



# DEVELOPING THE LEADERS AROUND YOU

## How to Help Others Reach Their Full Potential

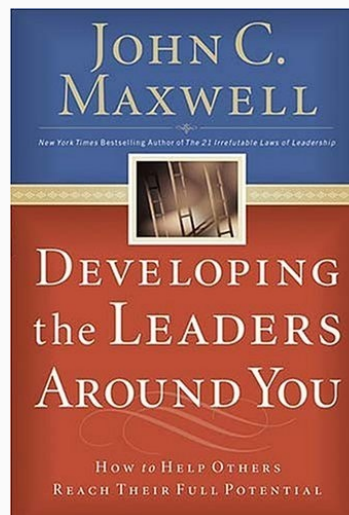
Nelson Business, 2005

No organization can succeed without good leaders. And a leader's most important task is to acquire and keep good people, and make leaders out of them. This is because in any organization or company, people are the only assets that can continually appreciate. Systems become dated, buildings deteriorate, and machinery wears down. But people can grow, develop and become more productive and effective if they have a good leader who understands their value.

Organizations cannot increase their value or productivity without people. An organization's growth potential is directly related to its personnel potential. This is the message of John C. Maxwell's "Developing The Leaders Around You" a good leader is

someone who knows how to develop other leaders. This book teaches practical techniques and gives wonderful insights on becoming a truly successful leader.

[read the summary](#) ➔



### About the Author:



In 1985, **John Maxwell** founded The INJOY Group, a collection of three distinct companies that employ 200 people and

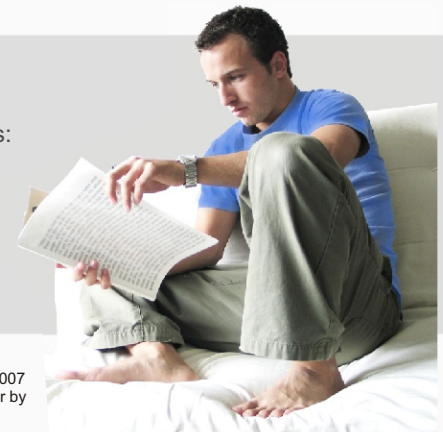
provide resources and services that help people reach their personal and leadership potential. In addition to building a successful organization, John has authored more than thirty books, including the New York Times best sellers **The 21 Irrefutable Laws of Leadership** and **Failing Forward**.

Called the nation's foremost expert on leadership, John was born in central Ohio five and a half decades ago. He credits his excellent leadership instincts and his early leadership training to his father.

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## I. Why Leaders Need to Reproduce Leaders

A good leader is someone who surrounds himself/herself with other leaders. A good leader finds the best people, and then develops them into the best leaders they can be.

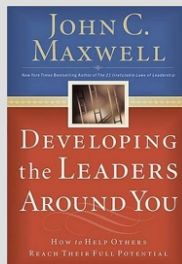
Why? Because the people closest to a leader determine the level of success or failure of that leader. In other words, as a leader, those closest to you can “make or break” you. Also, potential leaders help carry your other loads. In fact, the more people you lead, the more leaders you need to help you in your leadership. Potential leaders serve as a good sounding board-- they have a leadership mindset so they think like you and therefore see your problems as their own.

In addition, leaders who mentor potential leaders multiply their effectiveness. Developed leaders expand and enhance the success and future of any organization. Therefore, if you develop new leaders, you directly contribute to this goal.

You may think that developing potential leaders could threaten your leadership. But true leaders know how to inspire and create new leaders. True leaders have faith in other people's leadership abilities, and help them develop these skills. True leaders are not threatened by people with great potential.

“A leader's success can be defined as the maximum utilization of the abilities of those under him/her.”

### About the Book:



**Author:** John Maxwell  
**Publisher:** Nelson Business  
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## II. Identifying Potential Leaders

How do you identify potential leaders? Dale Carnegie, a master at identifying potential leaders, said: “People are developed the same way as gold is mined. Several tons of dirt must be moved before an ounce of gold is found. But you don't go into the mine looking for the dirt. You go in looking for the gold.”

To identify potential leaders, you need to look for the gold in people, not the dirt. Look for the good qualities, not the bad.

### 1. Start the process of looking for leaders with an inventory of your organization.

Ask yourself the Five As:

- Assessment of Needs-- What is needed? (What kind of people does your organization need?)
- Assets on hand-- Who are the people already in the organization who are available?
- Ability of Candidates -- Who is able?
- Attitude of Candidates -- Who is willing?
- Accomplishment of Candidates-- Who gets things done?

### 2. Assess leadership qualities of potential leaders

You can do this by rating potential leaders on the following, on a scale of 1 to 5:

- a) The person has influence.
- b) The person has self-discipline.
- c) The person has a good track record.
- d) The person has strong people skills.
- e) The person has the ability to solve problems.
- f) The person does not accept the status quo.
- g) The person sees the big picture.
- h) The person has the ability to handle stress.
- i) The person displays a positive spirit.
- j) The person understands people.
- k) The person is free of personal problems.
- l) The person is willing to take responsibility.
- m) The person is free from anger.



- n) The person is willing to make changes.
- o) The person has integrity.
- p) The person is growing closer to God.
- q) The person has the ability to see what needs to be done next
- r) The person is accepted as a leader by others.
- s) The person has the ability and desire to keep learning.
- t) The person has a manner that draws people.
- u) The person has a good self-image.
- v) The person has a willingness to serve others.
- w) The person has the ability to bounce back when problems arise.
- x) The person has the ability to develop other leaders.
- y) The person takes initiative.

Those who score 60 and above have the potential to be future leaders. Those below 60 are more difficult to judge; some may become good leaders, but others may not be ready to be mentored. Being a good leader also entails being a good judge of who can and cannot be developed into future leaders.

### 3. Regard Hiring as a Priority

This means placing the responsibility of hiring new people at the hands of a highly-developed leader. And don't settle for poor performers. One great person will always out-produce and out-perform two mediocre people.

## III. Qualities to Look for in a Leader

Look for 10 Leadership Qualities in your potential leaders:

- **Character.** A person with good character has honesty, integrity, self-discipline, dependability, perseverance, conscientiousness and a strong work ethic. Conversely, a person with weak character often is unable to take responsibility for his/her own actions, meet deadlines, and fulfill promises/obligations.

- **Influence.** This means a person knows he/she is going somewhere, and he is able to persuade others to go with him. Look for people who are followed by other good people, not mediocre ones, as well as people who follow good role models.

- **Positive Attitude.** Look for people with a no-limit mindset, who are willing to try anything, who always think positive, and are not restricted by self-imposed limitations.

- **Excellent People Skills.** People who have genuine concern for others, who understand people, and strives to interact well with others, are good potential leaders.

- **Evident Gifts.** Every person has gifts and abilities and it is your job as a leader to identify and assess these gifts when you hire people. Some people have great natural abilities but lack the self-discipline to use them well, or the training to harness them, or the opportunity. Others simply are not suited for a particular job because their gifts lie elsewhere.

- **Proven Track Record.** Always check a person's past performance. A good leader always has a proven track record.

- **Confidence.** People are naturally attracted to people with confidence. Look for people who believe in themselves because good leaders remain confident whatever the circumstances.

- **Self-Discipline.** Disciplined people know how to manage two things their emotions and their time.

- **Effective Communication Skills.** Good leaders can communicate effectively. This means having a genuine concern for the people they talk to, ability to focus on the other person, and the skill to communicate with all kinds of people. An effective communicator also maintains eye contact and always has a warm smile ready.

- **Discontent with the Status Quo.** Look for people who are not willing to be satisfied with the status quo, and are willing to be different and take risks. People who refuse to change or take risks fail to grow. People who like the status quo are not leaders; they are followers.



## IV. Creating a Climate For Potential Leaders

Knowing that your most important task as a leader is developing good leaders, your greatest challenge then is to create a climate that attracts and nurtures potential leaders.

To create this climate, you need to show a positive attitude towards your people, and create an atmosphere that makes it easier for people to succeed.

You also need to create momentum. This means you need to encourage people to accomplish great things consistently.

How do you do this? First, become a model for your desired style of leadership. Set a great example for potential leaders. Next, focus on the leadership potential of people around you. Find their greatest assets and strengths, and encourage these consistently.

At the same time, learn how to identify people's needs or desires. Desire, as well as determination and drive, push people to succeed. Therefore, you need to know what your people wish to have and achieve. Then you need to show them that you care enough to help them achieve their desires, and do your best to help them attain these.

Consequently, you need to provide growth opportunities for your potential leaders. Ask yourself, "what do my people need to grow" and then find ways of providing these.

Also, place greater emphasis on production, not position and title. Focusing more on position and title creates negative competitiveness instead of unity and common purpose. If you emphasize on production more than position, you can nurture a team atmosphere and everyone can focus on doing their jobs and doing them well.

Finally, do big things. Good people and potential leaders are attracted to leaders with a big vision and big goals. As author Henry Drummond says, "Unless a man undertakes more than he possibly can do, he will never do all he can do."

## V. Nurturing Potential Leaders

Once you have identified your potential leaders, you need to begin the work of building them into the leaders they can become. Use the BEST acronym as a guide to doing this:

- B - Believe in them
- E - Encourage them
- S - Share with them
- T - Trust them

### 1. To develop good leaders, you need to give time to them.

Motivate your people by telling them you believe in their abilities, and consistently encourage them to do their best. People who know that their leader has confidence in them become highly-motivated

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Called the nation's foremost expert on leadership, John was born in central Ohio five and a half decades ago. He credits his excellent leadership instincts and his early leadership training to his father, Melvin Maxwell, whom he followed into the ministry. For over twenty-five years, John led churches in Indiana, Ohio, and California.

In 1995, John began dedicating himself full-time to writing, speaking, and consulting. Each year he speaks live to more than 350,000 people. Known as a dynamic communicator, he is in high demand on the topic of leadership, and he speaks to many American corporations and entrepreneurial organizations.

John has earned bachelor's, master's, and doctoral degrees and has also received five honorary doctorates. He lives in Atlanta, Georgia.

Two of John's favorite books are **How to Win Friends & Influence People** by Dale Carnegie, and **As a Man Thinketh** by James Allen.

To know more about the author, please visit <http://www.injoy.com>.



and also come to believe in themselves. Be committed, serious, and available to the people you mentor.

### **2. Be Consistent.**

Be consistent in mentoring and giving your people support, time and encouragement, whatever the circumstances. This helps to build people's trust in you.

### **3. Recognize Your People's Accomplishment.**

Show them that what they do is significant and has value to you and the organization. One way you can add significance to your people's work is to make them part of something worthwhile show them the big picture of what the organization aims to achieve and their part in making this possible.

### **4. Provide Security to People.**

People who feel secure are more likely to grow, develop, excel and take risks to better themselves.

### **5. Reward Accomplishment.**

Let your people know what your expectations are, and what rewards await them if they succeed, and they will strive to meet them. And when they do so, make sure that you give them adequate rewards. Reward should not just come in the form of financial compensation or incentives, but in official and personal recognition, and genuine appreciation. Being rewarded for a job well done only makes people strive to do better.

### **6. Establish a Support System.**

Nothing hurts more than asking people to do something and then not giving them the support and resources to do it. A support system should include: emotional support (encouragement and concern), skills training, money, the right equipment, and personnel.

## **VI. Equipping Potential Leaders**

Equipping is similar to training. It is the process you and your people need to undertake together so that you can prepare them for leadership. You

can do this by following these steps:

1. Develop a personal relationship with the people you equip. Get to know them, listen to their life stories, see them outside of the office. You not only get to know their strengths and weaknesses, you also get them to like you, and be more willing to learn from you.

2. Share your dream. While getting to know them, share yourself as well, and your dream for the organization, with them as part of it. This helps them to know where you want to go, and become more committed to following you.

3. Ask for commitment. Commitment is the one quality that enables a potential leader to become a successful leader. Thus, you need to make sure that the people you equip are committed to leadership and the organization. You also need to tell them what it will cost them to be leaders: be honest about what they need to do before they commit.

4. Set goals for growth. Give your people clear objectives to strive for, so that they know what to do and what is expected of them. Make your goals attainable, appropriate, measurable and clear. Put them in writing so that your team can commit to them better.

5. Communicate the fundamentals. Explain clearly what your people's fundamental responsibilities are. Clarify your expectations as well as their job priorities. Make sure they can distinguish the most important parts of their job from the less important.

6. Perform the five-step process of training. This includes: a) modeling (being a model for them; b) mentoring; c) monitoring their progress; d) motivating them; and e) multiplying them (giving them a chance to develop leaders themselves)

7. Continuously monitor their progress. Conduct regular meetings, formal and informal with your potential leaders. Check on their needs and problems, equip them with the right tools, and continue encouraging them.



## VII. Developing Potential Leaders: Sustaining Growth

If you are able to do all of the steps above, that means you are a better-than-average leader. But you will never be a great leader if you fail to this next step taking the leaders you have developed to the next step towards fulfilling their potential.

There are differences in emphasis when you are nurturing, equipping and developing leaders as shown in the table below:

Nurturing	Equipping	Developing
Care	Training for Work	Training for Personal Growth
Focus is on Need	Focus is on Task	Focus is on Person
Relational	Transactional	Transformational
Service	Management	Leadership
Maintains Leadership	Adds Leadership	Multiplies Leadership
Establishing	Releasing	Empowering
Helping	Teaching	Mentoring
Need-Oriented	Skill-Oriented	Character-Oriented
What they want	What Organization Needs	What They Need
A Desire	A Science	An Art
Little or No Growth	Short-Term Growth	Long-Term Growth
All	Many	Few

As you can see from the table, developing the leaders you have nurtured and equipped means making sure that they fulfill their potential for the long-term, not just while they are with you. This is probably the hardest thing to accomplish and this is why most leaders fail to do it. But if you do achieve this, then the rewards are manifold because you can create a legacy of leaders who can develop future generations of leaders after you.

There are some guidelines to doing this:

1. Find your potential leaders' motivations and then harness them. Ask yourself what they want, if they have a way of getting it, and make sure the rewards are adequate. This can increase their motivation and make them push themselves to become the leaders they can be.

2. Be a good listener. Listening to your people add to your success as a leader and to

their own development. When you listen to their ideas, you give them a chance to increase their contribution. When you use their ideas, they will feel more valued and are encouraged to contribute more. Likewise, you can benefit from their good ideas.

2. Develop a plan for their personal growth. Help your people develop their own plans for personal growth. A personal growth plan has four main ingredients: setting aside time for growth daily, filing quickly what you learn, applying quickly what you learn, following your plan consistently for at least one year, and growing with someone for greater motivation and chances of success.

3. Give them varied experiences. Once you have built new leaders, it is tempting to leave them in jobs they are good at. But it is more rewarding to keep providing them with new experiences and opportunities with which they can test and improve their skills and keep them from sliding backwards or becoming bored with what they do.

4. Care enough to confront. Developing leaders for the long-term also means doing the difficult task of confronting them for negative or wrong actions. To do this well, you need to remember the following:

- a. Act quickly. Don't wait or try to avoid confrontation because it will only make matters worse.
- b. Separate the action from the person. This means that you condemn the action while continuing to support the person.
- c. Confront only what the person can change. If you ask someone to change what he/she can't, he/she can become frustrated and his/her frustration can strain your relationship.
- d. Give the person the benefit of the doubt.
- e. Be specific in what you confront.
- f. Avoid sarcasm.
- g. Avoid words like ALWAYS and NEVER.
- h. Tell the person how you feel about his/her action.
- i. Give the person a game plan to fix the problem.
- j. Affirm him/her as a person and a friend.



## VIII. Levels of Growth

At the same time, you also need to know that there are six levels of development and people may peak at any stage. This is because different people also have different capacities and potential for growth.

### Level 1. Some growth

Some people experience growth at a very slow rate and their growth lack direction. These people improve slowly and imperceptibly, and may never shine.

### Level 2. Growth that makes them capable at their job

This is the level where people become good at their job, and many people stop growing at this level.

### Level 3. Growth that makes them able to reproduce themselves in their job

At this level, people start to add to their value because they are able to train others in their area of expertise. Some people who are technically strong but have limited leadership skills are able to do this.

### Level 4. Growth that takes them to a higher-level job

At this level, people are willing to dedicate themselves to growing both personally and professionally. They are able to broaden their thinking and experience, and become more valuable and productive to their organization.

### Level 5. Growth that allows them to take others higher

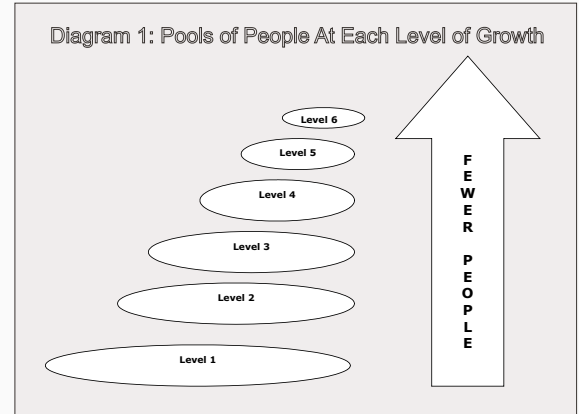
At this level, great leaders start to emerge. They no longer just add value to their organization, they multiply it.

### Level 6. Growth that allows them to handle any job

People who develop at this level are rare. If you have the privilege of working with people at this level, treat them with the greatest love and care. These people are leaders who can make it anywhere. (See diagram 1.)

## IX. Paying the Price

The other side of attracting good leaders is making



the difficult decision of what to do with poor performers. The test of a true leader is in making this difficult decision. If you avoid this responsibility, you can hurt your organization's ability to achieve its goals, lower the good performers' morale, and damage your own credibility. You can also hurt the poor performers' self-image and potential effectiveness.

When faced with poor performers, you need to ask yourself: Should this person be trained, transferred, or terminated? Come up with an honest, intelligent answer and then quickly put it into action.

Another price you have to pay as leader is to do the hard task of examining your own abilities and skills, identifying your weaknesses, and committing yourself to your own personal growth.

## X. Be Personally Secure

To be a great developer of people, you need to be personally secure, because taking your people to the height of their potential may mean they will pass you by. If you are not personally secure, you will find yourself threatened, or competing with your own people. Recognize that developing leaders who can become greater than you are, often has a more lasting impact on the world.



## XI. Forming and Coaching a Dream Team of Leaders

Forming and coaching a dream team of leaders may be a leader's greatest dream and achievement. This is what coaches of champion sports teams, successful companies and other organizations sometimes achieve.

### Qualities of a Dream Team

The qualities of a dream team are as follows:

- team members care for one another
- team members know what is important
- team members communicate with one another
- team members grow together
- team members place their individual rights beneath the best interest of the team
- team members know exactly where the team stands (top-to-bottom transparency)
- team members are willing to pay the price
- each team member plays a special role
- there is a team fit
- there is a good bench (this means everyone, front-liners, second-liners, and so on down the line feel important)

To develop a dream team, you need to harness the collective genius of your team members. You need to know how to select, motivate, and empower your people.

### Qualities of a Dream Team Coach

How do you do this? Be becoming a dream coach. A dream team coach has ten qualities. These are:

- Chooses players well
- Constantly communicates the game plan
- Takes the time to huddle
- Knows what his/her players prefer
- Excels in problem solving

- Provides the support needed for success
- Commands the respect of the players
- Does not treat everyone the same but knows to reward good performance
- Continues to win
- Understands the levels of players

Aside from these ten qualities, a good dream team coach/leader knows how to delegate responsibilities and tasks. He/She doesn't try to do everything, but recognizes people's capabilities and gives them appropriate tasks. Delegating work also shows that you have confidence in other people's capacities, and that you are personally secure.

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