

Announcer:

Welcome to The Carey Nieuwhof Leadership Podcast, a podcast all about leadership, change and personal growth. The goal? To help you lead like never before in your church or in your business. And now, your host, Carey Nieuwhof.

Carey Nieuwhof:

Well, hey, everybody, and welcome to episode 407 of the podcast. It's Carey here, and I hope our time together today helps you lead like never before. Well, today is bucket list territory. Feels like that kind of year, 2021, but John Maxwell is my guest. Yeah, the John Maxwell. We talk about how to develop next generation leaders, and when to step back. I thought it was one of the best insights I've ever heard on that. What you can learn about people from playing golf and eating at buffets. Yep. Plus a whole bunch of other stuff.

Carey Nieuwhof:

Today's episode is brought to you by Pro Media Fire. You can book your free digital strategy session today at promediafire.com/growth, and by the XPS 2021 by CDF Capital. You can join this annual innovative gathering of XP leaders by simply googling XP Summit, and you can register. It's happening soon. Well, what a thrill to have John Maxwell on the podcast. He is probably the guest that needs no introduction to a lot of you.

Carey Nieuwhof:

But he is a number one New York Times bestselling author multiple times, a speaker, a coach, and a leader who has sold more than 33 million books. He has been called the number one leader in business and the world's most influential leadership expert. His organizations, the John Maxwell Company, the John Maxwell Team, EQUIP, and the John Maxwell Leadership Foundation have trained millions of leaders from every nation.

Carey Nieuwhof:

It's funny because this is the first time. I mean, I think I joked with him, I shook his hand once at a conference in the early 2000s or something. But I hadn't spent any time with John. I'd heard about what happens when you do, that people who have been with him just rave about him. And I felt that happening. I mean, so personable, so genuine, so focused. Yeah, I think you're really gonna love this conversation.

Carey Nieuwhof:

Also found out he listens to the podcast, which is just incredibly humbling. So I hope you enjoy this one as much as I do. To quote John Maxwell, "Teamwork makes the dream work, but a vision becomes a nightmare when the leader has a big dream and a bad team." Now, if you're looking to grow your business or ministry this year online, you need a good brand strategy. And with Pro Media Fire, you can get an entire team of professionals who will bring your dream to life on social media, your website, and through all your branded content.

Carey Nieuwhof:

They provide digital strategy and a creative framework to help your church, nonprofit, or business grow online. So if you want to let Pro Media Fire bring your vision to life, you can book a free digital strategy

session today at promediafire.com/growth. We are so grateful for our partners at CDF Capital and they've got this really awesome thing called XPS 2021.

Carey Nieuwhof:

If you are a second chair leader, that's an executive pastor, administrative pastor, operations pastor, at a local church, you are in an incredible spot of influence. I am privileged to have been part of the executive pastor summit in the past. I'd love to point you to this year's gathering led by CDF Capital, Exponential and Leadership Network. What they do is they get together and they just talk among peers. This year's key voices shaping XPS include Ed Stetzer, Dan Reiland and Beth Ganem.

Carey Nieuwhof:

The event is May 25th, May 26th in Denver, Colorado. So I would encourage you to sign up and connect with the sharpest women and men XP leaders in the country. When we did it, it was in Florida, it was unbelievable. You can check it out. You can go to welcome.cdfcapital.org/XPS2021, or let's make that simple. Just Google XP Summit. And of course we'll link to all of that in the show notes as well. Would love for you to check that out this year. I had a good time when I was there a couple of years ago as well, and look forward to traveling again at some point.

Carey Nieuwhof:

Hey, thank you so much for your ratings, feedback, and review. I read every single one of them, and I also want to encourage you to follow me on LinkedIn. We do have a lot of business leaders listening. I'm always shocked to find out who's listening, and we share my blog posts and articles on LinkedIn. I hope you find the content helpful there if you're looking for a place to be. I know as business leaders, a lot of you are there anyway.

Carey Nieuwhof:

Without further ado, what a thrill to bring you my conversation with the one and only John Maxwell. John, it's a true joy to have you on the podcast. Thank you so much for making the time.

John Maxwell:

It's my joy, Carey, thanks. I admire so much how you're adding value to so many people. I listen to your podcast. And so, hey, I'm listening, learning from you and from your guests, and all of a sudden I'm a guest. So thanks for having me.

Carey Nieuwhof:

Well, it's been a long time bucket list thing for me. So it's a thrill that you made the time, and that's very humbling to hear. I want to talk about a growth mindset. That's something that I have seen you have and develop. I think Ryan Hawk asked you this question last year, but you could be doing anything with your life right now. You could be sailing around the world, golfing endlessly. But here you are building into leaders, writing books at this stage. I'd love to know what motivates you. Can you talk to leaders about a lifelong growth mindset?

John Maxwell:

Yeah, I'd be glad to, Carey. Well, I started off with a goal-setting mindset. My first personal growth program was from SMI out of Waco, Texas, Paul Meyer. It was all in goal setting, and for two years, I

learned to set goals and it was very, very helpful to me. But as I develop myself, keep that in mind for just a second, Carey. Then let's go to, I was listening to Earl Nightingale about that same period of time, and he said that if you spend one hour a day every day on one subject, same subject for five years, you become an expert on that subject.

John Maxwell:

Carey, I was really passionate as very young person in my early twenties, about leadership. And I said, "Well, I want to do that. I'm going to spend an hour a day on leadership." And I did. I practiced leadership. I talked to people that were leaders. I did everything I could to stay in that leadership lane. But I kept thinking of five years. Earl Nightingale said five years. And so, I'm going to... Like a countdown. Okay, well, I've done that for year one, year two, and it's like five, four, three.

John Maxwell:

I got to just about the middle of my countdown. I guess I thought I was Cape Canaveral or something. But anyway, I get about halfway in the middle of it and all of a sudden I realize, Carey, that I'm changing. I'm changing inwardly. I'm more aware. I'm learning. I, all of a sudden, have a grasp on leadership like I've never had before. This got very exciting to me, and I quit asking the question, "How long will it take?" You say Earl Nightingale said five years. So it's five, four, three, two, one, touchdown.

John Maxwell:

I quit asking the question, "how long will it take," and I started asking the question, "how far can I go?" I can tell you everything changed that day. I said, "Wait a minute, I'm not going to get into deadlines and timelines now. I'm just going to absolutely immerse myself." First of all, five years being an expert, that's... I mean, I like Earl, but that's... The more you know, the more you know you don't know. So, I mean, this expert stuff. The only people I know that are experts don't know much, you know what I'm saying?

John Maxwell:

And so, it's a never-ending process. And then, the second thing, now go back to my Paul Meyer SMI personal growth goal setting stuff. I sat down one day after having the Earl Nightingale experience, and I asked myself a question. This is when I was preparing to write books, and I asked myself, "If I write books, how do I add value to a person? What's the best thing I could do?" I came to the conclusion, after probably, I would say, a couple of years of really thinking this through. I came to conclusion, if I could help people do four things, then I could really add value to them on a consistent basis.

John Maxwell:

That comes out of what I use, is real, REAL, Relationships, Equipping Attitude, and Leadership, because if I can help people get along with people, connect with people, if I could help people equip, train people, develop, empower them. If I could help people handle COVID-19 and all the adversities of life, attitude rule, and if I could help them influence people to lead, that I would be able to really help people.

John Maxwell:

And so, instead of going for setting goals, I took those four lanes plus my spiritual development lane as a person of faith and I said, "These are the five areas I'm going to grow in." I started diving and I'm still diving. I'm having layered learning and then getting depth to want to know. But that got me off of the

goal-setting mindset and got me on the fact of, no, my responsibility, intentionality, is to everyday grow, just grow.

John Maxwell:

How far can I go? How far could I go? I don't know. I have no idea how far I go. I'm not even come close to hitting capacity so I...

Carey Nieuwhof:

Well, if I'm correct, you're-

John Maxwell:

There is a finish line this way. It's so far out in front of me that I not only don't think I'll get there, I don't want to get there. Why would you want to be finished? When you cross the finish line, Carey, you're finished. I mean, hello. I mean, what's good about that? Anyway, that's my mindset on personal growth. I'm very intentional in it and have done it continually.

John Maxwell:

One other thing about growth, I'm sorry, one other thing about growth is that when you start growing intentionally, you increase growth capacity. Yes. And so, my capacity to learn, and grow, and assimilate is huge today, bigger than it was. I'm 74, bigger than it was at 54, bigger than it was at 34, because I've stretched my... It's like going to the gym. I've stretched myself. And so, my ability and capacity to learn, and apply, and to file, and to pass on to others, the sky's the limit on it.

John Maxwell:

Anyway, that's another advantage of having a growth mindset. You just increase your capacity to be able to learn more. You cannot give what you do not have. If you've got great capacity to receive, you've got great capacity to give.

Carey Nieuwhof:

Well, it's a leadership podcast. So a lot of leaders listening. Many in the church space, many of them working on a church as you used to, working at a church. But also a lot of marketplace leaders, business leaders, etc. etc. who are listening to this podcast. I'm curious if you could take us back a few decades to the transition you made from full-time pastoring to leadership development, what you're known for and what you're doing today. Why did you make that leap and what were some of the keys to doing it well?

John Maxwell:

Okay. Two experiences, Carey. First of all, I never had any desire to write books. It wasn't on my list at all. But I had a mentor named Les Parrott, and he had written six books. I never forget. I sat down with Les one day and I asked him. I said, "Why do you write books, Les?" What he said just changed my life. He said, "I write books to extend my influence beyond my personal touch and reach." The moment he said that to me, I mean, I leaned on that table and said, "I'm going to write books."

John Maxwell:

And so, the whole catalyst of me writing books wasn't that I wanted to be a writer. Never was anything that I desired. But I really had a desire to extend my influence. Back then, before social media, books

was really the way to go beyond your personal touch. So that's why I started. Now, that would be when I was probably 35. So that's back in 1976 somewhere in there. Okay. 77. Then go a little further, go to about 1995. Now I've been writing, writing, writing.

John Maxwell:

I'm with my publisher in Nashville and they said, "We've done some research on your books, John, and two-thirds of your books are being read by the business community, the secular community. They're not buying your books in Christian bookstores." I remember looking at him and I was shocked. I said, "You're kidding me." I had no idea. They said, "No, they're just loving your leadership principles." At that moment, at that moment, I felt God just say, "It's time to cross over."

Carey Nieuwhof:

Wow.

John Maxwell:

I had no attention to crossing over. I'd been a pastor for 25 years, loved every moment of it. But I knew now I could get to, in our world, in our terminology, I could get to a mission field. I could go to people that I could hopefully influence and add value to and share my faith. And so, I crossed over. Now, that was a very difficult transition for me. First of all, I'm educated as a theologian, not a business person. And for twenty-five years, I'm in my world that I know so well.

John Maxwell:

And then, all of a sudden, I'm going to a world that I hardly know at all. I didn't have any business. I didn't have any degrees in it. And yet, these people were loving my leadership principles. So I knew my leadership principles were attractive to them. But think about it for a moment. All of my illustrations are gone. Hey, I can't walk into Delta and say, "The Bible says," or, "Let me talk to you about David and Goliath."

John Maxwell:

So all of a sudden, basically, all of the stuff that I had acquired to help me be effective in communication was gone. So it was very challenging. When I talk about everything was while I was uphill, this uphill was getting like this. It was almost like a steep climb. And so, it was very challenging for me. I was out of my comfort zone and I wasn't sure how to do this. Again, I knew the principles worked, but how do I connect? How do I relate?

John Maxwell:

Fortunately, I just had a teachable spirit and I just went into that community and I started asking questions. I said, "You just have to help me. You just have to help me. If you'll help me, I'll help you, because I have the principles, but I don't know how to connect with you. I don't know how to communicate with you." Then I had my first eye-opening awakening.

John Maxwell:

As Christ followers, you know, Carey, I mean, we just talk and we connect. There's a relationship because of who He is and who we are in Him. But when you go into the business community, relationships, you don't even get a relationship until you get respect. They're looking at you and they're

basically asking, what have you done for me lately and why should I listen to you? In my world, my church was one of the 10 most influential churches in America. There was a book written about them.

John Maxwell:

In my world, I just walked in and I had everybody's respect. In this world, I've started all over. I mean, forget what I have done. It means zero to these people. So I had to re-up my game and learn, ask a lot of questions. I don't want to talk about this much, but then, I had a rough time with the Christian community for... I mean, they were asking me why I was leaving the church and leaving the ministry. Did I sell out the money? Yeah, they weren't the most encouraging to help me cross over.

John Maxwell:

But the Apostle Paul was very encouraging to me when he said, "I become all things to all men," and I entered their world to see things from their perspective. And so, now, today, I love this world and it's a beautiful, beautiful journey. I learned, and I listened, and I was taught well. Today I have the privilege of being in both worlds, and that's a beautiful thing.

Carey Nieuwhof:

Yeah. If I can ask you, and if you don't want to answer this, that's perfectly fine, but you're talking to a lot of leaders today who feel discouraged, who are getting criticized. Not necessarily from leaving ministry to go into business, but they're criticized for everything. How did you talk yourself through that moment? How did you not let the critics get to you?

John Maxwell:

Well, first of all, there are critics. But I think COVID-19 has been a very hard time on leaders because the dysfunction of culture and society is coming out ridiculously now. I mean, you just can't even fathom some of the criticisms and some of the thinking of people. And so, I think this is a very tough time and pastors are greatly discouraged. I mean, they've lost their main way of communicating. They took a lot of losses, and then, on top of that, they got a lot of criticism.

John Maxwell:

And so, I've had a lot myself. First of all, I've had a lot of benefit from criticism. I've had a lot of help. Some of my best advice has been advice that I didn't want to hear, but I needed to hear it. And it was a blind spot in my life. If you have a teachable spirit... I mean, when people say they're self-aware, I always get a little amused for that. We're not self-aware. The only self-awareness I have, Carey, is the fact that somebody was kind enough to speak into my life and to help me see a blind spot that I had and say, "John, you're going to have to work on this and you're going to have to change this."

John Maxwell:

So when I think of criticism, I think, first of all, there's some very... I've benefited from a lot of it. But here's what I want everyone to hear, and that it's very simple. Leadership is always surrounded by criticism. Good leadership, surrounded by criticism. Bad leaderships, surrounded by criticism. What part of this don't we understand? I mean, whatever you lead, you become a target. So the issue is not, how do I handle criticism? I mean, you're going to have it. So first of all, just say, "This is part of a leader's life."

John Maxwell:

The question in it is do I have a vision and a mission that keeps me steady during all that criticism? It's Nehemiah. When all of his critics had come on down, he said, "No, no, no." You know what I'm saying? "I'm building a wall. I'm so sorry. Can't have a meeting today. Hi, good to see you. Building a wall. Building a wall. Building a wall." When I tell, criticism isn't what kicks me out of the game. Not having a mission and a vision that is greater than that criticism is what kicks me out of the game.

John Maxwell:

It's like fear. I mean, we've seen a lot of fear during COVID-19. And people are talking about, "Well, how do I get rid of my fears?" I say, "You don't." Hello. I have fears. You have fear. I mean-

Carey Nieuwhof:

Oh yeah.

John Maxwell:

I know perfect love casts all our fear. I got all that, but, I mean, in reality, have you really ever met a Christian that didn't have some kind of anxiety, some kind of concern? I mean, let's get real for a moment. So I have fears. The question is not how do I get rid of my fear? The question is, how do I make my faith stronger? Because inwardly, I have two emotions that want my attention, a negative emotion, like fear and a positive emotion, like faith. They're both inside of me.

John Maxwell:

Now who's going to win? It's very simple, the stronger of the two. If my faith is stronger than my fear, Carey, then my faith will win. It may have to work a little bit harder to win because of the fear issue, but it'll win, or the reverse is true. If my fear is greater than my faith, the fear's going to win. So the question is not how do I get rid of criticism or how do I get rid of fear? The question is, how do I build up within myself a vision or a mission that keeps me on task, I can't come down?

John Maxwell:

How do I develop my faith inside of myself, my faith in God and who He is? How do I build up that faith until that is the... The stronger emotion always wins, period. What you focus on expands.

Carey Nieuwhof:

It's true.

John Maxwell:

If I focus on my mission and vision, it expands. It gets better. Well, the opposite is true. What you don't focus on shrinks. So if I focus on my faith, my fear shrinks. If I focus on my vision, yes... I got the criticism. I got it. Good to see you. I cannot come down. I cannot come down. I'm building a wall. I'm sorry. I cannot come down. What I would say to all of us, me included, is that during difficult times you've got to ask yourself, "Am I going to curse the darkness or I'm going to turn on the light?" And if you curse the darkness, no one ever cursed the darkness into light. I mean, you just curse. I mean, you sit over there and you curse and you curse. After a while you've done cursing and it's still dark.

John Maxwell:

Or you could say, "Okay, now I want to get over to the faith side. I'm going to get over to the mission, vision side. I'm going to focus there because that's what's going to expand." That's my advice, is don't try to eliminate criticism and don't be hard on yourself when you're criticized. I don't mean this unkindly. Everybody's getting criticized now. In fact, it's becoming an art form in people's lives. And so, just get focusing on the stronger emotion, not the weaker one.

Carey Nieuwhof:

We have quite a few mutual friends and I'm going to run you through a few personal questions, if that's okay. You love golf. It's a passion of yours. Apparently, you have some rules for golf. I'd love to know about the rules. And then, golf also has a strategic purpose apparently for you. Can you tell us about that?

John Maxwell:

Well, I love golf. I'm a 13 handicap, so I'm not really great.

Carey Nieuwhof:

Not bad.

John Maxwell:

And I'm a 13 because I don't play that much. I love it, but I don't have as much... I mean, to really get your handicap down to single digits, you've got to play way too much for the... I don't have that time. Anyway, but that's okay. I'm very comfortable with where I am and what I... I hit some good shots. I hit some bad shots. I love golf because golf is just like life. It is just like life. You have good shots, you have bad shots.

John Maxwell:

If you've got a bad shot, you have to play at where it is. I mean, you can't say, "Oh, well, I'll ignore it." No, no. It's in the rough. If you have a bad shot, you can't correct it usually with one swing. So you don't try to make up for it. You just try to get out of trouble again. I've always said, if you want to know what kind of a person you're trying to maybe employ in your company or whatever, do two things. Go play golf with them and go to a buffet with them.

John Maxwell:

I want to watch you in the food line. I mean, there are some people, they just get in line, get their plate, and they just start where they are. I look and I say, "Well, there's no leadership there." Then there are other people, they say "Before I get in that line, I've got to go surround the territory. I've got to pick my spots. I mean, I can't have everything, so I've got to prioritize."

John Maxwell:

So I take them out to eat and take them to play golf, and by the time you've got it, you don't have to have psychological tests. You've got them all wired in the whole process. My rules of golf are very simple. You don't have to be good to play golf with me, but you have to be fast. One of the rules is we don't need four practice swings before a bad shot. It's going to be bad already, so just hit the ball.

John Maxwell:

By the way, if you lose it or you put it where it's hard to find, we're not looking for it. I mean, I never got up in the morning and said, "You know what I'd like to do today, I'd like to look for lost golf balls. That's what I really want to do. I just want to go out on the course. I don't care if I play 18 holes, but I'd just like to look for lost golf... No, no." And I tell them. I say, "No, this is very simple. I've got a whole bunch of golf balls in my bag. When you hit a bad shot, you just grab another one and hit it again. I would rather give you all of my golf balls than help you find yours." Now, okay, you're talking about the personality here. You can tell-

Carey Nieuwhof:

Yeah, yeah.

John Maxwell:

I don't have mercy gifts. I don't have any patience in my life. But what I also like about the game of golf is that you never get it down. A few times I've made a mistake saying, "I think I've really got this swing down now. I think I got it." And then you don't got it. You just-

Carey Nieuwhof:

Golf is cruel. I agree.

John Maxwell:

Yeah. I love doing something that I really can't master. Now, some people don't like that. There's something beautiful about the... I think it's humbling. I think it makes me teachable. I like to be over my head a little bit. And then, because I'm such an experience-oriented person, I tell people if you're... It sends you over your head. It doesn't matter how deep the water is. I mean, go to the ocean. Just dive deeper because if you're over your head, you're over your head. Go to the ocean, don't go to the pond. Yeah, so-

Carey Nieuwhof:

Oh, that's fun.

John Maxwell:

We have a lot of rules in golf. But just remember the golf and the buffet. That really does work.

Carey Nieuwhof:

Yeah. What are you looking for in the character of a person? Because I agree, having golfed a lot and been to a few buffets in my life, you learn a lot about people. You're watching to see if they've cased the place out and you think that's a sign of leadership. What are some other things you learn about someone you're getting to know when you're on the golf course or at the buffet?

John Maxwell:

Well, I think, are they honest? I mean, are they honest?

Carey Nieuwhof:

Yeah. That was not a par, that was a triple bogey, that level, right?

John Maxwell:

In fact, my laughter is that business people that don't know God are more honest than preachers on a golf course. I mean, yeah.

Carey Nieuwhof:

A little bit of pastor math on the course maybe. Yeah.

John Maxwell:

That's right. A little bit. I always just find it interesting that there's a score that is and there's a score that they put on a card. I like to see, on a golf course, if the person that's playing has the ability or desire to root for the other person. Are they going to compete with me if I bring them on, or are they going to complete me? I mean, after all, it's just a game. The ability to handle emotions...

John Maxwell:

When I play with a guy, he gets real frustrated, I always say, "Well, now let me ask you a question. I don't know you that well. Is this your profession? Do you do this for a living?" Of course the answer's no. Then I say, "Well, that's good because you wouldn't be making any money if you did. But since this isn't where you make your living, back off a little bit." You know what I mean? "Enjoy the game." I think you very quickly find out people who are comfortable in their own skin and people who are not.

John Maxwell:

Yeah, just let's go eat and let's play golf. In fact, a great day is when I can take them to my club that has a buffet. And so, we eat and then we'd go play golf. And by two o'clock in the afternoon, I-

Carey Nieuwhof:

You know them really well. You've seen a lot. Yeah, that is really important even in interviewing or recruiting, selecting, to get someone outside of the formal interview process. You just learn so much about people. One of the other values, mutual friends, again, say is you love to celebrate a really good meal. So if you do a book launch or you finish a tour, a speaking tour or something, you hit a milestone in the company, you love to celebrate. What is the value of celebration to you and how do you like to do it?

John Maxwell:

Well, the value of celebration is you do it with others. You know what I mean? It's not fun celebrating by yourself. And so, I am. I'm a real celebrator and my favorite thing is to celebrate the success of others. Every time somebody gets a win, let's nail it. Let's say, "Hey, this was a win." The great way to build leaders is by letting them practice leadership, and the way to build confidence is to celebrate wins.

John Maxwell:

I have what I call a 24-hour rule, very simple, and that when something is worth celebrating, hit it hard for 24 hours. Just hit it hard. I mean, go find out what the person that you're celebrating loves and go do it with them. It's all about them. It's not about me, but it's all about them and celebrate. Hit it hard. And after 24 hours, go back to work. The 24-hour rule works also in a discouraging time or a loss or a failure. Okay, groan, moan, kick the can, cuss. I don't know what you've got to do, but you've got 24 hours to get through it.

John Maxwell:

After 24 hours, I don't want to hear about it anymore. I don't want to hear about last week's failure. But I don't also want to hear about last week's success. I want to hear about today. I want us to constantly live in the moment. And so, it's a good rule, but I really love celebrating people. I love being on the team of someone that accomplishes something, and I get great joy out of maximizing that celebration because I don't... Unless they're an egomaniac, I don't think a person can celebrate themselves.

John Maxwell:

And so, one of the things I love about celebration is it's a gift to others that really does make a lasting impression. When I turned 60, every month, I did something special with different friends of mine.

Carey Nieuwhof:

Oh wow.

John Maxwell:

We did different... I mean, I went to the NCAA Final Four with a couple of my basketball buddies. I went to the Kentucky Derby with four other of my friends. I went on a hunting trip with people like... But what I did is I did things they like to do, and I did it with them, and we celebrated the whole year. And so, now I'm having fun, Carey, because I'll be 75 next year. And so, in 2022, I'm going to do a whole year of people that I love, and loving people and doing things that you love with people you love. Oh, I don't know, probably by November 2021, I'll have 2022 laid out and have plans to celebrate people.

Carey Nieuwhof:

That's good to know. My favorite definition of intimacy is shared experiences. And that's a good reminder to all of us who sometimes put our nose to the grindstone a little bit too much, to get out there and celebrate and share it generously.

John Maxwell:

Work hard. Play hard, work hard. My definition of success, Carey, I got this definition in 1980s, when I just saw a lot of leaders who I thought were chasing things that I didn't think would bring really true success. And some of them crashing the whole deal. So I said, "Well, I've got to develop a definition for success for what I think it is." And so, I came up with one, and it's really been good. It's lasted for almost 40 years now, or has about 40. I think success is having people who know me the best love and respect me the most.

Carey Nieuwhof:

Oh, that's so good.

John Maxwell:

I just think that's a good definition. I think it's very sad. I think a lot of people that are well-known, the people who love them the most are the ones who know them the least. I just think that if my family... That's where I want to have the respect in, and I just think that's a good definition.

Carey Nieuwhof:

I think it's a great definition, John. Brad Lomenick's a good mutual friend, and I was preparing for this. One of the things Brad said, so Catalyst, you started Catalyst along with Andy Stanley and so on, back in the day. Brad was a young, barely... He was still in his twenties, I think.

John Maxwell:

A kid.

Carey Nieuwhof:

Yeah, he was a kid. He said he was astonished... He's seen this generally in your leadership, but particularly with him, he said he didn't know what he was doing. And you're like, "You just run this thing. Just grow it." He says, "Your ability to hand things off to the next generation, even when the next generation doesn't necessarily know what they're doing, is really inspiring." It was terrifying for him and exciting for him as a young leader. Can you talk about that a little bit? What are your guidelines in handing things off to young leaders? Why do you do that? I mean, that's a legacy, Brad says.

John Maxwell:

Yeah. I smile when I think of Brad. He's a beautiful person. Brad didn't have any experience. He was too young for it. But I don't hand the ball off to somebody who already knows something. I hand a ball off to somebody who has a potential to do something. Several things come running through my mind very, very quickly. First of all, I think most leaders try to hold onto what they have too long. When you hand the baton off, you shouldn't hand the baton off because you're tired. I've never known anybody win a relay race when the guy that was handing off said, "Oh my gosh, take it. Take it."

Carey Nieuwhof:

That's where the price of admission. Oh my goodness.

John Maxwell:

Yeah. Yeah.

Carey Nieuwhof:

You're so right. You're so right.

John Maxwell:

You got to hand that baton off when you are at your peak best. At your best. You've got to let go. If you don't let it go at your best time, when you're at your top of your game, your team ain't going to win. So I think, first of all, leaders hang on way too long. Secondly, I'll have to say that everything I do, as soon as I start doing it, my first question is, who am I going to hand this off to?

John Maxwell:

In fact, the expression I have in all my organizations is, "Work yourself out of a job." When I would hire somebody, I'd say, "Now let me explain something to you. Your job is to equip somebody to do your job. In fact, your job is to equip somebody to do your job. And when somebody can do your job with a good sense of competence, guess what, I'm going to give them your job." I tell my people all the time, "If you'll work yourself out of your job, I'll give you another one. But if you can't work yourself out of the job you have, I'll take it away from you."

John Maxwell:

Because I have no desire in having workers, I have desire of having leaders, and leaders reproduce other people. By the way, how does Brad get good with Catalyst? He gets good by practicing. Here's what I know. I would create an environment for Brad to have some success, okay? In other words, I was still putting my name with Catalyst. I was still putting people around Catalyst that were on the team. I was still using my influence. Okay. It's not like he's going into a pure vacuum and he has to figure it all out. But he does have to go in and practice, and practice means you win some, you lose some.

John Maxwell:

The losses are good, as long as we learn from them. Okay. What did you learn? The value of a failure is learning, and the value of learning is improvement, and you've got to stay in that vein. So when I fail, it becomes a great friend of mine not because I failed, but because I learned from it. But learning is totally overrated unless you improve. I mean, say, okay, now that you know what you did, can you improve this? And so, you throw people like Brad Lomenick in. Almost all my people I give the baton to are young.

John Maxwell:

Also, one other thought, I think people, when they get old, they get foolish. I think one of the foolish things old people think is that somehow they were the last great generation, and it's like, "When I die, everybody's going to go to hell," and I don't think that's true at all. I think when I die, 30 minutes after I've died, they're going to be at some fellowship hall and the biggest question they're asking is, "Where's the potato salad." You know what I mean? Get over yourself, would you? I mean, my gosh. Just get over yourself.

John Maxwell:

I think the next generation, my hope is they pass me, stand on my shoulders, go higher, do more. That's my spirit, that's my attitude.

John Maxwell:

And they are. My greatest joy, I know what I can do, Carey. Good Lord. I know what I can do. I've got that down. But what's more fun is knowing what other people can do when you empower them, and equip them, and give them opportunity. I mean, I have a coaching company called the John Maxwell Team. It's only 10 years old, Carey, and we've got 37,000 coaches in 172 countries. We're the largest coaching company in the world. I love, I just love giving them my name. They are a John Maxwell Team coaches. I have all kind of people...

John Maxwell:

I mean, I did this when I was 64. I had all kind of people say, "John, you've worked hard on that name and that reputation, and you're just going to let people have it?" "Yeah. Yeah." "Well, don't you think some will mess up?" "Yeah. Yeah, I do. But, hey, don't you think I messed up on the way to make it? It wasn't like I was all supreme and successful and I didn't have..."

John Maxwell:

If I had some misses, why wouldn't I want to empower other people to use my name to have some misses. I mean, it's okay. And then to watch these coaches... My joy today at 74 is watching all the

people I've trained, equipped, loved, given opportunity to, and watching how well they are doing and helping people and prospering, truly that's the greatest joy I have, is just watching them succeed. I mean, that's a high compliment for a leader, to have people that they have led and equipped succeed.

Carey Nieuwhof:

One of the things Brad shared with me, and I don't know whether you remember this or not specifically, but he said, as he was taking over the reigns of Catalyst, and you were the speaker every year for a number of years. When you passed the baton, you said, "Listen, you don't have to invite me back. There's no obligation. You don't have to use me if you don't want," which I found really moving. I'm not sure every leader would be there naturally. They're like, "Well, you can have it, but I better keynote or I better close it, or I better open it, or I better..." Can you walk us through that dynamic? Because I think we would all be better leaders if we could get to that place.

John Maxwell:

Yeah. I do remember that. Here's what I would say, Carey. A leader is in trouble when they need to be needed. See, instead of needing to be needed, I have a great need to be succeeded by someone else. Well, when Willow started a leadership summit, I was the guy in Dallas that gave Hybels the idea. I said, "You ought to do a summit, I mean, and start training leaders," because he was such a terrific leader himself. And so, he said, "Will you come and speak the first one?" I said, "Sure." And so, I spoke the first one. He said, "Let's do it again next year." I said, "No, you do it again next year. It's your summit, it's not mine."

Carey Nieuwhof:

Wow.

John Maxwell:

"I don't need to be here. You've got to build it off of you and who you are, and what Willow is doing." And he did it, and of course, it is a phenomenal summit to this day. Craig Groeschel's done a great job with it now, but the point being I don't have a great need to be needed. And so, at Catalyst, I knew, the only way that I could ever get it over to Andy Moore and Brad and the crew, was for me not to come back.

John Maxwell:

I think there are times when leaders... It's one thing to say, "Well, when you don't need me, it's okay." I think it's another thing to look at them and say, "You don't need me." Now, that's empowering when I say, "You don't need me." Why don't I need you? Because you could do it well without me. That's a very empowering gesture. I don't get to do a lot of it, but I live in Florida. And so, I go to Christ Fellowship and I teach. Tom Mullins was the founder, Todd is the lead pastor. They're great guys. They're very good friends.

John Maxwell:

In fact, I moved to Florida when Tom was still pastoring and he wanted to reach the business community. I said, "Well, I like Florida. I don't like winter. I said, "I'll come down." I said, "I'll do some teaching for you." And so, I came down. So I'm on the teaching staff, although I only teach maybe four

or five times a year, not a lot. But periodically I'll take Tom and Todd out to lunch and I'll say, "Now, guys, I want you to know today I'm resigning being the teaching on the staff here."

John Maxwell:

First time, they said, "What do you mean? Is there something we need to do?" "No, no, no. No. No, I just need to resign, because we're very good friends and I would never depend on friendship for me being a teaching pastor of your church."

Carey Nieuwhof:

Wow.

John Maxwell:

I can be your friend without having a staff position. Hey, we can go play golf without me having to teach there. And so, I voluntarily resign, and then they voluntarily hire me for another year. And so, I said, "Well, okay, if you want me another year, I'll hang. But I'm ready to go." It's good. I can go. And so, every year I resign, and every year they hire me back, but I never want... Well, I mean, I don't want to depend on relationships.

John Maxwell:

This is sad to me, but a lot of times, this is sad, a lot of people, they use relationships to stay in the game. It's like, "I'm on your team, Carey, and you and I are good friends." I'm not maybe really producing for you like I should. And I say, "Boy, it's a good thing we're friends." It may be a good thing we're friends, but it's not a good thing that you're on my team. You're weighing us down. You aren't carrying your load.

John Maxwell:

I just don't think it's healthy to put conditions on relationships and things like that. Love people and help them, but don't hang around too. I tell my crew now, my greatest concern now is that I stay too long. I mean. And so, I give permission to... Boy, I mean, I've got Mark Cole as my CEO of all my companies. He's phenomenal. I've got all these good people out. I mean, I tell them all, I said, "Look, anytime, anytime you see me not even starting to go down, but starting to level off and I'm no longer producing more and climbing, you've got to come and tell me. I don't trust myself to know. And I'll exit. I'll get off the stage." I want to serve them and help them. I don't want them to have to carry me. I mean, no, I don't want that.

Carey Nieuwhof:

It's incredibly challenging and incredibly encouraging, John, to hear you say that. I think it solves an awful lot of the challenges that leaders, churches, businesses are facing. I remember, I think it's like over 90% of all businesses die with their founder. You can look at the history of church and it's same thing, right? You have either the church plant fails or you have somebody who led it really well, and then it peaks off and troughs. And then hopefully yet another leader down the road. But I love that model. Thank you for that.

John Maxwell:

Too many leaders, they birth it and then they bury it.

Carey Nieuwhof:

Yeah.

John Maxwell:

Ain't that true? And that isn't where we want to go. Again, because I'm all the time asked by people maybe my age, they'll say, "I'm thinking maybe I should leave the church and I'm just asking myself if I stayed too long." and I say, "Yes, you have." Then I smile and say, "To be honest with you, the very fact that you're asking the question means that you're the last to know and everybody else knows that..." But, I mean, athletes stay too long, right?

Carey Nieuwhof:

Yeah.

John Maxwell:

There's a difference between respect and honor. I think honor is a beautiful thing. I think honor is where you take somebody that's done something great in the past and you honor them. I think it's a great gratitude tribute to honor people. So I love honor. Honor is for what I did yesterday, but respect is for what I can do today. Honors come automatically. Okay, they come automatically. But respect, you've got to earn that every day.

John Maxwell:

I don't expect anybody to give me a favor. I don't want them to say, "Well, look what he's done." I mean, what he's done is not the reason for what I do today. And so, yeah, I want to have respect. I want to earn it. And respect is earned on difficult ground. It's never earned on easy stuff. So I want to have it. If I have it, I'll stay in the game. And when I don't have it, I'll go see the grandchildren.

Carey Nieuwhof:

Well, there's so many questions, but here's what I want to ask before our time wraps up. You've got a brand new book I love. For those of you who are watching, it's called Change Your World. You've had so many books over the years, and thank you for continuing to write. You wrote this one with Rob Hoskins, the President of OneHope. But I loved it. Buried in the middle of the book is something called The Law of the Inevitable Return. Can you explain that? I think that's a really nice segue as we wrap up today. What is the law or the inevitable return?

John Maxwell:

Well, the inevitable return is the fact that when you pour into people, especially if you pour into leaders, it's what I call Maxwell Math. Maxwell Math multiplies. It doesn't add. A long time ago, we made a determination, because leadership is my calling and my gift that, that I would speak to smaller crowds, but they would be leaders. So I wouldn't always speak to the masses unless they were leaders.

John Maxwell:

And so, it's like I add value to leaders, that's adding, who multiply value to others. That's multiply. And so, I wrote a book called The Leader's Greatest Return. In it, I talk about the inevitable return. You cannot pour into, equip, and add value to leaders without it coming back to you in a greater return than

what you gave. You think of mentoring, and I've done a lot of mentoring, and you think of mentoring and say, "Oh, he's such a wonderful person. He mentors all these people. He's so selfless."

John Maxwell:

I want to say, "No, honestly, I'm probably quite selfish, to be honest with you, because the Brad Lomenicks, the Careys, the Marks, these people, they all come back. They'll come back. And when they come back, they come back with so much more than I gave them." And so, it's the long view of life and it's the long view of the return. Now I can speak with great credibility. We're never good the first time, okay? We're never here the first time.

John Maxwell:

I love people, Carey, always say, "Well, I'm working hard. I've never done this before. So I really want to do a good job." I say, "Relax, take a pill. You're not going to be that good. It's your first time. You're not good the first time." Okay. But you have to have the first time so you can have a second time, third time, fourth time. In the beginning, I wasn't as bad as people thought I was. But now where I am, I'm not as good as people think I am.

John Maxwell:

And so, I ask myself, "why am I not as good as people"... Because I know I'm not. I know I'm not near as good as people think I am. I get way more credit than I deserve. You know why people think I'm so good? Because it's all the people. It's all the people that I've loved, and equipped, and poured the life in. And so, now they take these principles that I've taught and they live them out, and they practice them, and they help people.

John Maxwell:

And so, they just bring a host of people around them back to me, and I'm not that good. But what is good is what I did. I'm not that good, but what I did is I invested in other people and believed them to reach their potential, and they did. I've been disappointed a few times, but my disappointments are so small compared to all the incredible returns that I've had in my life. And so, at this stage of life, I'm surprised every day.

John Maxwell:

Every day somebody's calling me, somebody's saying, "Hey, John, let me tell you what I've done with what you taught me." I look at that and I say, investing in people... Here's what I say, "Invest in yourself in personal growth and invest in others in leadership and you'll have an inevitable return."

Carey Nieuwhof:

What is one leadership question that's not being asked very much, or you never get asked, that you wish people would ask more?

John Maxwell:

Well, no one ever asked me... Kevin Myers, another guy that I mentored that I love greatly said... He was one of the first ones that said this, and so I give him credit for it, that leaders want more for their people than their people want for themselves. I love that statement. I think it's very true. And so, I want more for people a lot of times than they want for themselves. Nobody ever asked me about my

disappointments of how I wasn't able to give somebody what I thought they deserved, but I wasn't able to do it.

John Maxwell:

I have an event every year, Carey, called Exchange. It's a high-end leadership event. We take 120 people, and every year we go to a different city. We were in London with these 120 people and had an amazing experience. I mean, we had a royal dinner in Windsor Castle with the favorite cousin of Queen Elizabeth, of which she had to sign off. I asked Tony Blair to come and he spent some time with the leaders, and we did some leadership stuff with Tony.

John Maxwell:

We went to Winston Churchill's bunker, and the guy who did the Darkest Knight movie was there. The producer talked to us about that. We went behind the scene set in Winston Churchill's chair so we could feel the rough edges where his ring rubbed against it when he was deliberating during world war two. Then when they came out, I had his grandson meet with us for an hour and talk about what it was like to be in the family of Winston Churchill.

John Maxwell:

I mean, I can go on and on and on. I just kill people in these Exchange experiences. I mean, when we're done, I say, "Do you want to go next year?" And they just sign up and it's just automatic growth time. But when we're in London, I just have been a great fan of, of John Wesley. I think John Wesley probably had a positive effect on the church more than any person since St. Paul, personally. Okay. I mean, lay ministry starts with Wesley. Small group starts with Wesley. The accountability type, it all starts there.

John Maxwell:

I wanted to take them, in London, over to Wesley's home and his chapel there, and to his museum, and just do a Wesley, because he was so transformational. I wanted to speak in Wesley's pulpit on transformation to these 120 leaders. We were not able to do that. We got into bureaucracy and they said no. And so, during this unforgettable trip in London, where the people were saying, "John, you're killing us with this stuff that we're learning and experiencing."

John Maxwell:

So in the last session, before I sent them on their way, I said, "I want to talk to you about a disappointment I have." I said, "I wanted to take you over to John Wesley's. I didn't get you where I wanted you to go. I really didn't. Wow. Here's what you would have seen. Here's what you would have experienced. I just have you to know that I'm disappointed for you. I just am." And then I talked to them about how, as a leader, you need to share your disappointments with your people when you're not able to provide for them what they deserve or what want them to have.

John Maxwell:

I would tell you, Carey, these business people, tears are streaming. I looked at them and I said, "Now, go back to your group and not only tell them the highlights, but let them know once in a while you're disappointed because you weren't able to give them what you really wanted to get them. And I said, "It'll connect you to them like no other... It'll give you a strong connection." And so, I wish people would

sometimes, with me, instead of talking about all the stuff I've done, they would just ask me, "What did you miss? What would you have liked to have provided for people that you didn't pull off?"

John Maxwell:

Because I think people look at people like myself and they think too much of all the accomplishments and they don't think of the leadership emotion of wanting what's best for people, and the highlight of providing it, and the low light of not being able to pull it off. I just think it makes leaders not only human, I think it makes them very intimate with their people.

Carey Nieuwhof:

Yeah. Yeah. People admire strengths, but they resonate with your weaknesses, right, John?

John Maxwell:

Absolutely, Carey.

Carey Nieuwhof:

Thank you for sharing that. We're at time, but I've got to tell you, this has been a joy. I have really appreciated this hour with you, this time with you. Thank you for investing into our leaders on this podcast, and the millions of leaders that you've impacted around the world. I'm incredibly grateful, John. Thank you.

John Maxwell:

Thanks for having me, man. I admire what you're doing, Carey. Keep it up, my friend. Keep helping people like me. We're learning, we're listening, we're watching. Well, blessings on your journey. You have a lot of good stuff in front of you, and I'm excited for you.

Carey Nieuwhof:

Thank you. Well, yeah. So glad that happened. John says he's open to coming back, which I'm very excited about, and hopefully we can do it in person next time. I've got a What I'm thinking About Segment, and rather than sharing some ideas I'm thinking about, I want to share with you just an overview of my favorite John Maxwell teachings, the Five Levels of Leadership. If you've never heard it, and you're a young leader, stay tuned to the end for that.

Carey Nieuwhof:

I'm going to tell you what's coming up. We've got a lot of great stuff coming up. Man, everybody's saying yes this year. I just got a yes from David Allen, Getting Things Done. I'm so excited to bring that to you later this year. We also have Annie F. Downs, Rick Warren, Amy Edmondson, Allison Fallon. Who else? Oh, Tim Keller is coming back. Simon Sinek, and so many more. Very excited for all of that.

Carey Nieuwhof:

Next episode, we have Jon Acuff. Jon and I talk about soundtracks, and overthinking, and the loop that plays in your head. Here's an excerpt.

Jon Acuff:

You go, "Okay, right now I'm in this stressful situation. What's the thing I could build that would make this easier?" And then you go build that. That's what I did with YouTube. I had a YouTube channel, like I'd put my flag in the ground, so to speak. But I had like 1,100 subscribers and hadn't made a video in like four or five years. And so, I was like, "You know what? I think it might be time to meet people online, like these moving pictures.

Carey Nieuwhof:

Gosh, I love Jon. We're going to have a fantastic conversation. I'm so excited for his new book. We'll talk all about that and so much more next time. Now it's time for What I Am Thinking About. This is brought to you by Pro Media Fire. You can book your free digital strategy session today at promediafire.com/churchgrowth, and buy the XP Summit. Just Google XP Summit and join an annual innovative gathering of XP leaders, or you can go to welcome.cdfcapital.org/XPS2021.

Carey Nieuwhof:

Well, of all the books John has written, and he's written a lot, one of the books I'm most passionate about is his concept around the Five Levels of Leadership. I've taught this to my team at different times over the years, I keep revisiting this book. If you haven't heard about it, I think it really explains so much. Basically what John says is there's five levels of leadership for every leader. Particularly for all of you who are young leaders listening, hang on because this is really interesting.

Carey Nieuwhof:

The levels are position, permission, production, people development, and pinnacle. Let me break those down a little bit for you. John, if I get some of this a little bit off, you can come back and correct it for me, okay? That's our deal. But I have found this so influential. In fact, I had so many questions for John and didn't get to this one. So I thought, "Well, I'm going to share it anyway. I'll give you my take."

Carey Nieuwhof:

The world comes to life when you think about the leaders who have influenced you or the kind of leader you want to become. The first position, the base level position, is simply called position. That's the first level of leadership. A position is just, yeah, you got the job, you got the title. And so, maybe you became the director of, or the associate in charge of, and you're learning your management skills, but basically your authority springs from the fact that you hold the title.

Carey Nieuwhof:

You've seen this that can be good, but it's not where your leadership should stop. You've seen this. When you meet somebody who's like, "Well, it's a job and I'm waiting for five o'clock," and they don't really have any authority beyond the title, it's like, "Well, I'm the manager. You've got to go through me." And so, I mean, it's a great place to start and that's where we all start, but you don't want to stop there. You want to at least move to the second level.

Carey Nieuwhof:

I would suggest you have a shot at getting to level four, and a handful make it to level five. But the second level is permission. All right? That's when you can go beyond just your title, "This is what I'm supposed to do," and therefore you must do it. Or you move into some cooperation. You expand your authority beyond your title. So when you ask your employees to do a task, they're going to do their best

and they may try to help you because they feel appreciated, included in decisions, cared for, trusted, and valued.

Carey Nieuwhof:

To get to this level of leadership, remember you're moving beyond just your title and your authority, but you've got to treat people with respect. John is masterful at this. This is what I had heard about him from so many leaders. And I felt that way. After I was done my hour with John, I felt like, "Wow, I just feel so affirmed, and so appreciated, and so valued, and so seen."

Carey Nieuwhof:

The thing about these Five Levels of Leadership is, yes, you will always hold the position or get a new position, but then you move to permission. So you don't skip over these. It's like, yeah, you still have a title and responsibility, and with permission, you start to coach people out of just the role and start to get them to cooperate beyond that. Once you've mastered that, you move to the third level of leadership, which is production. And these are the people who get results, okay? And you'll see that.

Carey Nieuwhof:

Let's say you have 10 employees. There's one woman who's just crushing it and just producing great results. And what happens. She gets more authority. You get somebody in a leadership position and it doesn't even have to be at the highest level of the hierarchy. But you've got this one barista who's just doing an incredible job every single time and making the best flat white's going or the best cortados going. And it's like, "Okay, every everybody's paying attention." So they get results.

Carey Nieuwhof:

Since if you're at this production level, you have excellent relationships with all of the employees, you can count on them to do an outstanding job, and you make everyone better. You have an authority now because you're producing and you're getting results. I think Clay Scroggins said, "Be ridiculously good at what you do." That gets you a long way. Now you've gone beyond the title. You've gone beyond just your ability to cooperate with people, and you're getting things done. You're producing things.

Carey Nieuwhof:

And then that moves you to the fourth level of leadership, which is people development. People development is when, and I love this, people are better because they worked with you. It wasn't just you got stuff done. It wasn't just, yeah, everybody got along. It's like, "Wow, I have grown as a human being." And this is one of the things John just excels at when you listen to the people who know him well. And so, they're consistent. If you want to be this kind of person who develops people, you're consistent, you're honest, you're inclusive, you're easy to talk to. You're working really hard. You're a fair decision maker. You're helping people get on with their life goals, not just their career goals.

Carey Nieuwhof:

They leave, even if they worked with you for two years, five years, 30 years. They're like, "I am a different human being because I worked with you." So that's people development. And then, the final level, which not everybody gets to, is called pinnacle. Along with mentoring employees, pinnacle leaders have become skilled enough to help other people even outside their immediate reach. So maybe those of you who are podcasters, or those of you who are speakers, or those of you who are preachers.

Carey Nieuwhof:

But your influence goes beyond your immediate congregation. You are now helping people develop beyond your own scope and reach. So you have influence. It's gone beyond your organization, beyond your department, beyond your company, beyond your church. And now all of a sudden, you're starting to have a broader impact. Again, you're taking all of those skills along the way and now you're at the point where this becomes your legacy. And so, you've got influence outside of the organization or even the industry that you work in.

Carey Nieuwhof:

Again, you're doing everything you've learned along the way, but you're helping everybody get better. So there's a lot more to this. I would really encourage you if you want to start with a John Maxwell book, obviously his new one is fantastic. But the Five Levels Of Leadership, boy, that'll preach all day long over and over and over again. So, John, I'm going to give you the opportunity to correct me next time we get together, okay, if I said anything that was slightly inaccurate.

Carey Nieuwhof:

But I just think about that, and yeah, I remember as a young leader being stuck at level three and not getting to level four, and then learning, "Oh, I want people to be better off without me." Again, I don't think pinnacle, and John talks about this, I don't think pinnacle is something you strive for. It's not like, "Yes, I want to be a big influencer that's global. It's like, "No, if you just do the four levels well, sometimes, sometimes it happens and you start to have influence beyond your immediate sphere."

Carey Nieuwhof:

We'll have some more conversations. We've had them before on the podcast. We'll have them again about what happens when you try to overshoot that too quickly. Like, "I'm going to start on social media, and I'm going to be a global influencer." I'm not sure it works that way. But you work on those first four levels. You do your position really well. You get permission where you start to work with people. You start to produce and get results. You start to develop people so they're better off. And then maybe, just maybe, you get to your pinnacle where you have a legacy beyond your own organization or even your own industry.

Carey Nieuwhof:

Anyway, Five Levels Of Leadership, John Maxwell. Thanks for the incredible legacy you continue to leave in so many people. I hope you've enjoyed our time together today and that it's helped you lead like never before.

Announcer:

You've been listening to The Carey Nieuwhof Leadership Podcast. Join us next time for more insights on leadership, change and personal growth to help you lead like never before.