

Chapter Eight– Developing Community and Relationships

John Maxwell’s Five Levels of Leadership

In his book, *The Five Levels of Leadership*, John C. Maxwell (2011), author of several books on leadership, describes the first level as leading based on position and the second level as leading based on permission. Maxwell explains that for leaders to move from positional leadership to leadership based on permission, it requires the ability to build relationships with people.

Characteristics of Leadership by Position	Characteristics of Leadership by Permission	Actions that would move you, as a leader from position to permission
Place more importance on tasks, purchases, facilities, paperwork and so on, rather than relationships.	Model a genuine interest and ability in effective communication with others.	
Work from an “I directed you to do this because I am the boss” attitude rather than taking the time to understand and respectfully develop a win-win attitude.	Lead by example; demonstrate, coach, practice, and learn with their staff by doing the work, side by side with others who are also taking action- not waiting for others to do what needs to be done.	
Intentionally or unintentionally assume that people will want to follow them just because they are the leader- not because of what they believe in or what actions they take.	Refuse to pull rank to get things done, understanding that leading from permission is more effective than using positional power.	
Define leadership as a noun (a thing) rather than a verb (an action) that represents something you do-lead.	Understand that true leadership is about laying out the road map and charting the course- not just driving the bus or steering the ship.	