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BOOK REVIEW

"THE FIVE LEVELS OF LEADERSHIP : Proven Steps to Maximize Your Potential"

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Five Levels of Leadership is a book that every management student should read. The concepts highlighted in the book have been presented before but never to this depth and completeness. The five Levels express a way to understand and organize the leadership growth. True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than "the boss" people follow only because they are required to, one has to master the ability to invest in and inspire people. To grow further in the leadership role, one must achieve results and build a team that produces. One needs to help people develop their skills to become leaders in their own right. And if one has the skill and dedication, he can reach the pinnacle of leadership.

The five Levels of Leadership, as per the Author of the book, are:

1. Position. People follow because they have to.
2. Permission. People follow because they want to.
3. Production. People follow because of what you have done for the organization.
4. People Development. People follow because of what you have done for them personally.
5. Pinnacle. People follow because of who you are and what you represent.

Through humor, in-depth insight and examples, internationally recognized leadership expert John C. Maxwell describes each of these stages of leadership. In The five Levels of Leadership, he shows how to master each level and rise up to the next to become a more influential, respected and successful leader.

The five Levels of Leadership Provides a Clear Picture of Leadership. How do people get a handle on leadership? For those who are not naturally gifted for it, leadership can be a mystery. For them, leading people is like walking down a dark corridor. They have a sense of where they want to go, but they can't see ahead, and they don't know where the problems and pitfalls are going to lie. For many people in the academic world, leadership is a theoretical exercise, an equation whose variables are worthy of research, study and rigorous debate. In contrast, the five Levels of Leadership is visually straightforward, so anyone can learn it.

The five Levels of Leadership Defines Leading as a Verb, Not a Noun. Leadership is a process, not a position. Leadership deals with people and their dynamics, which are continually changing. They are never static. The challenge of leadership is to create change and facilitate growth. Those require movement, which, as you will soon see, is inherent in moving up from one level of leadership to the next.

The five Levels of Leadership breaks down Leading into understandable Steps. The subject of leadership can be overwhelming and confusing. Where does leadership start? What should we do first? What processes should we use? How can we gain influence with others? How can we develop a productive team? How do we help followers become leaders in their own right? The five Levels of Leadership gives answers to these questions using understandable steps.

The five Levels of Leadership Provides a Clear Game Plan for Leadership Development. Good Leadership isn't about advancing yourself. It's about advancing your team. The five Levels of Leadership provides clear steps for leadership growth. Lead people well and help members of your team become effective leaders, and a successful career path is almost guaranteed.

The five Levels of Leadership Aligns Leadership Practices, Principles and Values. "When I developed the five Levels, I conceived of each level as a practice that could be used to lead more effectively. As time went by and I used and taught the levels, I realized they were actually principles. Here's the difference: A practice is an action that may work in one situation but not necessarily in another". A principle is an external truth that is as reliable as a physical law. For example, when Solomon said, "A gentle answer turns away every wrath, but a harsh word stirs up anger," he stated a principle that is universal and timeless.

Principles are important because they function like a map, allowing us to make wise decisions. If we embrace a principle and internalize it, it becomes a part of our values. The five Levels influences my leadership life every day.

One example of a Level five leader given in the book is John Wooden of UCLA, Bruins. He is the person Maxwell often talks about, because he thinks that by studying his life anyone can learn great leadership lessons. Here's how his life exemplified the five Levels of Leadership.

Level 1: Position People Follow You Because They Have To. Wooden coached basketball for 30 years. Like all leaders, he started by receiving a leadership position and got the opportunity to make the most of it. Coach Wooden used his position when needed, though he did it with a soft touch. For example, his practices were not long, but he demanded the full attention of every player each time they practiced. If a player lost focus and slacked off, Wooden would kick him out of practice.

Level 2: Permission People Follow You Because They Want To. Throughout his long career, Coach Wooden's relationships with all of his players were special. And after his career as a coach was completed, Wooden maintained his close ties to the men he had once led on the court. More than once he told me, "If, as a leader, you listen to them, then they'll listen to you." He understood that leaders listen, learn and then they lead.

Level 3: Production People Follow You Because of What You Have Done for the Organization. Coach Wooden turned around UCLA's basketball program in one season. Prior to his arrival, they had experienced a losing season. His first year as UCLA's coach, the team won the Pacific Coast Conference (PCC) Southern Division Championship with a 22-7 record. It was the most wins in a season for UCLA since their basketball program had begun in 1919.

Level 4: People Development People Follow You Because of What You Have Done for Them. Coach Wooden said, "Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming." That's what Level 4 leaders want for themselves and those they lead: to reach their potential.

Level 5: Pinnacle People Follow You Because of Who You Are and What You Represent. Many times people don't find out how wonderful a leader was until he or she dies. They go to the funeral or memorial service and they are surprised to discover how many other lives were impacted by the person. In the case of Coach Wooden, we didn't have to wait to find out. Players from four decades of teams had received the benefit of his leadership, and so did the people they have led after their days on the court. And millions more had watched from afar as he led teams to victory. He was wise, honest, principled, disciplined, humble, humorous, courageous and faithful. He was a Level five leader. The world needs more leaders like him.

Each of the levels build on the previous one and one can only progress to the next level once he has mastered the previous level. As one goes higher it is easier to lead because his influence grows as well, as the leadership becomes more service oriented. Maxwell says it takes longer than one can think to get to the top leveland many never do. At the same time, one can go down very quickly. But if one has developed the right kinds of relationships with others, they will support you through your mis-steps and fumbles.

In addition to describing each of the Levels in detail, Maxwell shares upside and downside of each Level, how each level relates to the other, an assessment to gauge your current level of leadership, and most practical, a growth guide to help one understand the mindset needed to move from one level to the next.

There is a lot to learn from this book for everyone who is a leader (at any level of Leadership as described in the book) or who aspires to be a leader in due course.

Call for Papers: Amity Business Journal

Amity Business School (ABS), Lucknow campus, a part of AUUP is endeavouring to publish **Amity Business Journal**, a bi-annual, refereed double blind reviewed International journal, which attempts to bridge the void between academia and the corporate.

Amity Business Journal will address contemporary issues of General Management. The general themes include topical issues, discussions & practices that attempt to communicate a better understanding on the subject of Management taking competitiveness as a premise.

In order to leverage competitiveness in business, individuals and institutions need to augment their capability and core competence. This would essentially lead to improvisation in decision making. Amity Business Journal intends to cover major perspectives in all domain areas of Management and Business, while attempting to bring out a focused approach in connecting "Theory to Practice".

Objectives

The objective of Amity Business Journal is to collate knowledge and experience on different perspectives of Business & Management, which would benefit Academia, individuals, entrepreneurs, enterprises, policy makers, etc.

Readership

Amity Business Journal will share knowledge with academia, researchers, professionals, entrepreneurs, family businesses and policy makers, thus an attempt to contribute to better business, management and innovative practices.

Contents

Amity Business Journal will publish original papers, conceptual papers, business and management case studies & book reviews. Special Issues devoted to important topics in allied areas of Business & Management will occasionally be published.

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Specific Notes for Authors

All papers submitted to Amity Business Journal, must not have been previously published nor be currently under consideration for publication elsewhere. Conference papers can be submitted, only if the paper was not subject to copyright and has been completely rewritten.

All quality submissions will follow the double blind review process. Authors are encouraged to submit their papers as per the standard guidelines for submission.

Submissions

All papers and cases should be submitted to the Editor, Amity Business Journal, in a word soft copy with subject line "**Submission to Amity Business Journal, ABS, AUUP**". The covering note in the email must specify the paper title, authors name, affiliation and contact details.

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Journal of Amity Business Journal
Guidelines for Submission of Selected Papers

1. Manuscript of the paper

a) Manuscripts must be written in simplistic fashion and offer meaningful implications and recommendations for practitioners. It should be conceptually and theoretically sound to offer significant research findings or insights. Original research findings should be presented in such a fashion explaining the methodology, statistical tools and justification to encourage reading for those who have limited backgrounds in research methods.

b) The paper should start with an introduction and end with a conclusion summarizing the findings of the paper. Paper should have a Title, author(s), affiliation(s), and contact details on the first page. An abstract of not more than 250 words should be included in the beginning of the paper with four to five key words.

c) Besides, paper based on original research, case, book reviews and other thought provoking manuscripts are also encouraged. Articles/cases of an international nature are especially welcome. The editorial goal is to create a journal of relevance for both domestic and international audience.

d) Papers are accepted for publication on the understanding that these contain original unpublished work, not submitted for publication anywhere else.

e) Fact of papers presented/submitted in a conference/seminar must be clearly mentioned at the bottom of the first page of the manuscript and the author should specify with whom the copyright rests.

f) Tables and figures should appear in the Document near/after where they are referenced in the text. Avoid the use of overly small type in tables. In no case should tables or figures be in a separate document or file.

g) Papers are processed through a double blind referral system by experts in the subject areas. To ensure anonymity, the writer's name, designation and other details should appear only on the first page along with the title of the paper and should not be repeated anywhere else.

2. Reference

It is author's obligation to provide complete references with the necessary information References should appear in the text as: "*Filbeck et al.* (2005) reported that....." and the list of all reference must be placed at the end of the manuscript in APA style.

- Basleeris, N. and Huang, M. (2004), "Preferences with frames: A new utility specification that allows for the framing of risk", Working Paper, Stanford University.

- Complull, J.Y. and Viceira, L.M. (1999), "Consumption and portfolio decision when expected relies are time working", Journal of Economics, Vol. 114, No. 2, PP. 433-495.

3. Specifications of the paper

- The paper should be typed in MS Word. Maximum size of the paper should be about 6,000 words including title/cover page and references.
- Title of the page should be followed by name, e-mail and affiliation of author(s).
- Use a single column layout with 1" margin on all four sides on A4 size paper.
- Font: Main Body 12 Pt; Style: New Times Roman, 1.5 spacing or the closest comparable font available.

The electronic version of the paper should be sent to the editor at **mjoshi@lko.amity.edu.** Papers must include a clear indication of the purpose of research, methodology, major results, implications, and key references.

4. Review of Papers

All submissions will be double blind reviewed. Only those papers that are submitted as complete, reach the editor by the due date, and are accepted for publication by peer review will be published. Authors will be requested to provide copyrights of their paper to the conference organizers to ensure consideration for such a publication. The original research papers and articles (not currently under review or published in other publications) will be considered for publication in the Journal.

Normally the review process will be completed in about 6-8 weeks after the submission and the author(s) will be informed of the result of the review process. Papers can be sent back to the authors for rework before acceptance of publication. Such articles will be published only after the rework is considered as complete.

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