



Leadership Style Tip Sheet

How to Use This Tip Sheet

As you reflect on your leadership style, consider these five levels of leadership.¹ Identify which leadership level most closely describes your current leadership style. Once you have determined your current level of leadership, review the “how to grow” section and select strategies you can begin practicing to help you move to the next level.

Five levels of leadership

- Level 1 — Position
- Level 2 — Permission
- Level 3 — Production
- Level 4 — People Development
- Level 5 — Pinnacle

LEVEL 1: POSITION	PEOPLE FOLLOW YOU BECAUSE THEY HAVE TO	TO GROW
<ul style="list-style-type: none"> • Congratulations, you’ve been given the position of leadership! • The position does not automatically result in influence, though. • And be careful, leaders who rely on position are prone to <ul style="list-style-type: none"> ○ Devaluing people, ○ Focusing on control instead of contribution, ○ Focusing on rights instead of responsibilities, and ○ Having high turnover on their teams. 		<ul style="list-style-type: none"> • Define your vision of yourself as a leader. • Remember, leadership is an action, not a position. • Stop using your position to push people. • Understand and leverage the value of your staff. • Include others in your decision-making. • Shift from rules to relationships.

¹ Maxwell, J. C. (2011). *The 5 levels of leadership: Proven steps to maximize your potential*. Center Street.

LEVEL 2: PERMISSION	PEOPLE FOLLOW YOU BECAUSE THEY WANT TO	TO GROW
<ul style="list-style-type: none"> • Level 2 is based on relationships—where solid, lasting relationships are built that create the foundation for the future. • You like people and treat them as individuals who have value, and in doing so you develop positive influence with them. • Trust grows, which usually leads to respect. In this way, the environment becomes much more positive—whether at home, on the job, at play, or while volunteering. • And be careful, leaders who rely on permission are prone to <ul style="list-style-type: none"> ○ Appearing “too soft” to some people, ○ Being taken advantage of, and 		<ul style="list-style-type: none"> • Cultivate self-awareness. • Get to know your people and connect with them. • Strike a balance between care and candor. • Value the person and their potential. • Cultivate accomplishments.
LEVEL 3: PRODUCTION	PEOPLE FOLLOW YOU BECAUSE OF YOUR TRACK RECORD	TO GROW
<ul style="list-style-type: none"> • Level 3 is based on getting things done! • Leaders who produce results build their influence and credibility. • People still follow you because they want to, but they do it because of more than the relationship. • Leaders on this level lead by example and often become change agents. • Work gets done, morale improves, profits go up, turnover goes down, and goals are achieved. • The more you produce, the more you’re able to tackle tough problems and face thorny issues. • Leading and influencing others becomes fun because everyone is moving forward together. 		<ul style="list-style-type: none"> • Understand that production isn’t enough—people are the most important asset. • Know that growing leaders is a more effective way to accomplish your vision. • Understand everyone’s productivity niche. • Accept your role as change agent. • Don’t forget level 2—continue to build connection.

<ul style="list-style-type: none"> • And be careful, leaders who rely on this level are prone to: <ul style="list-style-type: none"> ○ Thinking productivity means you have power and ○ Feeling a heavy weight of responsibility. 		
LEVEL 4: PEOPLE DEVELOPMENT	PEOPLE FOLLOW YOU BECAUSE OF HOW YOU HELPED THEM GROW	TO GROW
<ul style="list-style-type: none"> • Your main focus is people development. • You identify and develop as many leaders as you can by investing in them and helping them grow. • You make investing in leaders a priority and take intentional steps every day to help them grow. • You put the right people in the right positions. • You show others how to lead. 		<ul style="list-style-type: none"> • Create a leadership culture. • Work through insecurities. • Recruit the best people you can. • Create a personal development process. • Commit to spending most of your time developing leaders.
LEVEL 5: PINNACLE	PEOPLE FOLLOW YOU BECAUSE OF WHO YOU ARE AND WHAT YOU REPRESENT	TO GROW
<ul style="list-style-type: none"> • Level 5 is the most challenging to attain—requires longevity as well as intentionality. • If you continually focus on both growing yourself at every level and developing leaders who are willing and able to develop other leaders, you may find yourself at the Pinnacle. 		<ul style="list-style-type: none"> • Make room for others at the top. • Create an inner circle that will keep you grounded. • Continually mentor potential level 5 leaders. • Do things only level 5 leaders can do. • Plan for your succession.

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