create Corporate Ownership of a Vision?

A vision is a clear idea of what a leader sees his or her group doing or be-

ing. The most important task of a leader when implementing new ideas, is communicating the vision. Those leaders who successfully communicate their vision to their followers achieve more than those who don't. Leaders usually see in three levels, perception, probability, and possibility, but only great leaders see with possibility, these are the futurist leaders. To share a vision with the followers, leaders must understand that **vision can be hindered** by people. Some followers are too narrow-minded to understand vision, they love tradition and are not willing to step out of their comfort zone.

Setting the proper environment is also a priority when sharing

your vision with the organization. Let people see your heart before they see your hope, people don't care how much you see until they see how much you care. Help people see beyond their own horizon, let them understand the importance of their work, if they love what they do, then they will reach their potential.

The Price Tag of Leadership: Self-discipline

What you are going to be tomorrow, you are becoming today.

John C. Maxwell

Self-control is the ability to test desire by reason, to be resolute and ever in readiness to en natural pain and vent"
Aristotle

"Success depends not merely on how well you do the things you enjoy, but how conscientiously you perform those duties you don't"

John C. Maxwell

Good character is not given to us, we have to build it piece by piece, by thought, by choice, courage and termination. This will only be accomplished with a disciplined life-style.

What is self-discipline?

The Greek word for self-control comes from a root word meaning "to grip" or "to take hold of". This word describes people who are willing to take grip of their lives and take control of them to achieve success. All leaders must be able to take grip of their lives by understanding their number one responsibility is their own discipline and personal growth; if they cannot lead themselves, they cannot lead others.

How is self-discipline developed?

Developing self-discipline is easy, first you must desire to have it in your life. Then, you

have to analyze your life, you are the only one who knows what your life lacks of. Then, you can start following these steps suggested by Maxwell. Start small, what you are going to become tomorrow, you are becoming today. Create a small plan, list five things in your life that lack discipline, place them in order of priority, take them on one at a time and ask someone to help you be accountable for them. Organize yourself, when you are organized, you walk with a sure sense of purpose. Start now, tomorrow it might be too late

Organize your life

1. Set priorities
2. Place priorities in your calendar
3. Allow a little time for the unexpected
4. Do project one at a time
5. Organize your work space
6. Work according to your temperament
7. Use your diving time for light work and growth
8. Develop systems that work for you
9. Always have a plan for those minutes between meetings
10. Focus on results, not the activity

"I have never known a man worth his salt who in the long run, Deep down in his heart, didn't appreciate the grind, the discipline"

Vince Lombardi

Self-discipline depends on responsibility

A leader who wants to be successful in guiding others, must guide himself first, and that can only happen with self discipline, which ultimately depends on responsibility. A great leader must welcome responsibility into his or her life. Leaders must be responsible for who they are; their deeds, thoughts and words must match. Leaders must be responsible for what they are given and for those they lead. Leaders will never be set above followers except when carrying out responsibilities. However, leaders are not to be responsible just in their professional lives. Integrity, honesty, and transparency must

be their companions. If leaders want to be loved, accepted, trusted and followed by their followers, they must keep their promises, they must care for their people and they must put what is best for others ahead of what is best for them.

Do you want to become a good leader for the good of others or just for your own good?

Great leaders understand that when working in an organization they have two paths to follow, they either play now and pay later or pay now and play later. Let me explain that better. If you do the right things now, when they are supposed to be done, if you care for your people now, if you invest you life properly

now, you will then receive the "pay". Do the right things now and the rewards will come later. Many people, including leaders, want to achieve rewards now, they won't to go through the suffering, they do not want go through the process. The only thing they want is to receive those "rewards". Let me tell you one thing, rewards will only get to a person's life, once he or she has "played well"

The Most Important Lesson About Leadership: *Staff Development*

The growth and development of people is the highest calling of leadership.

John C. Maxwell

"A great leader develops a team of people who increase production"

John C. Maxwell

"Few people are successful unless a lot of people want them to be"

John C. Maxwell

The difference between playing to win and playing not to lose is the difference between success and mediocrity.

John C. Maxwell

Those closest to the leader will determine the level of success for that leader.

Leaders who continue to grow personally bring growth to the organization and create a great team around them. So, a leader who is constantly growing, learning and improving can guide a great team of people and can teach them the importance of growing personally and professionally, a team of people that grows and that is motivated will increase the organization's production. When leaders develop a team, they are investing their lives, they are not working just for them, they are thinking of others, they are "playing now" and they will receive the "pay" later. A motivated team will increase an organization's production so the answer to the frequent question, how do I improve production? How do I make my organization better? Is MOTIVATION.

The Importance of Staff Development

When developing a staff, leaders must remember that one of the most important steps is to choose the right people. Hiring must be a meticulous job, first, you need to know what kind of people you are looking for some aspects must be taken into account: attitude, energy, integrity, responsibility, good self-image, resilience, self-discipline, and creativity among others.

A great leader creates a winning team.

When guiding a team, leaders need to understand that there is a big difference between not losing and winning. This is the message they have to transmit to their followers. Leaders must guide their team to reach their potential. Most of the times, winning teams aren't the most

talented, but very frequently they are the most committed, they care about all the members of the team and they help each other grow. Good teams support each other, they use each member strengths to make the team better. A great leader helps their team identify what their mission is and help them create group identity. They walk along each one of them to help them improve, but they also make hard decisions. Whenever there is a staff member that is not helping the organization grow, then the leader has to decide what to do about it, sometimes letting a person work somewhere else could benefit the organization. When developing your staff and making decisions, think about everyone involved in the organization, not just one person. Don't hurt your people to help only one person. Leaders multiply, they don't just add. Leaders grow beyond themselves because of those who are close to them. Being a great leader means being grateful for the people who are around you, the ones who are close to you. "With them you will continue to lead, but because of them you will continue to grow"



<https://www.hedmed.co.uk/staff-development-2/>

Continued success is the result of continued improvement.

John C. Maxwell

Conclusion

"A great leader develops a team of people who increase production"

John C. Maxwell

"Leadership can be taught"

John C. Maxwell

In *Developing the Leader Within You*, John C. Maxwell (1993) explains the importance of setting priorities in your life, being self-disciplined and caring for people. Though the first time you see this book's title you might think it was written just for "organization leaders", once you start reading it, you will realize it was written to help people develop the great strengths that are within them. It will help you think about your life, your attitudes, your thoughts and even your feelings. While reading it, you will feel the great desire of seeing your life changed, you will feel the need to put plans into action. No matter what stage of your life you currently are, this book will help you become a better person. It will teach you the importance of developing yourself before developing others. This book will change your life perspective, it will help you identify the things you are doing wrong in life and it will persuade you,

"The key to success in any endeavor is the ability to lead others successfully"

John C. Maxwell

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