

What Others are Saying About Leveraging Your Leadership Style:

“John Jackson is a leader of leaders. His insight and foresight challenge me as a leader. And his vision is contagious! If John writes it I’m going to read it.”

—**Mark Batterson**, Lead Pastor, National Community Church; Author,
In a Pit with a Lion on a Snowy Day, chasethelion.com

“Lorraine has captured the essence of four key leadership styles in a way that allows everyone from frontline supervisors to CEOs to identify their own leadership characteristics. This book can be a guide to how to more effectively be the right leader at the right time to garner the right results.”

—**Jim Canfield**, President and Chief Operating Officer,
Renaissance Executive Forums

“My first thought was, ‘Ho hum, another leadership book.’ But after a few paragraphs I found this book was different. Looking at leadership through the lens of personality types is refreshing and releases all of us to do more and to do better. John and Lorraine have given us a great tool!”

—**Tim Stevens**, Executive Search Consultant Team Leader,
Vanderbloemen Search Group; Author; Leadership
Thinker on LeadingSmart.com;
and former Pastor at Granger Community Church

“Relationship is far more than just a nice word or idea for Lorraine; it is a way of life. She is one of the most intentional and effective people I know when it comes to developing successful relationships.

Every good leader I know is also good at developing healthy relationships. Lorraine is one of those good leaders. She is the kind of leader people want to follow because of who she is...not simply because of the position she happens to hold.

Although I know she has a wall full of framed certificates to vouch for her professional training in her field, she also clearly has an uncanny intuition when it comes to assessing and understanding people. I believe this something extra comes through loud and clear in this book. Like Lorraine, all of us are unique, and we all lead in some sphere whether it be large or small. The effectiveness of our leadership can only be maximized when we know our God-given style and understand how to leverage it.

For her, this book is not just about a useful theory; it’s a parable of her passion for equipping you, me, and others to leverage our leadership style.”

—**Gary D. Foster**, Consultant

“My father often reminded me, ‘Son,’ ‘no matter who you are with or where you are, there is always someone looking up to you for leadership.’ This book is for everyone because everyone reading this book has someone following them, believe it or not. Someone today looked up to you for leadership—intentionally or unintentionally. Was your influence a positive one? You are influencing someone with every verbal and non-verbal communication you send. John and Lorraine will masterfully help you to uncover your leadership potential and style.”

—**Dr. Cornell Haan**, National Facilitator for the Mission America Coalition, Co-founder, the Presidential Prayer Team, President, Kingdom Connections

“I was recently interviewed and asked the question, ‘What’s the number one thing you have learned in ten years of launching the Bayside Family of Churches movement?’ I responded, ‘That’s easy—the solution to everything is the right leader.’ John Jackson lives to add value to leaders. I constantly bring him in to evaluate our organization, and mentor our leaders, and his new book, *Leveraging Your Leadership Style* will be in the hands of the staff at all of our churches the minute it comes off the presses.”

—**Ray W. Johnston**, Sr. Pastor, Bayside Church, Granite Bay

“I admit it. I’m unique. It impacts who I am and how I interact with others. One of the areas in my life where that’s most evident is in my leadership. *Leveraging Your Leadership* challenges us to consider how our personalities impact how we lead. (That includes leading unique guys like me.)”

—**Tony Morgan**, Pastor, Author, and Consultant

“While I’ve always believed that leaders are made, not born, I never had a good recipe. You’ve given me one that’s crystal clear with lots of specifics. Anyone who wants to become a leader or fill their company’s leadership pipeline should read this book.”

—**Laurence Haughton**, Author of the bestseller *It’s Not the Big that Eat the Small... It’s the FAST that Eat the Slow: How to Use Speed as a Competitive Tool in Business* and *It’s Not What You Say... It’s What You Do: How Following Through at Every Level Can Make or Break Your Company*.

DISCOVER YOUR LEADERSHIP STYLE!

“Leadership is influence, and no matter what your title or position, you have the opportunity to lead. Since leadership is a matter of motivating, encouraging, and guiding people to a destination together, why not leverage your unique style and influence the people in your life?”

“This is not your typical leadership book. *Leveraging Your Leadership Style* takes the guesswork out of the equation and offers concrete solutions to obtain greater results and success.

“The substance of leadership is critical, but style affects how that substance is delivered and perceived. This book will provide you with valuable insights into your own preferred style: What is it and how it can be improved. You’ll learn to both understand and appreciate the difference in those you lead.”

Mark Sanborn, CSP, CPAE

Author of the bestseller, *The Fred Factor*

“Want to awaken the leader within? Ready to increase your influence and be the leader you were intended to be? Seize the opportunity to transform your leadership with this fast, dynamic, yet informative book that helps you maximize your strengths and become more effective in whatever you do.

“John Jackson is a strategic thinker. He’s a visionary. John believes in partnerships and alliances, and he loves working with others. He’s not been afraid to ask others to take the journey with him. The result? Thousands are taking that journey today that weren’t just a half decade ago.”

John Maxwell

Best-Selling Author & America’s Leadership Expert

To all the leaders we've known that have inspired us: ordinary everyday folks who used their personal styles for extraordinary influence in the lives of their families, friends, and team members.

We also want to recognize the greatest leader either of us have ever known: Jesus.

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Finally, my children and their spouses: Jennifer and Derek, Dena and Cheyne, Rachel and Zach, Joshua, and Harrison are always an inspiration. My wife Pamela is my soul mate, my best friend, my protector, and the love of my life...thanks for all you do and who you are, sweetheart.

—**Dr. John Jackson**

I thank God for bringing Dr. John Jackson into my life. I've had the pleasure of working on several projects with him. How exciting to have our books translated in several foreign languages and now have a second edition of *Leveraging Your Leadership Style!* John lives out godly leadership and shares his gifts with us all.

Many years ago, a man presented a training program that inspired and motivated me to be my best. He instilled in me the knowledge that I, too, was a leader, no matter my role. That man was Mark Sanborn, who has become one of the greatest speakers and leadership experts of our times. I thank him for his messages, mentorship, and most of all, his friendship.

I have been fortunate to work for, alongside, and with some other great leaders. They impacted me in a powerful and positive way, helping me become the person I am today. I have also encountered some horrible bosses who didn't understand the meaning of leadership, but I thank God for those lessons, too. I knew who I didn't want to be.

I have been blessed with friends who support, encourage, and pray for me. My best friend and husband, Steve, is a Highliner (if you don't know what that is, you must read his book, *Lessons from the Sea*) who challenges me to always take the path less traveled and to make my mark in the world. When the journey gets tough, he is always there, reminding me I am not alone.

—**Lorraine Bossé-Smith**

Discovering the Hidden Leader Within

Once upon a time, leadership seemed easy. Have a position of authority. Command subordinates. Achieve results. Get greater leadership responsibility. Simple math. Simple subject. The last one hundred years of leadership and organizational life have, however, served to complicate the equation in dramatic fashion. Books on leadership now span everything from the historical “You can learn everything you need to know about leadership from Jesus, Genghis Khan, and Napoleon” to the populist “Leadership is about getting in touch with your inner self and operating in concert with the Tao of the universe.”

When I (John) became a leader, I assumed that my position alone would guarantee my success. I quickly learned that positional authority guarantees you blame but does not guarantee you success! I spent my first couple of years in leadership learning quickly that leadership was about *relational influence* more than *positional infl*. Further, most of the things I had learned in my formal training, I would have to unlearn now that I was in actual leadership roles!

Parallel to my personal experience, even with the abundance of leadership resources in our modern era, I have found that clarity has not come to many who are in leadership roles. In fact, confusion abounds as to leadership at a fundamental level. The loss of ethical behavior by many in corporate America (witness Enron, WorldCom, and the like) has led many to question whether we know anything about leadership at all.

As leadership students and practitioners, we bring a simple perspective to the exploration of leadership. *We believe that leadership is about positive and proactive infl in the context of healthy relationships.* Positive and proactive infl is about initiating behaviors that help people to accomplish their personal goals in the context of organizational life. Healthy relationships are about lasting human values lived out in concert with the personalities of the people involved in relationship.

This book will help you form a simple and coherent model of leadership that is relationship driven. We hope to spark a discussion of leadership personality that will free you to discover your personality and to learn to cherish the personality traits of others. We will equip present and future leaders to understand how they can be most

effective in their leadership roles by operating from their strengths and connecting with the strengths of others. In the end, we will advocate for leaders to be people of integrity and vision living with positive ethical values that influence their relationships. The best leaders are those whom we choose to follow because of *who they are* rather than *what they do* or *what position* on the organizational chart they occupy.

Many have suggested in previous literature that the age of organizations is over. Many have suggested that we have entered into a grand season of personal enlightenment, which renders organizational forms of the past impotent and irrelevant. We beg to differ. We believe that human beings are social creatures. Because of this, we think organizational life and relationship patterns are more important than ever. In an increasingly diverse and multi-faceted society, social networks, and organizational frameworks will assume even greater importance, albeit in different forms than in the past. Strengthening our leadership and relationship skills will make our organizations and social networks stronger and healthier than ever before.

Because leadership operates in the context of human relationships, leaders must be students of themselves as well as students of others. We want to challenge you to consider your leadership capacity. Because leaders influence others, we believe the effort has a “multiplier” effect. Leaders help people to attempt great things they would not do if not challenged. Leadership lifts people to new heights and equips them to think more positively about their present and their future. Be the leader you were meant to be! This book will teach you to lead with integrity, with values, and with character. Learn well and you will leverage your leadership style!

–Dr. John Jackson

We have all heard the saying that leaders are born, not made. Certain individuals throughout our history have been elevated to the top of a pedestal because of a certain style of leadership. Our society has typically honored and recognized only this particular style of leadership. We believe that leaders come in a variety of styles. In fact, we have identified four: the Commander, the Coach, the Counselor, and the Conductor. We also believe that each and every one of us has a leader inside just waiting to be set free. How you lead will be greatly impacted by your God-given personality (and certainly what you choose to do with it) and as well as your behavior; however, you *can* be a leader.

For certain people, leading will come easier. This is a fact. Have you ever noticed how some folks are organizational masters? They just ooze with “togetherness.” Leadership is similar in that some are naturals and others will need to work

at it. Where most people get trapped is in believing that all leaders must act the same way. This book is not about preaching one style of leadership that is the “end all, be all.” Conversely, it is designed to help you understand your unique style and how you can contribute to society (professional leadership or personal leadership) based on who you are and how you were designed.

Good leadership is about learning to tap into your strengths, which we all have, and either enhancing those areas you are weaker in or surrounding yourself with others who have what you lack. All of this is with the goal of achieving more together than each person could accomplish on his or her own. Leadership is not a solo act. Ask any quarterback, and he will tell you that the game is won as a team. He may call the plays, but it takes the entire team to make the goal.

Leadership includes directing, inspiring, encouraging, and guiding people to a common destination. Depending upon your personality type, you will rely on one of these more than the others. Good leadership demands more than operating in our comfort zones. Each of us must learn how to minimize our areas of weakness and improve in order to truly be the leader God intended us to be. Jesus is a wonderful example of great leadership as He adapted to the circumstance, becoming just what people needed Him to be at the time. It wasn't fake or manipulative; He was simply ensuring that His communication was received clearly and that His direction was understood. Get ready to rediscover yourself and specifically identify *your* leadership style through a customized assessment. As the authors, we will then show you how you can become a more effective, powerful, and compassion-ate leader, accomplishing more and building stronger teams in the process.

Don't think you are in a leadership role? Think again. No matter what your position, you are leading people under you, above you, and across from you. John Maxwell calls it “360 Degree Leadership.” Even if you are not presently working in outside employment, you still have influence in your home, family, and community. Each of us is called to a unique position that utilizes and uses our specific personality. All leaders do not have to be the same personality style, but all leaders must exemplify courage and willingness to take action.

Are you ready for a journey that will take you to a new level of leadership... one that rallies and motivates your troops to go where they might not dare, left to their own devices? Are you ready to uncover the leader within you that has been patiently waiting to soar? Then read on! Here's to leveraging your leadership style!

–Lorraine Bossé-Smith

The Lost Art of Leadership

Leadership is an art, not a science. Over one hundred years of leadership writing has brought American society to a fundamental truth: *Leadership is about people...and people are messy!* Today, in the early stages of the twenty-first century, we are learning that leadership is a human endeavor that demands skill and grace not easily learned in educational, corporate, or seminar settings. Good leadership skills are good relationship skills. Leaders who lead well are self-aware and capable of influencing others by the strength of their character and the boldness of their vision. Effective leaders attract followers who are willing to trust them with their vocations and their futures.

In a former leadership setting, I (John) had a rare privilege. The organization was young (less than ten years old), and staffing would typically be a major concern. Of the eight major staff people I worked with on a regular basis (four of whom reported directly to me), I had known three of them for more than twenty years, two of them for more than fifteen years, and one of them for more than ten years. The privilege of relationships built over time allowed me and staff members to develop trust and confidence tested over time and through the journey of life together. The leadership culture that we created, and the decisions we made together, was based on years of trusting and tested relationship investments.

It's About Character

Because leadership is ultimately about character and influence, we believe that every person can exercise some measure of leadership. Leadership may initially be “self” leadership, but it can ultimately expand to influencing others in light of the organic nature of character to “breed” itself in others. Character doesn't stand still...it moves to influence others. Because character influences others, we offer this resource to equip leaders to leverage their leadership style by connecting leadership and personality style in a positive and winsome combination.

Leaders who can adopt this vision of leadership (relational influence and compelling vision) will find themselves consistently building trust and developing rela-

tionships that last. My personal tendency is to be very task-oriented. But I realized long ago that no tasks of lasting value are ever accomplished in organizational settings without buy-in of a large number of people in an environment of sustained healthy relationships. In order to leverage their leadership style, you will need to learn your own leadership style (you'll discover that in chapter two and following) and the styles of others. But learning your personal style and those of others will not be helpful unless you commit to building an environment where relationships are valued and relational health is encouraged.

In addition to a commitment to relational health, leaders must also embrace a compelling vision of the future. In the Bible, Isaiah 26:3 (NRSV) says that God "will keep in perfect peace him whose mind is steadfast because he trusts in [God]." This book will help you to measure your success as a leader in light of a firm purpose and a clear vision of your leadership role. We think that success in life comes from mastering specific disciplines and putting those disciplines into play on the field of life.

Have a Clear Purpose

One of the most successful books in history is *The Purpose Driven Life* by Dr. Rick Warren. In his book, he includes a number of key concepts worth our attention: "The purpose of your life is far greater than your own personal fulfillment, your peace of mind, or even your happiness." "It's far greater than your family, your career, or even your wildest dreams and ambitions."¹

Our understanding of life is that our purpose is found in right relationship to God through Jesus Christ. We believe that when you discover that purpose, it focuses your life and gives meaning and value to your life. When you have clarity of focus, then you can maximize the energy you apply to specific circumstances. Once your vision, focus, and energy are all aligned, we think that life becomes a glorious and grand adventure!

Leaders are Growing People

Leaders are growing people. They begin by growing themselves, and then they grow those around them. Leaders create a growing environment because they have a vision for themselves, their people, and their organizations. The leaders we have been most impressed with over time are those who are growing spiritually, mentally, emotionally, and physically. I (John) have been impressed with many leaders

who have continued the discipline of personal growth through the course of their lives. Watching people who grow people has motivated me to be a leader who invests in the lives of others. In our own organization, we regularly invest in training, development, and personal growth for each of our team members. Further, we regularly “benchmark” our organization with other excellent organizations so that we can learn from people and places where growth is taking place.

Investing in Others for Maximum Impact

Leaders invest their lives into the lives of others for maximum impact. One of the paradoxes of leadership is the need to be growing so that you can give yourself away. The more that you give yourself away, the more you need to keep growing so that you can keep giving. The more you grow and give, the more fruitful your leadership harvest will be! Even the Bible says, “You reap whatever you sow”! (Galatians 6:7 NRSV). It is particularly true in human relationships that people who invest themselves in others will never lack for an opportunity to make a positive difference. Robert Schuller, founding pastor and visionary leader of the Crystal Cathedral church in Southern California, told pastors of local churches that “The secret of a growing church is so simple... find the hurt and heal it!”² The same is true for leaders: invest your life in others, and you will always have a leadership harvest in the relationships of your life. Those who learn what leveraging your leadership style is all about will have taken the strategic and relational steps to become a peak performer in each of the dimensions that John Maxwell and others have identified for success.

Leadership Practices

Frances Hesselbein, head of the Drucker Foundation (founded by management guru Peter Drucker) and former head of Girl Scouts of America, is one of the keenest observers of the state of leadership research and practice today. In a summary statement about leadership practices, she observed:

All the effective leaders I have encountered—both those I worked with and those I merely watched—know four simple things:

1. The only definition of a leader is someone who has followers. Some people are thinkers. Some are prophets. Both roles are important and badly needed. But without followers, there can be no leaders.

2. An effective leader is not someone who is loved or admired. He or she is someone whose followers do the right things. Popularity is not leadership. Results are.
3. Leaders are highly visible. They, therefore, set examples.
4. Leadership is not rank, privileges, titles, or money. It is responsibility.³

Hesselbein raises several key issues of “leadership practices” that will be important for readers to lift up in their own leadership experience:

1. **Leaders have followers.** We do not believe this relates to position but rather to influence. John Maxwell regularly says, “Leadership is influence.”⁴ At the most basic level, we agree. We suggest that good leaders are those who exhibit positive and proactive influence in the context of relationships.
2. **Leaders have a vision of what the “right things” are personally and organizationally.** Leaders we respect and admire are able to capture a clear view of the future and align their actions and the organization’s resources in the pursuit of the future vision they see.
3. **Leaders model character and integrity.** More on this later, but we believe that other studies (e.g., Kouzes and Posner, *The Leadership Challenge*) have identified credibility/integrity as the single most important leadership trait.
4. **Leaders accept responsibility for results and consequences.** Leaders don’t blame others; instead, they personally shoulder responsibilities and create an environment where others want to be part of the team and to go where the leader takes them.

Leadership Opportunity

Leveraging Your Leadership Style takes the position that the fundamental issue for leadership is not personality style or innate gifts and talents. Each person who has influence in the lives of others has a leadership opportunity. Seizing the leadership opportunities in your life by understanding your own style and the style of others, coupled with a commitment to integrity and a clear vision of a preferable future, will facilitate maximum impact in your leadership life. In our reading of leadership literature and in our personal experiences, we believe the issue of character is a non-negotiable for effective long-term leaders. We know of no single greater leadership quality than this simple issue of leadership character.

All the skills and training in the world will not, over the long haul, overcome a deficiency in character. Further, we believe character is lived out in the context of relationships. Because relationships are where leadership character is tested and demonstrated, we have chosen to focus *Leveraging Your Leadership Style* on the interaction between leaders and people. We do not believe that leadership operates in a vacuum. Leadership is nothing, if not people-driven.

It has been my (John) privilege to work in a variety of non-profit organizations and in the for-profit private enterprise sector for the past thirty-five years. During those years, I've witnessed some amazingly talented people, and many of them have had strength of character and healthy relationship skills to match it. That is an awesome combination! But, tragically, I've also witnessed many wonderfully gifted men and women who had serious character and relational deficiencies. Over the long haul, substantial talent is always ultimately sabotaged by these impediments. To that end, we urge readers to understand the interplay between talent, character, and relationships.

Your Leadership Model

This book will help you form a simple and coherent model of leadership that is relationship-driven. We hope to spark internal and “water-cooler” conversations about leadership that will free you to discover your leadership style and learn to cherish the personality styles of others. At the end of the day, we hope that *Leveraging Your Leadership Style* will be an organic expression of your own self-understanding and your commitment to personal and organizational growth. The time is ripe for a whole new generation of leaders who lead with their heart, their heads, and their hands as servant leaders in positive relationship with those they influence. You were made to be that kind of leader, and we call you to that future. You were “hard-wired” with a personality that, when properly lived out, enables you to be most effective in your leadership. Your ability to use that personality in conjunction with the personality of others will set your team up for success. *Leveraging Your Leadership Style* is really quite natural. Our hope is that this short book will equip you to develop a synergistic personality and leadership style that flows from who you are. Learning to operate within the context of your divine design will lead to maximum impact for you, the people on your team, and the organization you serve.