

LEADERSHIP

11 Essential Changes Every Leader Must Embrace

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MAIN IDEA

There's no question the business environment is changing dynamically and will continue to change and evolve further in the future. To stay relevant, every leader needs to be continually making "leadershifts" – changes that positively enhance personal and organizational growth.



Specifically, there are eleven leadershifts which are required right now:

- #1 The Focus Shift
- #2 The Personal Development Shift
- #3 The Cost Shift
- #4 The Relational Shift
- #5 The Abundance Shift
- #6 The Reproduction Shift
- #7 The Communication Shift
- #8 The Improvement Shift
- #9 The Influence Shift
- #10 The Impact Shift
- #11 The Passion Shift

Learn how to make those leadershifts successfully and you position yourself for success in the future. Miss the boat and you stay the same as today. The future is yours to take advantage of. Enjoy.



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A framework for leadershifts



Change is the new normal. Leaders need to make constant ongoing adjustments to excel.

"You cannot be the same, think the same, and act the same if you hope to be successful in a world that does not remain the same."

– John Maxwell

Adaptability has become the hallmark of great leadership. That's true because while today's marketplace evolves quickly and changes, there's no question change will happen even faster in the future. The number one requirement for successful leadership today is you need to become comfortable with uncertainty and the need to make continual, ongoing adjustments. That's the essence of leadershifts.

To succeed at leadershifting, there are seven daily practices you'll need to embrace:

1. *Be willing to continually learn, unlearn and relearn* – so you can embrace change. Be able to let go of what worked yesterday and position yourself for what will be needed tomorrow.
2. *Value yesterday* – but live in today. Follow the creed of baseball great Babe Ruth who said: "Yesterday's home-run doesn't win today's game". Focus on what you need to do today.
3. *Rely on speed* – but thrive on timing. In business, timing is everything. Have a good feel for the marketplace so you can seize the moment and lead out. Financier James Goldsmith said: "When the leader sees the bandwagon, it's too late."
4. *See the big picture* – even as the big picture keeps getting clearer. Everything rises and falls on leadership but you can only lead out if you can see the promised land and know how to get there. Watch the big picture all the time.

5. *Live in today* – but always think about tomorrow. Great leaders have a bias towards immediate action but also anticipate what's coming. Political columnist George Will noted: "The future has a way of arriving unannounced". Leaders avoid getting caught out.
6. *Move forward courageously* – even in the face of uncertainty. Effective leaders have always stared down their fears and taken bold action, and you will need to follow suit.
7. *Realize today's best will not meet tomorrow's challenges* – and therefore you need everyone to keep learning, to keep experimenting and to keep moving forward. Model that behavior for your organization.



Great leaders used to be top producers. Tomorrow's leaders need to orchestrate groups.

It used to be that your leader needed to be the highest producer in the company and that's how they became the leader. That dynamic won't hold in the future as more and more of what happens at work requires groups of people to work together. Leadership by personal production will be superceded by leaders who know how to make groups of talented people work together.

"You can get everything in life you want if you will just help enough other people get what they want."
 – Zig Ziglar

Changing from being self-focused to others-focused is hard for several reasons:

- You might have to go slower for a while so your organization can go further.
- It might be hard for you to admit you do in fact need other people.
- It might equally be hard for you to make the effort to try and understand others.

- You might find it difficult when the limelight shifts to other people in your team.
- You might have to learn how to help the others around you become better every day.

In other words, moving from soloist to conductor is all about changing your focus from receiving to giving. You have to focus on what the group reaps and not on what you personally generate. To make this leadershift successfully, you should:

1. *Focus on helping your team every day* – and be intentional about making others excel.
2. *Add as much value as you can as often as you can* – so the people on your team will welcome their future interactions with you.
3. *Never wait for the "perfect time" to add value* – but have the belief you should be adding value all day every day. Train people so they can do the work as well as you can.
4. *Give without keeping score* – so the people on your team don't come to question your motives. Have the mindset you're sowing seeds that will bear fruit in the future so spread them far and wide. Give help any way you can and forget about the score.
5. *Welcome any return that comes as an unexpected blessing* – a bonus that puts you on the positive side of the ledger.

"Good leaders do what they can to put others in position to win."

– John Maxwell

"Every advance you make as a leader will require a leadershift that changes the way you think, act, and lead. Even a small shift can make a big difference. Every day has improvement possibilities."

– John Maxwell

"Leadershifting moves us forward in the face of the natural temptation to be mentally rigid. It prompts us to become more innovative and get out of our comfort zones, question conventional wisdom, and welcome change. Every leadershift you make has the potential to make you a better leader."

– John Maxwell

Leadershift #2 The Personal Development Shift



Goals help you do better but growth lets you become better. Leaders are growth oriented.

Achieving a goal is great but a good leader will know it's the growth process that arises from pursuing a worthy goal that's important. To be a great leader in the future, you have to become growth-oriented.

"Making the leadershift from goal-oriented to growth-oriented isn't complicated, but it isn't easy either. It requires a shift in mind-set. It takes time, but it's well worth it. If you shoot for goals, you'll achieve your goals but you may not grow. If you shoot for growth, you'll grow and you'll achieve goals."

– John Maxwell

To start making this leadershift, try doing these things:

1. *Embrace change* – because without change growth cannot happen. In the words of Beverley Sills: "There are no shortcuts to any place worth going".
2. *Have a teachable spirit* – meaning combine a passion for learning with the intention to learn and put into action something new. Be intentional about doing this every day.
3. *Make your love of learning greater than your fear of failure* – so you will get out there and try new things all the time. Action has a way of reducing fear and increasing courage so be prepared to fail early and fail often while you're learning.
4. *Develop and deepen your relationships* – by creating a growth mindset in your team members. Learn from the people you work alongside as well.
5. *Be humble* – which really comes down to being honest and open about your personal weaknesses. You won't improve much if you're not willing to accept criticism so accept help from others and admit it when you're wrong.

6. *Believe in yourself* – see yourself as being worthy of an investment of your time and resources. As Ben Franklin said: "Empty the coins of your purse into your mind and your mind will fill your purse with coins."

7. *Embrace layered learning* – where lessons build on each other so you can continue to gain greater insight and depth in the future.

"We often reach for goals because we want the positive feelings that come from quick achievements. But when we make the shift to focusing on growth, it means we've begun to adopt a long-term mind-set. By focusing on growth, we go from improving in spurts to improving day after day to reach our potential."

– John Maxwell

Leadershift #3 The Cost Shift



Great leaders don't think in terms of what they receive. They're more focused on what they can give.

It's not unusual for people to aspire to become leaders so they can get a nicer office, a better car or more money. All of those perks are okay in and of themselves but they won't provide long-term motivation. The very best leaders obsess over what they can give.

"If you want to reach your potential, become the best leader you can be, and make the greatest impact, then you must shift from perks to price in your leadership. A price is what stands between you and your potential. If you want to be a better leader, you need to pay for it."

– John Maxwell

It will probably be hard to figure out in advance the specific price you'll need to pay in order to excel as a leader. There are, however, three common costs which pretty much every leader pays and which are part of this leadershift from perks to price:

- #1 The cost of reality
- #2 The cost of setting an example
- #3 The cost of consistency

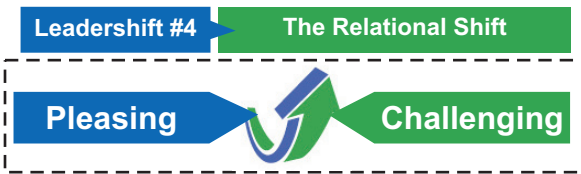
1. *Reality* – good leaders recognize that everything is uphill all the way. Nothing of any value is easy, quick or downhill. You have to hope for the best but prepare for the worst and have mental fortitude to stick it out. In the words of Adoniram Judson: "There is no success without sacrifice. If you succeed without sacrifice it is because someone has suffered before you. If you sacrifice without success it is because someone will succeed after."
2. *Example* – leaders acknowledge they will have to climb the hill first before anyone will follow. Therefore, you have to be prepared to do more than everyone else and to start earlier than they do. Balance your hopes with the hard realities of what you're attempting to accomplish.
3. *Consistency* – exceptional leaders understand they never stop climbing. They never come out of the game while their people are still engaged. That consistency provides security for everyone else and establishes you as a leader worth following.

"There is no victory at bargain basement prices."
 – Dwight D. Eisenhower

"What sets great leaders apart from all other leaders is this: They act before others and they do more than others."
 – John Maxwell

"No matter what you want to do in life, you have to face reality, and you have to be willing to pay the price required to go uphill. The sooner you start climbing and the more you're willing to pay, the higher you can go."
 – John Maxwell

"If you want to have an amazing impact as a leader, you need to make the shift from perks to price and do many unamazing things as you make the difficult uphill climb of leadership and set the example for your team."
 – John Maxwell



You cannot lead people if you need them. Great leaders challenge their teams to do better all the time.

To get the best out of your people, you usually have to directly ask them for their best efforts. That's hard work, especially if you're trying to get them to like you and listen to you, but you have to find a way. You have to be able to challenge them to do their best work. Or put another way, you have to make the leadershift from pleasing people to challenging them.

To shift from trying to please people to leading them, there are seven things you can try:

1. *Start separating what's good for you and what's best for your organization* – so you can clarify your motives and your actions. Make sure you're always asking people to do what moves your organization forward.
2. *Value the input of others as much as you value what you do* – and look for ways you can add value for them. Give them your best, and you can then ask them to give you their best in return.
3. *Always talk about expectations right up-front* – rather than thinking you'll talk about it when the time is right. Good, strong leaders communicate everything transparently and have the tough conversations right up-front so everyone is on the same page.
4. *Ask yourself the hard questions before you talk to others* – identify the sources of any difficult conversations and clarify in your own mind what the underlying issues are before you talk to the people you're leading. Good leaders prepare rather than winging it.
5. *Have the right attitude* – remember you have difficult conversations with people because you care about them. Start with "Can you help me understand..." and then repeat back what you hear. Allow them to

respond, find common ground and look for growth opportunities. Seek to build the relationship with an agreed way forward. That's what leaders do.

6. *Understand the 25-50-25 principle* – 25 percent of your people will support you, 50 percent will be undecided and 25 percent will resist anything you want to change. Work with all three groups astutely. Accept those who resist you, give a platform to those who support you, and work hard to positively influence the undecideds.
7. *Always balance candor with care* – speak directly and have honest conversations, but don't forget to build people up as you go along. Have the mindset: "I love you too much to let you stay where you are".



Have the mindset you want to move things forward rather than standing still. Be a creator.

Great leaders don't aspire to maintain the status-quo. Rather, they aspire to take the organization to new heights. This is a creative way of thinking and acting, and if you aspire to do that, you'll automatically also be a more dynamic leader as well.



To make the shift from maintaining to creating, there are several things you can do:

1. *Build a creative team around you* – encourage your people to bring their passion to work and to act autonomously. Give people permission to experiment and to try new approaches without even needing your approval beforehand.

2. *Have the mindset you're there to make everything better* – and therefore you want to act as a catalyst. In the words of poet James Russell Lowell: "Creativity is not the finding of a thing, but making something out of it after it is found." Always keep an eye out for ways you can take things to the next level and go the extra mile for your customers.
3. *Make solid plans* – but also look for options. You have to stay a little bit flexible in order not to stifle creativity. By all means plan your work, but be prepared to modify on the fly as new opportunities come into focus. More than two thousand years ago, Publilius Syrus wrote, "It is a bad plan that admits of no modifications".
4. *Place high value on ideas* – start gathering them, testing them, analyzing them and adapting. Question longstanding assumptions and see if there isn't a better way hiding in plain sight. In the words of businessman Harvey Firestone: "Capital isn't so important in business. Experience isn't so important. You can get both of these things. What is important is ideas. If you have ideas you have the main asset you need, and there isn't any limit to what you can do with your business and your life. They are any man's greatest asset—ideas."
5. *Seek out and listen to other voices* – to people who have different perspectives to your own. Other people will have insights that introduce different ways of thinking, which you can use to your own advantage.
6. *Take risks* – put different people in key positions and see what they come up with. Don't be like Yogi Berra, who said, "I'm in favor of leaving the status quo as it is."
7. *Live on the other side of "Yes"* – imagine there are opportunities everywhere and say yes to every opportunity which arises. You may have to scramble to make things work later on but that's a better challenge to have than being in a rut. Do some networking with creative people and exploit fresh opportunities. Activate all your current and future opportunities. Mother Teresa said, "Yesterday is gone. Tomorrow has not yet come. We have only today. Let us begin."



Forget about ladder climbing. Help others build and ascend their own ladders. Be an equipper.

Most people start out asking: "How high can I go?" Once you become a leader, however, your focus will change to: "How high can I help my people go with a little help" or even "How can I help others build their own ladders?" The reality is great leaders are ladder holders and ladder builders for their people.

"Leaders should want far more for their people than from their people."
 – Kevin Myers

To hold ladders for other people to climb, first you need to be available and accessible. You also need the mindset that you're a servant leader who wants to help people unlock their true potential. Look for ways you can help the people in your organization climb the ladders of their choice as fast as possible.

Once you've acted as a ladder holder for a while, you'll also start looking for opportunities to extend those ladders for others. You'll seek out new and better ways to help emerging leaders climb to new levels they have not even imagined. The way you do this is by mentoring. The questions you have to consider before you start mentoring someone are:

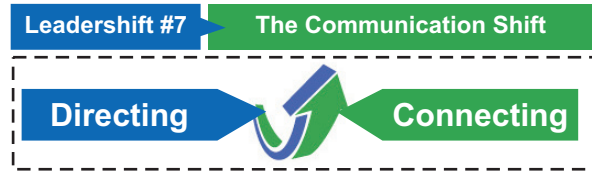
- Is this person hungry to learn from me?
- What is this person's true capacity?
- Are their values compatible with mine, and will we both have the same definition of success?
- Is this individual a potential leader of the future?
- Will they be willing to follow the road map I can provide them from experience?

If you can find the right individual or small group of people to mentor, you can then set about helping them lift their performance levels. You can help them take

advantage of your specialist skills and add in their own strengths as well.

Once you've mentored some up-and-coming leaders for a while, you might then set about doing some ladder building. This is all about giving others the resources, the equipment and empowerment to create their own ladders. You can release them to lead out on their own and to make a difference in the world. That's a highly satisfying and energizing position to be in.

"Our chief want in life is somebody who shall make us do what we can."
 – Ralph Waldo Emerson



Great leaders don't order people around. They connect and influence and help people decide to do things.

Rookie leaders sometimes try and be "leadership cops" – figuratively standing at intersections in the office and bossing people around. That gets tiresome very quickly. A much more effective way to lead is to connect with your people and help them make and then execute good decisions. That's a leadership style which is both sustainable and effective.

"You don't lead by hitting people over the head—that's assault, not leadership."
 – Dwight D. Eisenhower

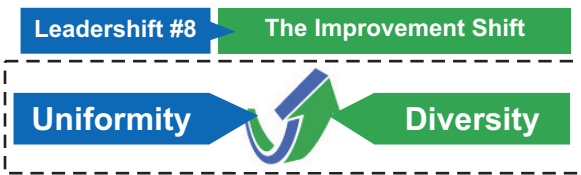
- #1 Humility
- #2 Curiosity
- #3 Effort
- #4 Trustworthiness
- #5 Generosity

The five things which will help you connect as a leader and find common ground are:

1. *Humility* – you have to let people know you value them and need them. Humility will mean you interact with people with integrity, respect and kindness. The funny thing is the more you realize how much you need other people, the better your leadership will become.
2. *Curiosity* – great leaders want to know what makes people tick. They're interested in everyone.
3. *Effort* – you have to go out of your way to show people you're interested in them and want to connect personally. This will take work. As Oprah Winfrey has noted: "The big secret in life is that there is no big secret. Whatever your goal, you can get there if you are willing to work."
4. *Trustworthiness* – you need to be the type of person others can count on. People never connect with someone they don't trust, so you have to show you're going to do right by them rather than exploit them.
5. *Generosity* – you have to give before you can lead. You'll always be more influential as a leader if you have an abundance mindset and give everything you've got without any quid pro quo expectations. Be a giver and keep giving and people will love to connect with you.

"Changing from directing to connecting is one of the most valuable shifts you will ever make as a leader. When you direct, it's like building a bridge to others, but the traffic only goes one way. When you connect, it's a two-way street. And because of that, everything improves. Not only are relationships better, but ideas improve because they're flowing in both directions. People work better together, and the team gets stronger. Problems get solved more quickly because communication is better, people know one another better, and they start pulling together. And the environment improves too."
 – John Maxwell

"I have yet to find the man, however great or exalted his station, who did not do better work and put forth greater effort under a spirit of approval than he would ever do under a spirit of criticism."
 – Charles Schwab, investor and philanthropist



Great leaders value diversity highly. Do everything you can to bring people into your teams who are different.

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 The great thing about bringing people into your team who think differently is you get access to someone who can challenge your assumptions, force you to change your thinking, and maybe show you a different way of doing things. Diversity can have a very positive influence.

“A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.”
 – Harvard Business Review

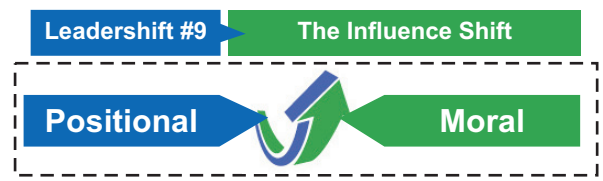
- The advantages of team diversity are alluring:
- Diverse teams fill in the knowledge gap – which doesn't happen when everyone thinks the same.
 - Diverse teams also fill in the perspective gap because team members can challenge each other.
 - Diverse teams can access people with differing levels of experience as well.

- The most common barriers to diversity are also reasonably clear-cut:
- You might think there will be too much unhealthy conflict for the team to function.
 - Your personal network might not have much diversity at all and you may struggle to think of people to add who don't think like you.
 - There may be an underlying unwillingness to deal with prejudices and negative stereotypes.
 - You might be arrogant enough to assume that other people with different backgrounds won't be able to add much value to your team.
 - You might not value inclusiveness and diversity very highly at all.

To inject more diversity into the way you lead:

1. *Create a culture of knowledge sharing* – make that the standard way everyone operates. Forget about titles and share information with your entire team and encourage people to speak up. That will generate fresh and different ideas.
2. *Broaden your own perspective* – and give people whatever they need to be able to bring about change and to make meaningful contributions.
3. *Lead out and set an example* – involve different people in your problem solving and idea creation processes. Forgo consensus in favor of more diversity.

“There's something of a paradox in all this. To embrace diversity, we must celebrate our differences. But I still believe the way we get there is to look for common ground. If we can connect where we're similar and contribute using our differences, we can accomplish great things.”
 – John Maxwell



A leadership position does not give you leadership authority. You have to earn moral authority.

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“Moral authority is the recognition of a person's leadership influence based on who they are more than the position they hold. It is attained by authentic living that has built trust and it is sustained by successful leadership endeavors. It is earned by a lifetime of consistency. Leaders can strive to earn moral authority by the way they live, but only others can grant them moral authority.”
 – John Maxwell

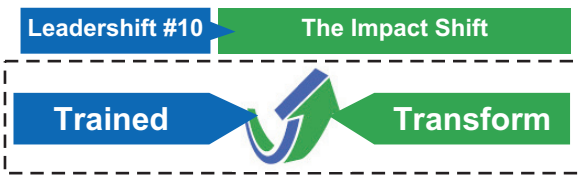
While the idea of moral authority can sound a bit fuzzy at first, it is always grounded in the same four factors, which any leader can pursue:



1. *Competence* – people won't follow you if they don't believe you can do your job. They have to respect your ability to deliver results and to do excellent work first and foremost. And ideally, people will follow you because you have that reputation for excellence and you can help them become better.
2. *Courage* – people will follow you if you're the type who gets into action during difficult and uncertain times. Everyone admires courage. Great leaders get into action during times of danger.
3. *Consistency* – nobody will follow you if you don't stay the course. Consistency establishes your reputation, maintains your message and makes everyone else feel secure. It also allows for metrics to guide your way forward. Consistency makes you relevant and dependable which is what people crave.
4. *Character* – which essentially means you're bigger on the inside than on the outside. Strong character comes from having deep roots, which means you have integrity, authenticity, humility and love for the people you work alongside.

“In the end, you don't get to grant yourself moral authority. You can choose to strive for it, but only others can give it to you, and they must do so freely. But that should not stop you from doing everything right that you can to earn it. Because if you gain moral authority, it makes you worthy of respect, inspires trust and confidence, and enables you to lead at the highest standards of performance.”
 – John Maxwell

“Your position will prompt people in your organization to lend you their hands. . . . But your moral authority will inspire them to lend you their hearts.”
 – Andy Stanley



Don't settle for being a trained leader. Become a transformational leader who inspires change.

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"If your actions inspire people to dream more, learn more, do more, and become more, then you are a transformational leader. You influence people to think, speak, and act in ways that make a positive difference in their lives and the lives of others. That kind of leadership can change the world!"

– John Maxwell

There is a huge difference between someone who is a trained leader and a transformational leader:

Trained leaders know how to lead.	Transformational leaders know why they lead.
Trained leaders are liked.	Transformational leaders are contagious.
Trained leaders often love to lead.	Transformational leaders love the people they lead.
Trained leaders help people.	Transformational leaders help people change.
Trained leaders are people to follow.	Transformational leaders ask people to make a difference.
Trained leaders have a career.	Transformational leaders have a calling.
Trained leaders try and influence people today.	Transformational leaders influence forever.
Trained leaders aim to impact a few.	Transformational leaders aspire to impact many.

If you aspire to make the shift from being a trained leader to becoming a transformational leader, there are five actions you will need to take:

1. *Start with a clear picture of what transformational leaders do* – because they're all different. Great leaders come in all shapes and sizes but when you look closely at transformational leaders, you'll notice some traits you'll need to work on:
 - Transformational leaders see things others do not see. They are visionary and ask "Why not?" as they lead people to a brighter future.
 - Transformational leaders are unafraid to say what others are not saying. They can articulate what a brighter future looks and feels like.
 - Transformational leaders believe things others do not. They have a conviction they can make a difference and change the world.
 - Transformational leaders have fire in their belly. They feel differently about things.
 - Transformational leaders are prepared to do the hard things others are unwilling to take on. They pursue audacious goals and bring along their teams for the ride.
2. *Focus on experiencing your own transformation first* – and then lead others to it. The simple dynamic at work here is the first person you have to lead is you. To bring about change in others, you have to change first and then you can help others to experience the same thing. Transformational leaders then reproduce that change in the people they are looking to lead.
3. *Take positive action based on your own internal changes* – so you go from knowing to doing. The reality is every change will be hard work. To help others do hard things, you have to lead the way. To guide others on their own transformations, you need to have the courage to apply yourself to that same transformation first.
4. *Create an environment that facilitates positive changes* – somewhere that sends the right positive signals. Specifically:
 - Have leaders who are passionate advocates of transformation and who are great examples of the benefits of those transformations.

- Make available resources which teach good values, and which will help people explore ideas and decide how to take action.
 - Form small groups where people can learn and get support as they undertake transformations.
 - Commit to developing and reproducing more leaders who are experienced enough to lead transformations.
5. *Commit to making a difference with the people in your community* – to changing yourself and then inviting the people closest to you to do the same. Spread the transformation from the inside out.

"Men are anxious to improve their circumstances, but are unwilling to improve themselves; they therefore remain bound."

– James Allen, philosopher

"An ounce of practice is worth more than tons of preaching."

– Gandhi

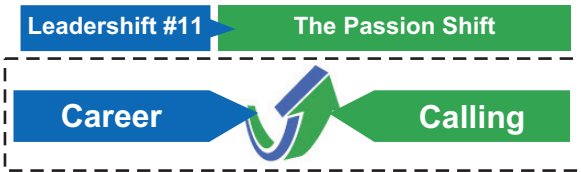
"The past is yours. Learn from it. The future is yours. Fulfill it. Knowledge is yours. Use it. Cancer is yours. Cure it. Racism is yours. End it. Injustice is yours. Correct it. Sickness is yours. Heal it. Ignorance is yours. Banish it. War is yours. Stop it. Hope is yours. Confirm it. America is yours. Save it. The world is yours. Serve it. The dream is yours. Claim it. Don't be blinded by prejudice, disheartened by the times, or discouraged by the system. Face the system. Challenge it. Change it. Confront it. Correct it. Don't let anything paralyze your mind, tie your hands, or defeat your spirit. Take the world—not to dominate it, but to deliver it. Not to exploit it, but to enrich it—take your dream and inherit the earth."

– Civil rights leader Walter E. Fauntroy

"If you leadershift from trained to transformational leadership, there's no telling what kind of impact you can make or how far your influence will go."

– John Maxwell





Don't look at leadership as a career. Make it your calling. Find your purpose and you'll never look back.

How do you currently think about what you do? Most likely you will have one of three responses:

- #1 I have a good job
- #2 I'm building a great career
- #3 I'm fulfilling my calling

There's nothing the matter with taking a job to earn a living or to think in terms of developing your career, but the real power in leadership comes when you feel like it is your calling. When you reach this third stage, you'll be passionate about applying all your skills, talents, character traits and experiences.

The differences between a career and a calling are vivid:

A career is mainly about you.	A calling is more about others.
A career is separate from your best life.	A calling is integrated into your whole life.
You can take or leave a career.	A calling never leaves you or your thoughts.
A career is measured by success.	A calling is measured by significance.

"Finding your calling is like finding your why—the reason you exist, your purpose for living. When you do, it changes everything. Your life will never be the same once you know what you're called to do and are working to fulfill it every day."

– John Maxwell

The characteristics of a calling are:

- It will match who you are and what you believe.
- A calling will dip into your passions.
- Your calling will not be about you, but it will encompass what you can give.
- A calling will change you forever because it will change your perspective.
- A calling will drive you to overcome obstacles and give you purpose.
- Your calling will drive you to do something that brings personal fulfillment and satisfaction.

There's no infallible formula for finding your calling as a leader, but somehow somewhere you'll come to a fork in the road. You'll just know that the choice is to keep doing what you're doing or to take the bold option and set out to make a difference in the world. Something will set you on a journey to find a sense of purpose that resonates deeply within your soul.

"A calling is discovered through observation and reflection, through self-discovery and the unfolding of your life. Another way to say it is that ego drives you. Calling draws you. It usually takes time to unfold. I can look back at years of leadership moments, good and bad experiences, feelings of both discontent and contentment that set me up for my calling and prepared me for it. My best advice is to be attentive. Pay attention to your feelings. Take time to reflect. Learn from your experiences. Never dismiss your dreams. And when your moment comes, embrace it."

– John Maxwell

If you are fortunate enough to have found your calling, then make sure you maximize it. Three suggestions:

1. *Combine a daily focus with your long-term perspective* – that is, be focused on what you need to do today, but also stay on track with your destiny. Keep your vision in front of you. And be prepared to change as your vision becomes clearer in the future. Expect to write your story in pencil – one that has an eraser!
2. *Set a clear path in a worthwhile direction* – rather than pursuing lots of random initiatives. Ideally, someone should be able to sum up your life and career in a single sentence. Move forward with confidence in the right direction.
3. *Ask others to join with you* – because every true calling is bigger and brighter than just your own life and career. People with a calling aspire to create a legacy which will live on in others. Recruit people and empower them every way you can.

"People who are successful often leave an inheritance for others. People who fulfill a calling leave a legacy in others."

– John Maxwell

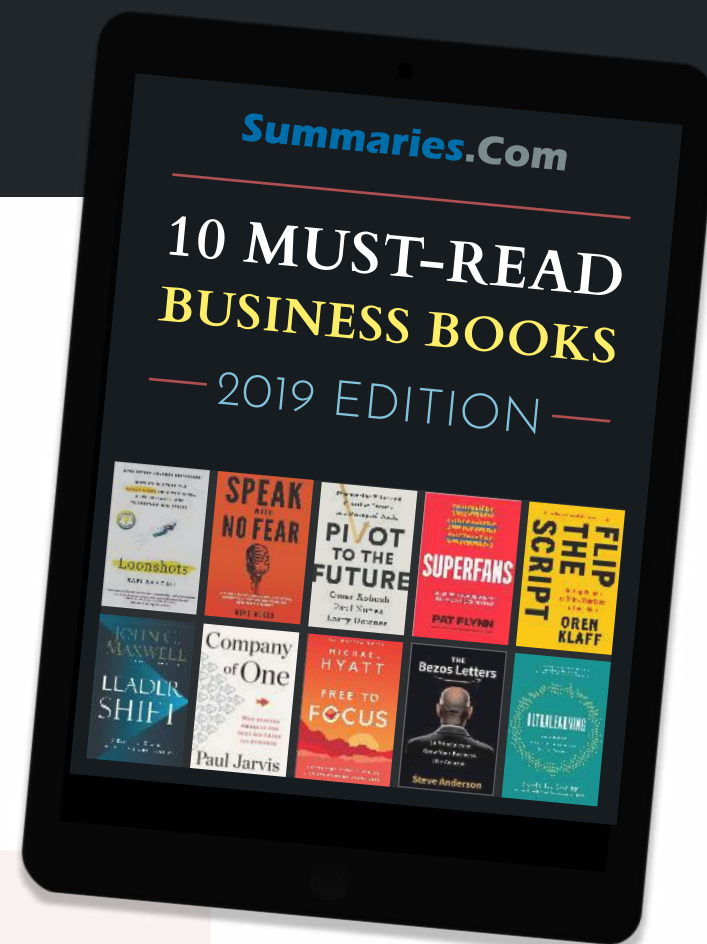
"I hope you will do whatever you can to search for your calling, and then work with everything you have to fulfill it. And I hope that you will embrace not only this leadershift but all the other ones I've discussed in this book. Remember, every advance you make as a leader will require a leadershift that changes the way you think, act, and lead. You can only reach your potential if you embrace these eleven leadershifts."

– John Maxwell



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