
The 360 Degree Leader

Developing your Influence from Anywhere in the Organization

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The Myths of Leading from the Middle of an Organization

- 99% of all leadership happens in the middle of an organization
 - You can learn to make a positive impact even if you report to someone who is not a good leader
 - Need to lead in 3 directions— up, down, and across
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Position Myth

I can't lead if I am not on top

- The true measure of leadership is influence—nothing more, nothing less
 - You must earn the right to lead
 - Position- people follow because they have to
 - Permission- people follow because they want to
 - Production- people follow because of what you have done for the organization
 - People Development- People follow because of what you have done for them
 - Personhood- People follow because of who you are and what you represent
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Destination Myth

When I get to the top, I will learn to lead

- If you want to succeed, you need to learn as much as you can about leadership BEFORE you have a leadership position
 - If you do not try out your leadership and decision making skills when the stakes are low, you are likely to get in trouble when the cost of making a mistake is high
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Influence Myth

When I get to the top, I'll be in control

- A position gives you a chance, but it cannot guarantee influence --that must be earned
 - A position doesn't make a leader
 - A leader can make the position
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Inexperience Myth

When I get to the top, I'll be in control

- The higher you go the more you realize how many factors control the organization
 - At the top you need every bit of influence you can muster
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Freedom Myth

When I get to the top, I'll have no limits

- It doesn't matter what job you do or what position you obtain— you WILL have limits
 - The amount of responsibility you have increases faster than the authority you are granted
 - You must tailor your responses to a greater variety of people to maximize their potential
 - Your rights decrease as your responsibilities increase
 - Customer, worker, leader, CEO
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Potential Myth--I can't reach my potential if I am not the top leader

- Strive for the top of your game, not the top of the organization
- Example given is Cheney – “You plug him in and he works anywhere. He just has a real good way of fitting in and working his environment.”

All or Nothing Myth

If I can't get to the top, I won't try to lead

- “I believe that individuals can become better leaders wherever they are. Improve your leadership, and you can impact your organization. You can change people's lives. You can be someone who adds value. You can learn to influence people at every level of the organization— even if you never get to the top. By helping others, you can help yourself.”
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Challenges Leaders Face

- Leading from the middle is tough and frustrating!!!!

Tension- The pressure of being caught in the middle

- The authority you possess is not your own. You can be fired, demoted, moved.
- Five factors
 - Empowerment- How much authority are you given and how clear are its bounds?
 - Initiative- How do you balance initiative with not overstepping your boundaries
 - Environment- What is the organization and it's leader's cultural norms?
 - Job Parameters- How well do you know your job and how to do it?
 - Appreciation- Can you live without the credit?

Relieving tension

- Become comfortable in the middle—comfort is a function of expectations
 - Know what to own and what to let go
 - Do what is expected of you and then maintain a dialouge re expectations with your chain
 - Find quick access to answers
 - Never violate your position or the trust of the leader
 - Find a way to relieve stress
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Frustration

Following an ineffective leader

- Your job is not to fix the leader– it is to add value.
 - If the leader won't change, change your attitude or leave.
 - Adding value
 - Develop a solid relationship with your leader
 - Identify and appreciate his/her strengths
 - Commit yourself to adding value to those strengths
 - Offer to staff their weaknesses
 - Expose the leader to good leadership resources
 - Publicly affirm your leader
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Multi-Hat

One head, many hats

- What hat do you need to deal with the instant situation? That sets context for your behavior
 - Use the right hat to accomplish the task
 - When you change hats, don't change personalities
 - Don't neglect a hat your are responsible to wear
 - Remain flexible
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Ego

You're often hidden in the middle

- Consistently good leadership DOES get noticed
 - Concentrate on your duties more than your dreams
 - Appreciate the value of your position
 - Find satisfaction in reflecting on your contributions to successful projects
 - Embrace the compliments of your peers
 - Understand the differences between self-promotion and selfless promotion
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What is the difference?

■ Self

- ❑ Me First
- ❑ Move up
- ❑ Hoard info
- ❑ Take credit
- ❑ Hog the ball
- ❑ Blame
- ❑ Manipulate others

■ Selfless

- ❑ Others first
 - ❑ Build up
 - ❑ Share info
 - ❑ Give credit
 - ❑ Pass the ball
 - ❑ Share
 - ❑ Motivate others
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Fulfillment-- Leaders like the front more than the middle

- The front is the most recognized position
 - We like to be praised
- The view is better
- You get to determine the direction and timing
- You get to set the pace
- You are in on the action (happens in the middle)

Being fulfilled in the middle

- Develop strong relationships with key people
 - Define a win in terms of teamwork
 - Engage in continual communication
 - Gain experience and maturity
 - Put the team above your personal success
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Vision- Championing the vision is difficult if your did not create it

- How to respond to the vision
 - Attack it- criticize and sabotage
 - Ignore it and do your own thing
 - Abandon it- Leave
 - Adapt to it- find a way to align yourself
 - Champion it- make it a reality
 - Add value to it- champion something to which you have contributed
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Influence- Leading others beyond your position is not easy

- Care
 - Have character
 - Be competent
 - Be consistent
 - Be committed
 - INFLUENCE = Integrity, Nurturing, Faith, Listening, Understanding, Enlarging, Navigating, Connecting, Empowering
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Principles for Leading Up

- Your underlying strategy should be to support the leader, add value to the organization, and distinguish yourself from the rest of the pack by doing your work with excellence

Lead yourself exceptionally well

- Manage your emotions
 - Manage your time
 - Manage your priorities (85% on your strengths, 15% learning, 5% other)
 - Manage your energy
 - Manage your thinking
 - Manage your words
 - Manage your personal life
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Lighten your leader's load

- Do your own job well first
 - When you find a problem, provide a solution
 - Tell 'em what they need to hear not what they want to hear
 - Go the extra mile
 - Stand up for the leader whenever you can
 - Stand in for the leader whenever you can
 - Ask how you can lift the load
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Be willing to do what others won't

- Take the tough jobs
 - Pay your dues
 - Be willing to work in obscurity
 - Succeed with difficult people
 - Put yourself on the line
 - Admit faults but do not make excuses
 - Do more than is expected
 - Be the first to step up and help
 - Do tasks that are not your job
 - Take responsibility
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Do more than manage-- lead

- Think long term
 - See the larger context (big picture)
 - Push boundaries
 - Watch the intangibles
 - Rely on your intuition
 - Invest power in others
 - See yourself as an agent of change
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Invest in relational chemistry

- Listen to the leader's heartbeat– what makes them tick
 - Know the leader's priorities
 - Catch their enthusiasm
 - Support their vision
 - Connect with their interests
 - Understand their personality
 - Earn their trust
 - Learn to work with their weaknesses
 - Respect their family
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Be prepared every time you take your leader's time

- Invest ten fold
 - Don't make the boss think for you
 - Bring something to the table
 - When asked to speak, don't wing it
 - Learn to speak their language
 - Get to the bottom line
 - Give a return on their investment
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Know when to push and when to back off

■ Push

- ❑ Do you know something that the boss needs to know but doesn't?
- ❑ Is time running out?
- ❑ Are your responsibilities at risk?
- ❑ Can you help the boss win?

■ Pull back

- ❑ Promoting own agenda
- ❑ Already made your point
- ❑ Risk is placed on everyone but you
- ❑ Atmosphere says no
- ❑ Timing is only right for you
- ❑ Request exceeds the relationship

Become the “Go-to” asset

- Produce when--
 - ❑ The pressure is on
 - ❑ Resources are few
 - ❑ Momentum is low
 - ❑ Load is heavy
 - ❑ Leader is absent
 - ❑ Time is limited
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Be better tomorrow than you are today

- Be more growth oriented than goal oriented
 - People will listen
 - Competence > credibility > influence
 - Your value increases
 - Your potential increases
 - Learn, talk, and practice your craft today
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Principles for Leading Across

- Find, gather, recruit and enlist followers

Understand, practice, and complete the Leadership Loop

- Care- take an interest in people
 - Learn- get to know people and their strengths
 - Appreciate- respect people
 - Contribute- add value to people
 - Verbalize- affirm people
 - Lead- influence people
 - Succeed- win with people
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Put completing fellow leaders ahead of competing with them

- Acknowledge your natural desire to compete
 - Embrace healthy competition- honest assessment, strive to be better, develop camaraderie, don't let it become personal
 - Put competition in its proper place
 - Know where to draw the line
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Be a friend

- Listen
 - Find common ground not related to work
 - Be available beyond business hours
 - Have a sense of humor
 - Tell the truth when others don't
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Avoid office politics

- Avoid gossip
 - Stay away from petty arguments
 - Stand up for what is right, not just for what is popular
 - Look at all sides of the issue
 - Don't protect your turf
 - Say what you mean and mean what you say
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Expand your circle of acquaintances

- Expand beyond your inner circle
 - Expand beyond your expertise
 - Expand beyond your strengths
 - Expand beyond your personal prejudices
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Let the best idea win

- Ideas have intellectual, physical and emotional investment
 - Listen to all ideas
 - Never settle for just one
 - Look for ideas in unusual places
 - Don't let personality overshadow purpose
 - Protect creative people and their ideas
 - Don't take rejection personally
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Don't pretend you are perfect

- Admit your faults
 - Ask for advice
 - Worry less about what others think
 - Be open to learning for others
 - Put away pride and pretense
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Principles for leading down

- Take the time and effort to earn influence with your followers just as you do with those over whom you have no authority

Walk slowly through the halls

- Slow down- travel at their speed
 - Express that you care
 - Create a healthy balance of personal and professional interest
 - Pay attention when people start avoiding you
 - Tend to the people and they will tend to the business
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See everyone as a 10

- See them as who they can become
 - Let them borrow your belief in them
 - Catch them doing something right
 - Give others the benefit of the doubt
 - Realize there are different outcomes that are a 10
 - Treat them like a 10
 - Encourage
 - Acknowledge
 - Express sincere gratitude
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Develop each team member as a person

- This is a long term process
 - What are their dreams and desires?
 - Lead each one differently
 - Link organizational goals and individual development
 - Help them know themselves
 - Be ready to have hard conversations
 - Celebrate the right wins
 - Teach what they need to grow and develop
 - Prepare them for leadership
 - See one, do one, teach one
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Place people in their strength zones

- Discover their true strengths
 - Give them the right job
 - Identify the skills they need and provide world-class training
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Model the behavior you desire

- Your behavior determines the culture
 - Your attitude determines the atmosphere
 - Your values determine the decisions
 - Your investment determines the return
 - What is worse than training your people and losing them? Not training them and keeping them.
 - Your character determines the trust
 - Your work ethic determines the productivity
 - Your growth determines the potential
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Transfer the vision

- Clarity
 - Purpose
 - Goals
 - Challenge
 - Stories
 - Passion
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Reward for results

- Give praise publicly and privately
 - Give more than just praise
 - Don't reward everyone the same
 - Give perks beyond pay
 - Promote when possible
 - Remember you get what you pay for
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Why is a 360 Degree Leader Valuable?

- For teams to develop at every level, you need leaders at every level

A Leadership Team is more effective than just one leader

- Hire people better than yourself
 - Shape your people into a team
 - Empower the team
 - Listen to your team
 - One is too small a number to achieve greatness
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Leaders are needed at every level of the organization

- Everything rises and falls on leadership.
Without a leader—
 - ❑ Vision is lost
 - ❑ Decisions are difficult
 - ❑ Agendas are multiplied
 - ❑ Conflicts are extended
 - ❑ Morale is low
 - ❑ Production is reduced
 - ❑ Success is difficult
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Leading successfully at one level is a qualifier for leading at the next level

- Leadership is a journey that starts where you are , not where you want to be
 - The skills are the same, just the field of play is different
 - Great responsibilities only come after you handle small ones well
 - You are creating a resume for going to the next level
 - If you can lead volunteers well, you can lead almost anyone
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Good leaders in the middle make better leaders at the top

- Add a good leader, get a good team
 - Good leaders in the middle
 - Add value to the leaders above them
 - Release top leaders to focus on priorities
 - Motivate top leaders to continue growing
 - Give the organization a future
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360 Degree Leaders have qualities every organization needs

- Adaptability
 - Discernment
 - Perspective
 - Communication
 - Security
 - Servant hood
 - Resourcefulness
 - Maturity
 - Endurance
 - Accountability/Dependability
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Resources

<http://www.slideserve.com/Samuel/the-360-degree-leader-developing-your-influence-from-anywhere-in-the-organization>

Maxwell, J. C. (2005). *The 360-degree leader: developing your influence from anywhere in the organization*. Nashville: Nelson Business.