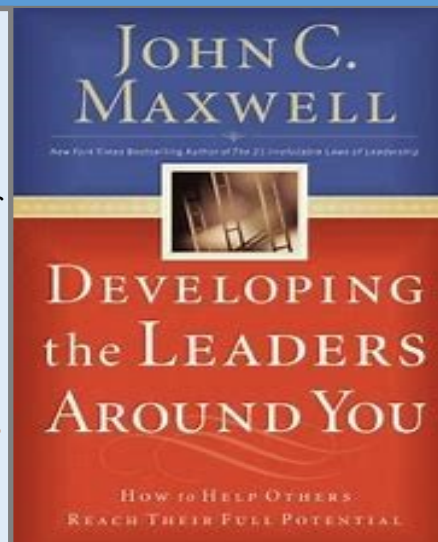


## DEVELOPING THE LEADERS AROUND YOU

**About the Author John C. Maxwell**

John C. Maxwell, is an American author, speaker, and pastor who has authored many books on Leadership. He speaks extensively across the United States on the issues of leadership, relationships and personal growth. Maxwell is the founder of INJOY a leadership development institute that has trained more than five million people in 180 countries. He also reaches out to large number of leaders through his popular audiotapes, videos and books, all produced by INJOY. He has been voted the top leadership professional, six years in a row on LeadershipGurus.net. **(From the sleeves of John Maxwell's book)**

**INSIDE THE SUMMARY**

1. **AM I RAISING UP POTENTIAL LEADERS?** (*The Leader's Key Question*)
2. **CREATING A CLIMATE FOR POTENTIAL LEADERS** (*The Leader's Toughest Challenge*)
3. **IDENTIFYING POTENTIAL LEADERS** (*The Leader's Primary Responsibility*)
4. **NURTURING POTENTIAL LEADERS** (*The Leader's Crucial Task*)
5. **EQUIPPING POTENTIAL LEADERS** (*The leader's Daily Requirement*)
6. **DEVELOPING POTENTIAL LEADERS** (*The Leader's Lifelong Commitment*)
7. **FORMING A DREAM TEAM OF LEADERS** (*The Leader's Highest Return*)
8. **COACHING A DREAM TEAM OF LEADERS** (*The Leader's Greatest Joy*)
9. **REALIZING VALUE TO AND FROM LEADERS** (*The Leader's Finest Hour*)
10. **REPRODUCING GENERATION OF LEADERS** (*The Leader's Lasting Contribution*)

**Purpose of the Book**

The purpose of this book is to encourage leaders to raise the next generation of leaders around them because organizations rise or fall based on the quality of people around the leaders. Developing leadership qualities in others is the way to ensure success in today's competitive world because the one asset that truly appreciates within any organization is people. Systems become outdated. Buildings deteriorate. Machinery wears. But people can grow, develop, and become more effective if they have a leader who understands their potential value.

Developing the Leaders Around You takes personal leadership one step further by showing leaders to identify potential leaders, creating a conducive environment for potential leaders to grow, nurturing them and equipping them with the right tools and resources to develop into productive leaders so that the organization can benefit from.

**Compiled By Emmanuel Ofose**



### Chapter 1: The Leader's Key Question: Am I Raising Up Potential Leaders?

Successful leaders who have made it to the top, know that the greatest asset of every organization is its people because other assets may fail and deteriorate with time, but human resources continue to appreciate to increase an organizations productivity. Leaders must therefore develop people around them to be able to succeed. The leader has vision, but he needs other leaders to help make his mental picture a reality. John Maxwell (1995, p. 3) is of the view that: *great leaders need to surround themselves with other leaders because of the following reasons;*

- **The kind of followers who surround the leader determines his success level.** The bottom line is that a leader must develop good leaders around him so that they can help him to succeed.
- **The success level of every organization is linked to the potential of its members.** Organizations must invest in the training and development of its personnel so that they can impart the knowledge and skills acquired to bring the necessary changes in the organization.
- **Great leaders need other leaders to help them carry their load.** Fellow leaders support other leaders to make the load lighter for them.
- **Leaders who nurture other leaders multiply their effectiveness.** Leaders must not to be selfish but must create and nurture new leaders around them because their effectiveness will depend on other leaders they have nurtured.
- **Developed leaders enhance the future of the organization.** Some leaders believe in the structure of their organizations but the author is of the believe that *“great leaders make an organization not structures”*.

*“Grow a leader, grow the organization”*

### Chapter 2: The leader's toughest challenge—Creating a Climate for Potential Leaders

The environment in which workers operate is a very strong catalyst for developing potential leaders. Leaders must therefore create a conducive environment that builds and develops potential leaders in the workplace to stimulate employees to achieve greater works. Potential leaders grow in an environment that appreciates their skill and gives them the platform to grow. A positive environment generates momentum and accomplishment which is often the only difference between a growth climate and the opposite.



A comfortable, safe, and happy work environment is conducive to good productivity levels.

The kind of environment where people are placed determines their level of growth. *The author suggests the following, as some of the ways to develop a good climate in an organization;*

- **A leader must focus on the strength of the followers:** A good leader must believe in his followers' strength and nurture them to unearth the potential in them so that they can grow.
- **A good leader must continuously identify the needs and desires of the followers** and show interest in their well being. Once this is done it becomes a driving force for achievement.
- **Focus on the leadership qualities within a person.** Some of the qualities that leaders must look out for in potential leaders are; *“servanthood, positive attitude, growth potential, loyalty, integrity, discipline, gratitude, resilience and determination”*
- **Focus on the results.** Titles and positions don't guarantee success but rather success is determined by results.
- **Provide opportunities for growth.** Leaders must identify the specific needs of potential leaders and allow them to explore, mentor them, expose them to successful people and provide them with the tools and resources to work with.
- **Leaders must spend more time in developing the leaders within an organization (“Farm team”).** Developing people within the organization has numerous advantages; they already know the organizations culture and the leader also know their attitude and potential.
- **Leaders must make tough decisions that benefits the organization, not individuals.** A leader must be fair but firm when it comes to issues of training, transfers and termination of appointments.

**Leaders need to pay a price to achieve success.** Success is not achieved on a silver platter. Leaders must invest in developing the skills and competencies of potential leaders to bring the best out of them.

*“the leaders in any organization must be the environmental change agents”*

### 3: The Leaders Primary Responsibility- Identifying Potential Leaders



Identifying potential leaders is a difficult task for all leaders. To identify potential leaders, one must look out for the positive qualities in people, not the bad. The best produces the best results whilst the worst candidate produces the worst results. Hiring people within and outside an organization have merits and demerits. The most important thing is for leaders to identify the needs of the organization. Leaders must not hire followers but potential leaders with leadership qualities to help them grow the organization quickly. In hiring the best people for an organization, *leaders must personally take interest in the hiring process, hire the best leaders in their field of business, act as good role model for the followers, make it as part of the organizational plan to develop people around you.*

**The author identifies certain qualities that stands out in good leaders;**

- **They must have excellent interpersonal skills.** A good leader must have the ability to successfully work with and relate well with people in an organization. They must have a genuine concern for others and ability to understand people.

- **They must have good communication skills:** Communication is the life blood of every organization and without it a leader cannot sell his vision to people.
- **A good leader must exercise self – discipline:** Discipline makes the most out of the limited time. A self-discipline person is a man of his own and does not allow other peoples actions to influence his reactions.
- **They must be confident:** Confidence exhumes positive attitude. Confident people believe in their own abilities.
- **They must have a proven track record:** They must be people whose past efforts or jobs have brought the much-needed transformation.
- **They must have a good attitude towards work:** People with positive attitude are very hardworking and don't give up easily and always persevere in the face of adversity.
- **They must be very innovative.** Great leaders must bring new-thinking and different actions to how executives lead, manage and execute task. Such leaders don't follow the status-quo.
- **They must be influential.** *“Leadership is about influence”*.

*“ to develop positive successful people, look for gold, not the dirt”*

- **Believe in potential leaders.** Believing in followers means you trust in their abilities and they are motivated to work hard for the leader

### Chapter 4: The Leader’s Crucial Task— Nurturing Potential Leaders



When potential leaders are identified, the next thing to do is to nurture them into leaders. To be able to achieve this, *“leaders must believe their followers, encourage them, share with them and trust them”*. Nurturing does not only benefit potential leaders but organizations as well. When people are nurtured they become more productive for the organization. The leader must be a good example to his followers to emulate. People improve when they have model leaders to look up to. **The author identifies the following as some of the things that a leader must do to nurture potential leaders around him;**

- **Develop your own leadership model.** Leaders must develop a model that is worth following. They must develop models based on their strengths not weaknesses. The models selected must be appropriate to produce leaders.
- **Develop guidelines to mentor people.** Leaders must note that mentoring does not create perfection but rather improves people. Leaders must look out for the abilities of their followers to mentor. The mentorship relationship must be based on mutual respect. Don't forget to reward mentees for their efforts during the mentorship relationship

- **The next thing to do is to show transparency.** Leaders must be open, candid, honest and genuinely express their thoughts and opinions. They must be ready to admit their mistakes and be responsible for their action.
- **Nurturing is a time-consuming process and must be planned for.** The nurturing process must be scheduled, and leaders must spend quality time with their followers to nurture them.
- **Potential leaders need to be encouraged in their nurturing journey.** Most followers thrive on outside encouragement to push them forward.
- **Leaders must be consistent.** Being consistent is important because your followers know what to expect and they know how to work and behave to reach positive outcomes.
- **A potential leader needs security from a nurturing leader to grow and develop.** Followers who feel secured takes risks to break new grounds to succeed.
- **Reward people for their efforts.** Reward must be based on hard work not idleness. People must be rewarded for their contribution towards production.
- **Provide employees with the needed resources to work with.** Employees may need support in relation to skill training, emotional support, the right tools, good compensation, as well the right supporting staff to get things done.
- **Focus more efforts on the promising leaders.** Leaders must invest more of their time on the most promising leaders and less time on potential leaders around them.

*“nurturing has the ability to transform people lives”*

## Chapter 5: The Leader’s Daily Requirement—Equipping Potential Leaders



The next step in developing leaders around you is to equip them. Equipping is the process that an employee must go through to acquire certain skills for a definite purpose. The one who equips the potential leader is known as the “*equipper*”. He plays the role of a **model, mentor and empowerer** to the potential leader. To be able to equip potential leaders, the following questions must be asked;

*Does the organizations have the capacity to equip potential leaders?*

*Is the leader willing to equip potential leaders?*

*Is the potential leader ready to be equipped?*

Potential leaders to be equipped must be selected based on their strengths, potential for growth and how well they fit into the organization team.

**The author believes that to equip potential leaders effectively for excellence, the following steps must be taken;**

- **Develop a personal relationship with the people who have been selected to be equipped.** This relationship will help the leader to know the strengths, weaknesses, goals and motivation level of potential leader.

- Leaders must communicate their dreams to the potential leaders so that they help to make it a reality.
- **Equip those who are committed to the organizational course and not those who only show interest in certain activities.** Commitment is one key trait potential leaders need to be successful. People who are committed to an organization put in more efforts to help the organization its goals.
- **Set goals for potential leaders to follow through.** Goals gives a sense of direction to the potential leader, and it's the first stage in the planning process. Goals must be **specific, measurable, attainable, realistic an time bound (SMART)**. Encourage potential leaders to write down their goals, and review them regularly to measure achievement's against sets targets.
- **Provide training.** Training is a very important part of the equipping process. Show them what to do, and then have them do it with you watching and giving feedback. People learn by doing.
- **Give them responsibility, authority and accountability.** However potential leaders must be allowed to exercise creativity and initiative in their work.
- **Provide them the right tools they need.** Tools involve more than equipment; give them all the resources they need to become effective on the job.
- **Monitor employees on regular basis to measure their accomplishment against set standards.** This will help the leader to know the progress of work, check deviations, make the necessary corrections, give feedback and encourage the employees where necessary to motivate them.

*"People need to be trained and developed primarily in their areas of strength"*

## Chapter 6: The Leader's Lifelong Commitment—Developing Potential Leaders

### Developing High Potential Employees



Developing potential leaders is the greatest task of any leader and it takes more attention and commitment to do that. To be able to develop potential leaders, **the author outlines the following key actions a leader can take to develop potential leaders into great leaders.**

- First the leader must find out the desires of your followers, what the leader can do to help them achieve that desire and find the appropriate rewards that matches their success.
- **Another key function of a leader in developing potential leaders is to help them to develop their own personal growth plan.** Growth is not automatic; it takes efforts to achieve that. Potential leaders must have a planned schedule for personal development.
- Leaders should never be content with their little successes as they continue developing people because growth is everlasting.
- In developing potential leaders, give instruction, demonstrate for them to see, let them experience the actual work and let them be accountable for their actions.

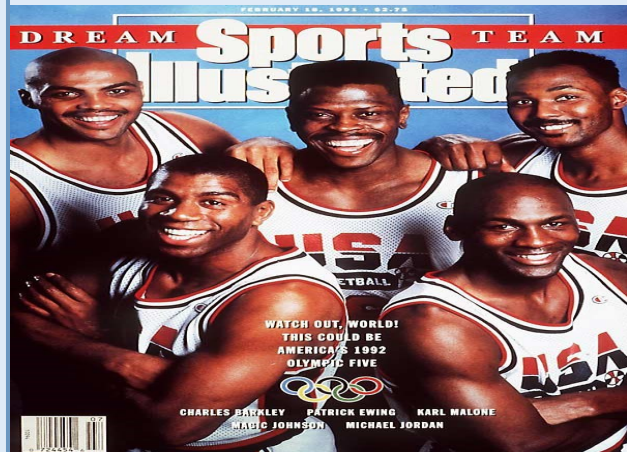
- Expose your people to different experiences so that they become well equipped in dealing with challenges and solving problems.
- Potential leaders must strive for excellence in the developing process and not settle for less. *“Excellence breeds character and character breeds excellence”*.
- Leaders must not forget to reward personal growth of their people as it will go a long way to develop them into good leaders.
- **Leaders must not be afraid to confront their people who are not acting appropriately.** However, confrontation must be done with the right attitude and respect, not as a show of power. Confront the persons action not the personality and be specific on the issue. After this, help the person to fix the problem.

*As a developer of people, the following must be noted;*

- ◇ Its not every person you develop that will reach the highest level. Some will be content when they reach a certain level, though painful, you can't force people to grow at your level, leave such people behind and concentrate on those who are ready to grow with you to the highest level.
- ◇ As leaders' people we develop may surpass us but we should take pride in the lasting impact that we make in the lives of people we develop.

*“the growth and development of people is the highest calling of leadership”*

**Chapter 7: The Leader's Highest Return—  
Forming a Dream Team of Leaders**



Its very good to build leaders but developing them into a team of leaders is very fulfilling. Individual leaders may produce results but individual leaders put together in a team achieve greater heights. **John Maxwell, the author believes that for teams to be successful, they must have qualities that bind them together. These foundational qualities are:**

- **There must be effective and positive communication among team members.** Team members must be free to offer suggestions and criticisms when necessary,
- **Teams must grow together.** Teams can grow together through shared experience and regular interactions among members, as teams grow together, they begin to appreciate each others' weaknesses and strengths. This eventually leads to a stronger team fit.
- **Put the team first.** In successful teams, team members place the greater interest of the group above their personal interest. *“Individualism win trophies, but teamwork wins pennants”*.

- Team members must care for one another and seek each others interest, the team members must know the goal of the team and how important it is.
- **Every member of a team has a role to play to make the team successful.** Each person has unique qualities that makes them different from each other and these qualities must be maximized to benefit the whole group.
- **Every good team must have a strong substitute bench.** A strong bench brings healthy competition among team members and makes the team even better. In organizations team members complement the efforts of each other and are ready to take the place of a weary individual to enable that person to take a rest.
- **Teams must be ready to sacrifice if they really want to succeed.** Team members must be committed to the course of the group and must be ready to pay the price to make the group succeed.

*“ teams that don’t bond can’t build”*

### Chapter 8: The Leader’s Greatest Joy— Coaching a Dream Team of Leaders



The desire of every coach is to coach the “*dream team*” made up of an array of stars with different skills, talents, unique qualities and the desire to compete and succeed at the highest level. Though this seems impossible, a leader who takes interest in harnessing the collective genius of his team members stands the chance of building a dream team.

**To become a dream team coach, the author outlines ten qualities that must be developed;**

- **A dream team coach selects the right people that fits into his game plan.** The quality of personnel that you hire will determine the output that comes out.
- **A dream team coach must communicate his game plan to his players before and during games.** Game plans give directions to the whole team as to what is expected of them.
- A dream team coach must take time out to regroup with his team, make changes in play and personnel, communicate among themselves to share ideas and remind team members to stay focus.
- A dream team coach must be able to identify the wants and preferences of their team members and use that knowledge to attain the individual players goals to build a strong team.
- **A dream team coach must expect that problems can arise and must treat them as normal occurrence.** They should know that problems are an opportunity to learn, grow and improve.



- **A dream team coach must act as a facilitator not a dictator.** He must get everybody on board. The coach is supposed to provide support and encouragement the team needs for success.
- **A dream team coach must earn the respect of his players.** Without respect, a coach will not be able to influence his team members positively. Respect can be earned when the leader is trustworthy, has a caring attitude and the ability to make hard decisions.
- **A dream team coach must not give players the same treatment and motivation.** Players are treated based on their level of output and outstanding contributions to the team. *“Give opportunities, resources, and playing time according to players past performance”.*
- **A dream team coach builds a winning team.** The only challenge is how to maintain the winning momentum. To maintain a winning formula, teams must stay focus, reward efforts, make changes when necessary and always work to improve the team’s performance.
- **A dream team coach must learn to delegate.** Delegation is one of the powerful tool’s leaders use to build confidence in leaders and to create initiative among them.

**Importance of Delegation**

- Saves Time
- Increase morale and productivity
- Creates Hierarchy
- Helps Superior & subordinates
- Develop team spirit
- Allow for Management Development
- Allows for efficiency and fast actions
- Maintains Harmony



**Why some leaders fail to delegate?**



**Chapter 9: The Leader’s Finest Hour—Realizing Value To and From Leaders**



Both developed and developing leaders attain the level they get to with the help of other leaders. The value that is added to their potentials helps to enrich their strength and qualities. Value addition is a two-way affair. Leaders add value to their followers and they also receive value from their followers. **The author in assessing the value addition concept from both sides, identified the following as some values that leaders and followers can add to each other.**

### The value that leaders can add to their followers;

- First, a leader provides vision and direction to the leaders around him because without vision the organization cannot accomplish his goals. Also, vision gives focus and direction to team members.
- Secondly potential leaders receive encouragement, care and love from their leaders. Encouragement is one of the motivating factors that push potential leaders beyond the limit.
- **Also, a leader must believe in the people he's developing.** This gives them the self confidence to deal with task that even seem impossible. Leaders should believe in their followers and they will rise to fulfill their potential.
- Moreover leaders must take a keen interest in the personal growth and development of the people around him through mentorship and coaching programs, as well as sharing his experiences with them.
- **Leaders empower the people around them.** People become empowered when they are provided with three things, *opportunity, freedom and security*. Empowered people feel motivated to use their initiative and creativity to work.

### Value that can be added to leaders by the people they lead;

Leadership is a give and take affair, as leaders give value to the leaders around them, they also receive value from their followers. Some of the value added to leaders from their followers include;

- **Loyalty or allegiance to the leader.** People who are loyal to the leader are committed to the course of the organization.
- **Encouragement to their leader.** The demands of leadership job is huge and people get weary along the line but when they are down, encouragement from leaders around, urges them to continue.
- **Being honest with the leader.** They are able to confront the leader to share their perspective on issues. Leaders benefit from the worth of knowledge of followers through counselling, wisdom and knowledge.
- They also relieve the manager of the burden of doing the work alone by implementing ideas, completing projects and solving problems on behalf of their leaders.
- They also give the leader enough time to attend to only the difficult task and this frees the leader to attend to other equally important task.



- **The last value followers can add to leaders is extending the leaders influence.** Leaders around a leader helps him to increase the leaders influence. They represent the leader at meetings and other functions that he cannot attend, and they speak the mind of their leaders.

*“one of the greatest rewards of adding value to people is that it comes back to your multiplied”*

**Chapter ten: The Leader’s Lasting Contribution  
- Reproducing Generations of Leaders.**



Most people are of the opinion that leaders are born not made. They believe that leaders emerge out of birth and don’t make any effort to develop other leaders. Such people produce followers rather than leaders. Such leaders achieve a short-term success. The success level of a leader depends on the number of leaders he develops around him. They tend to forget that *“a leader who produces other leaders multiplies his influence”*. Some leaders live and die with their organizations because they failed to develop other leaders. Leadership must have a multiplying effect. A leader who produces other leaders multiplies his influence. The leaders we develop today must also develop the next generation of leaders to ensure the continuity in the leader’s vision.

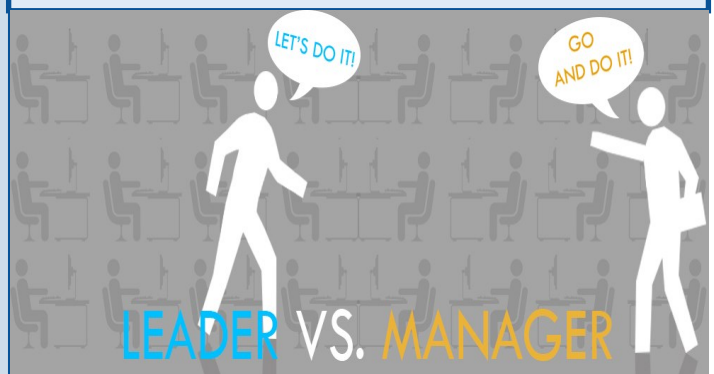
Leaders should not assume that the leaders they produce will act and become exactly like them. **The author outlines three things he considers as a requirement for a person to become a leader:**

- It begins with the *“desire of the potential leader”*. Desire will determine the progress of the potential leader.
- The next is that person must have *“good relational skill”*. This is the ability of a person to work and relate well with other people.
- Next, they must have *“practical leadership skills”*. This can be obtained through modeling, equipping and developing.

In reality not every follower can become a leader. It’s the duty of the leader to identify those who have the potential and desire and nurture them to become great leaders. In developing potential leaders, there are four things leaders must consider:

- **Create a conducive environment for their growth. Provide an environment that brings them closer to you so that they can learn from you.**
- **Also believe in them. This will encourage and give them the confidence to move on.**
- **In addition, empower them by giving them leadership roles and giving them the authority to act on your behalf.**
- **Lastly develop leaders based on their strength.**

**How does Managers differ from leaders?**





### CRITICAL EVALUATION OF THE BOOK

Reading the book, developing the leaders around you gave me the picture of an author who is so passionate not only about leadership but also as someone who has a burning desire to see the growth and development of people around him. His assertion that the greatest asset of every organization is its human resource and that organizations can grow if they develop potential leaders around is spot on. In the book, the author uses his personal experience to support the various principles he outlines as a guide to help leaders develop potential leaders. The principles though good cannot be said to be absolute because it may not work for everyone that wants to develop as a leader.

Also his reference to the bible to buttress his argument on many occasions is bias in my opinion because in a secular world as we live today, the book may not appeal to people from different faith. For instance on page 117, the author outlines certain steps from his faith as a personal plan for growth. This faith model for growth does not cater for the needs of other faith groups.

His assertion that **“leadership is influence”** cannot be entirely true and he admits that: **“leadership by itself is not enough and it must be measured to determine its quality”** (Maxwell, p. 49).

However weighing the authors influence as an authority in leadership, I still believe the book, “Developing Leaders Around You” is a must read book and will always recommend it to people who want to grow their leadership potentials. The book is easy to read and comprehend.

### References

Maxwell, J.C. (1995). Developing the leaders around you. Nashville, Tennessee: Thomas Nelson Inc.

All pictures used in summary was taken from google images.