Launching A Leadership Revolution  
Mastering the Five Levels of Influence  

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Executive Summary  

Chapter 1  

Leadership Discussion  

Chapter 9  

Selected Leadership Concepts  

• Lack of leadership in our culture  

• Leadership Defined (ten authors views)  

1. James C Hunter  
2. Al Kaltman  
3. Bill George  
4. Andy Stanely  
5. Vance Packard  
6. Gary Wills  
7. Alan Keith  
8. George Barna  
9. Kenneth O. Gangel  
10. Dwight D Eisenhower  

• John Maxwell: Leadership is influence-nothing more, nothing less.  

• Authors’ definition: Leadership is the influence of others in a productive, vision-driven direction and is done through example, conviction, and character of the leader.
• Why Leadership?
  • Leaders lead for the joy of creating something bigger than themselves.
  • Ray Kroc’s conflict with the McDonald’s owners in creating a fast food empire
  • Leadership is influence applied toward an overarching vision and is motivated by discontent with the status quo
  • Leaders have to own the vision completely. It must be a perception of a coming reality to which they are totally committed.” P.9
  • The level of leadership determines the success of its results
  • General Andrew Jackson at the Battle of New Orleans is an example of real leadership
  • Leadership ability can be acquired
    • Anybody can develop his leadership ability beyond his current level
    • Everybody can be a leader at something, and usually people’s strengths lie in areas that interest them greatly.
  • The strategy is to cultivate and develop leadership ability within ourselves. Change is always present, but growth and improvement are optional. Leadership development is a deliberate process.
  • Leadership is part art and part science. It is hard to define but easily recognizable
  • Leadership as demonstrated by Winston Churchill
    • Churchill’s personal inspiration was itself an element in Britain’s war-making powers.
    • Churchill achieved results by organizing Britain’s armed forces
    • Churchill has an enduring legacy and is pure evidence of leadership
    • Providing a mental picture of a preferred future, mobilizing others toward a common goal, influencing them in a productive, vision-driven direction, Churchill was the perfect example of the conviction and character of a leader
Chapter 9

Selected Leadership Concepts

The Fourth Level of Influence:
Developing Leaders
(abbreviated)

- This level deals with the leader’s ability to increase his influence through the development of other leaders. The leader continues to Learn, Perform, and Lead (prior levels) but now develops others who can also thrive at each of those three levels. Noel Tichy: A company’s success is directly tied to its ability to create leaders. The companies with the most leaders are the most successful.

- Presuppositions or the “Art” of leadership development. The higher a leader goes up the steps, the more important and numerous the presuppositions, while at the same time the actual actions become smaller and fewer. Said another way, the higher one ascends the Levels, the more “art” and less “science” is required. Who one is becomes more important that what one does. P.192

  - Level 4 Leaders know Results Will come Through the Efforts of Other leaders. This Fourth Level is significant because it dramatically increases the leader’s scope or range. Every time a leader can find and develop another leader who can perform up to the Third Level of Influence, it increases exponentially the scope of original leader.

  - Level 4 leaders understand the Power of Duplication. Whereas a Level 3 Leader must be present with his or her team in order to achieve success, Level 4 Leaders get results even when they are not around. This effectiveness obtained through the output of other leaders generates a result we call duplication. John Love: The essence of Kroc’s unique but amazingly simple franchising philosophy was that a franchising company should not live off the sweat of its franchisees, but should succeed by helping it franchisees succeed. The genius of Ray Kroc was that he treated his franchisees as equal partners. P. 194

  - Level 4 leaders Know that Recognition Is the Most Valuable Motivator. Level 4 leaders know that the real reason most people in their organizations perform is for the very recognition and praise the Level 4 leader bestows upon them. Level 3 leaders are generally concerned with how much recognition they themselves receive; Level 4 Leaders are focused upon how much recognition they can bestow on others. Charles Schwab: I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement.
• Actions or the “Science” of Leadership Development. The “art” side of leadership is starting to outweigh the “science” side. However, this Fourth Level still embodies some very key steps. P.197

• Level 4 Leaders Compel Other leaders to Get Team Results. Level 3 leader was responsible for compelling people to action. At Level 4 the leader’s credibility comes from the results he is able to help other leaders attain. Pat Mesiti: An effective leader is not someone who is loved or admired, but someone whose followers do the right things. Activity breeds ability, confidence, and experience.

• Level 4 Leaders Become Talent Scouts. P. 198 Mike Shanahan: (Think Like a Champion) You can talk about teamwork, you can talk about sharing the load, you can talk about spreading it around all you want. But at some point, your leader has to emerge. John Maxwell: Great leaders seek out and find potential leaders, then transform them into good leaders. Ross Perot: Your success will be based on your judgment in building a great team of people. The people you want won’t come to you-you have to search for them. Look for people who:

1. Are smart
2. Are tough
3. Are self-reliant
4. Have a record of achievement since childhood
5. Love to win.

• Pat Williams-Orlando Magic: Psychological studies show that high-achieving successful people are not overly concerned about what others think.

• Randy Haugen. P. 200
1. Have a financial foundation
2. Have a reliability factor
3. Have a credibility with their peers
4. Know a lot of people
5. Are confident
6. Are not worried what others think
7. Have personal discipline

• Three common qualities.

• Hungry
• Hone-able
• Honorable p. 200
• Additional Qualities

• Activity. People who rotate through the cycle of
achievement (See Chapter 3)

- Respect.
- Connected relationship. A relationship where the mentor and the protégé seem to “connect.”
- Attitude. Winners don’t have better circumstances; they have better attitudes about their circumstances.
- Relatability. Leaders are in the business of influencing people. For that reason, any candidate for the leadership-development process must have a basic ability with people.

- Level 4 Leaders Empower Other Leaders.

- Level 4 Leaders Learn to Mentor. H. Jackson Brown, Jr: Talent with out discipline is like an octopus on roller skates. There’s plenty of movement, but you never know if it’s going to forward, backwards or sideways. Steven Spielberg: Mentoring someone is not creating them in your image, but giving them the opportunity to create themselves. P.203

- Determine their personality temperament. Ancient philosophers were aware that each of us arrives at birth with a basic personality temperament.

- Different learning styles.

- Love languages. These are the styles of communication that a person prefers, such as verbal, touch, receiving gifts, quality time, and acts of service.

- Builds the relationship. Helps overcome bruised feelings. P208
- Affirms the protégé
- Build the Protege’s belief. Legs of belief: Evidence of past performance, Character, values. Pp.210-211
- **Builds the Protege’s dream.** P.211
- Kills the Protege’s fear
- Gives Confidence. Mentors help build and restore confidence by pointing out past victories and reminding the leader of his strengths and abilities. P 212
- Keeps the Protégé in the action phase.
- Reframes the Protege’s Challenges. Without proper reframing, obstacles can look insurmountable.
- Allows struggle to instruct.
• Encourages the Protégé.
• Spreads contagious Enthusiasm. Walter Chrysler: The real secret of success is enthusiasm.

• Teachers the Philosophy. All effective organizations and their leaders have a philosophy of success, a road map of behavior and thinking that explains and continues their history of accomplishment. Every interaction between the mentor and his protégé is an opportunity to preach and teach the winning philosophy. **The ability to express and share a winning philosophy is a core competency for any mentor.** P. 217

• Imparts thinking (Common Sense) David Schwartz: **Where success is concerned, people are not measured in inches, or pounds, or college degrees, or family background; they are measured by the size of their thinking. How big we think determines the size of our accomplishments. Remember, the main job of the leader is thinking. And the best preparation for leadership is thinking.** P218

• Holds the Protégé accountable.
• Challenges the Protégé. Hunger and desire are the key to the ongoing development of a protégé. To make sure the protégé is challenged the mentor could ask the following:

1. What vision are currently pursuing?
2. What goals do you have to fulfill that vision?
3. What type of activity would be required to accomplish that?
4. Are you wiling to do the work?
5. How strong is your commitment?
6. What type of person would be required to accomplish that?
7. Are you willing to change to become that person? P. 225

• Develops Balance in the Protégé. Five areas of personal growth.
1. Finances. But the disciplines that are required not only to earn more money, but to save, budget, and invest, are extremely valuable to building confidence and stability.
2. Faith
3. Family. It doesn’t really matter how successful a leader is if he doesn’t have his private life put together.
4. Friends
5. Fitness

Developing Leaders: Lord Horatio Nelson “A Band of Brothers” pp228-236.