

THE 360 DEGREE LEADER : DEVELOPING YOUR INFLUENCE FROM ANYWHERE IN THE ORGANISATION

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A decorative graphic consisting of a thick teal horizontal bar that spans the width of the slide. Below this bar, on the right side, are several horizontal lines of varying lengths and colors (teal and white) that create a layered, stepped effect.

THE MYTH OF LEADING FROM THE MIDDLE

➤ *The Position Myth*

- Leadership comes from having a position or title
- True measure of leadership is influence

➤ *The Destination Myth*

- Try out leadership skills and decision making process when the stakes are small and the risks are low

➤ *The Influence Myth*

- Influence must be earned
- Position doesn't make a leader, but a leader can make a position

➤ *The Inexperience Myth*

- Without experience, one would overestimate the amount of control they have at the top

➤ *The Freedom Myth*

- When you move up in an organisation, the weight of your responsibility increases.

➤ *The Potential Myth*

- One should strive for the top of their game, not the top of the organisation

➤ *The All-or-Nothing Myth*

- Some people in the middle become frustrated by their position in an organisation because they define success as being 'on top'

THE CHALLENGES OF 360-DEGREE LEADERS

➤ *The Tension Challenge*

- Comes from the pressure of being caught in the middle
- Suggestion :
 - ✓ become comfortable being in the middle
 - ✓ know what to own and what to let go
 - ✓ Find quick access to answers when caught in the middle
 - ✓ never violate your position or the trust of the leader
 - ✓ find a way to relieve stress

➤ *The Frustration Challenge*

- Resulting from following an ineffective leader
- Suggestion:
 - ✓ Develop a solid relationship with your leader, find common ground, and build a solid professional relationship
 - ✓ identify and appreciate your leader's strengths
 - ✓ commit yourself to adding value to your leader's strengths

➤ *The Multi-Hat Challenge*

- Leaders in the middle have to deal with multiple shifting priorities, often with limited time and resources

➤ *The Ego Challenge*

- Be a team player and remain content while contributing
- Suggestion:
 - ✓ concentrate more on your duties than your dreams
 - ✓ Appreciate the value of your position
 - ✓ Find satisfaction in knowing the real reason for the success of the project
 - ✓ Embrace the compliments of others in the middle of the pack
 - ✓ Understand the difference between self-promotion and selfless promotion

➤ *The Fulfillment Challenge*

- The right attitude is essential to contentment in the middle of an organisation
- Suggestion:
 - ✓ Develop strong relationships with the key people
 - ✓ Define a win in terms of the team
 - ✓ Engage in crucial communication
 - ✓ Gain experience and maturity
 - ✓ Put the team above your personal success

➤ *The Vision Challenge*

- The more you invest in the vision, the more it becomes your own.

➤ *The Influence Challenge*

- People follow leaders who care.
- The greater the depth of their concern, the broader and longer-lasting their influence

THE PRINCIPLES OF 360-DEGREE LEADERS

THE PRINCIPLES TO LEAD UP

- **Lead yourself exceptionally well**
 - ✓ To become someone your leader turns to when the heat is on, manage your emotions, time, priorities, energy, thinking, words and your personal life
- **Lighten your leader's load**
 - ✓ Lifting shows that you are a team player. It also gets you noticed and increases your value and influence
- **Be willing to do what others won't**
 - ✓ Successful people do the things that unsuccessful people are unwilling to do

- **Do more than manage – Lead!**
 - ✓ Broaden your mind-set and begin thinking like a leader
- **Invest in relational chemistry**
 - ✓ People won't go along with you if they can't get along with you
- **Be prepared every time you take your leader's time**
 - ✓ Always be prepared and plan ahead

- **Know when to push and when to back off**
 - ✓ Make the right move at the right moment with the right motive
- **Become a Go-to player**
 - ✓ Go-to players produce when the pressure is on. They find way to make things happen no matter what
- **Be better tomorrow than you are today**
 - ✓ The key to personal development is being more growth oriented than goal oriented.

THE PRINCIPLES TO LEAD ACROSS

- Understand, practice and complete the leadership loop
 - ✓ Take interest in people working alongside you
- Put completing fellow leaders ahead of competing with them
 - ✓ Embrace healthy competition. The whole goal of healthy competition is to leverage it for the corporate win
- Be a friend
 - ✓ A great approach to friendship at work is to make it your goal to be a friend, not to find a friend

- **Avoid office politics**
 - ✓ Avoid gossip, stay away from petty arguments and stand up for what's right
- **Expand your circle of acquaintances**
 - ✓ Helps you to improve, exposes you to new ideas, and prompts you to see things from a different point of view
- **Let the best idea win**
 - ✓ Listen to all ideas and never settle for just one idea
- **Don't pretend you're perfect**
 - ✓ Admit your faults, ask for advice and put away pride and pretense

THE PRINCIPLES TO LEAD DOWN

- **Walk slowly through the halls**
 - ✓ Express that you care and create a healthy balance of personal and professional interest
- **See everyone as a '10'**
 - ✓ Positive, uplifting attitude creates a positive working environment
- **Develop each team member as a person**
 - ✓ As a leader, your first responsibility is to help others define the reality of who they are

- **Place people in their strength zones**
 - ✓ Their jobs become rewarding and fulfilling, and you help both the organisation and yourself
- **Model the behavior you desire**
 - ✓ Leaders set the tone and the pace for all the people working for them
- **Transfer the vision**
 - ✓ Leaders in the middle may not be the inventors of the vision, they are its interpreters
- **Reward for results**
 - ✓ Give praise publicly and privately

THE VALUE OF 360-DEGREE LEADERS

**A LEADERSHIP TEAM IS MORE EFFECTIVE THAN
JUST ONE LEADER**

- ✓ As a leader in the middle, developing a team means making your organisation better and helping it to fulfill its vision

LEADERS ARE NEEDED AT EVERY LEVEL OF THE ORGANISATION

- ✓ Without a leader, the vision will dissipate and the team will drift until it has no sense of direction.

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. Great responsibilities come only after handling small ones well.

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GOOD LEADERS IN THE MIDDLE MAKE BETTER LEADERS AT THE TOP

- ✓ Good leaders bring out the best, not only in their followers but also in other leaders.
- ✓ Good leaders raise the bar when it comes to performance and teamwork.
- ✓ It will challenge other leaders in the organisation to improve.

QUALITIES OF 360-DEGREE LEADERS

- **Adaptability**
- **Discernment**
- **Perspective**
- **Communication**
- **Security**
- **Servant hood**
- **Resourcefulness**
- **Maturity**
- **Endurance**
- **Countability**



END

THANK YOU