

People who follow this pattern don't understand how effective leadership develops. If you've read some of my other leadership books, you might be aware of a leadership identification tool I call "The Five Levels of Leadership," which I introduce in *Developing the Leader Within You*. It captures the dynamics of leadership development as well as anything I know. Just in case you're not familiar with it, I'll explain it briefly here.

5. PERSONHOOD

Respect

People follow because of who you are and what you represent.
 NOTE: This step is reserved for leaders who have spent years growing people and organizations. Few make it. Those who do are bigger than life.

4. PEOPLE DEVELOPMENT

Reproduction

People follow because of what you have done for them.
 NOTE: This is where long-range growth occurs. Your commitment to developing leaders will ensure ongoing growth to the organization and to people. Do whatever you can to achieve and stay on this level.

3. PRODUCTION

Results

People follow because of what you have done for the organization.
 NOTE: This is where success is sensed by most people. They like you and what you are doing. Problems are fixed with very little effort because of momentum.

2. PERMISSION

Relationships

People follow because they want to.
 NOTE: People will follow you beyond your stated authority. This level allows work to be fun. Caution: Staying too long on this level without rising will cause highly motivated people to become restless.

I. POSITION

Rights

People follow because they have to.
 NOTE: Your influence will not extend beyond the lines of your job description. The longer you stay here, the higher the turnover and the lower the morale.