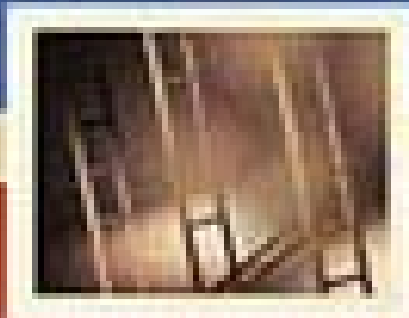


# JOHN C. MAXWELL

New York Times Bestselling Author of The 21 Indispensable Laws of Leadership



## DEVELOPING the LEADERS AROUND YOU

HOW TO HELP OTHERS  
REACH THEIR FULL POTENTIAL



# DEVELOPING THE LEADERS AROUND YOU

JOHN C. MAXWELL

THOMAS NELSON PUBLISHERS  
Nashville • Atlanta • London • Vancouver

Copyright © 1995 by INJOY, Inc.

All rights reserved. Written permission must be secured from the publisher to use or reproduce any part of this book, except for brief quotations in critical reviews or articles.

Published in Nashville, Tennessee, by Thomas Nelson, Inc.

Library of Congress Cataloging-in-Publication Data

Maxwell, John C., 1947–

Developing the leaders around you / John C. Maxwell.

p. cm.

Includes bibliographical references.

ISBN 0–8407–6747–1

1. Leadership. I. Title.

HD57.7.M39423 1995

658 .4'092—dc20

94–42608  
CIP

This book is dedicated to the men who have developed me:

To Larry Maxwell, my brother, who encouraged in me the desire to grow mentally;  
To Glenn Leatherwood, my junior high Sunday school teacher, who inspired me to have a heart for God;

To my high school basketball coach, Don Neff, who instilled in me the desire to win;  
To Elmer Towns, pastor and friend, who strengthened my desire to reach my potential;

And above all to my father, Melvin Maxwell, my lifelong mentor. I am a leader today because of the time you spent developing me.

## CONTENTS

---

1. The Leader's Key Question:  
**AM I RAISING UP POTENTIAL LEADERS?**
2. The Leader's Toughest Challenge:  
**CREATING A CLIMATE FOR POTENTIAL LEADERS**
3. The Leader's Primary Responsibility:  
**IDENTIFYING POTENTIAL LEADERS**
4. The Leader's Crucial Task:  
**NURTURING POTENTIAL LEADERS**
5. The Leader's Daily Requirement:  
**EQUIPPING POTENTIAL LEADERS**
6. The Leader's Lifelong Commitment:  
**DEVELOPING POTENTIAL LEADERS**
7. The Leader's Highest Return:  
**FORMING A DREAM TEAM OF LEADERS**
8. The Leader's Greatest Joy:  
**COACHING A DREAM TEAM OF LEADERS**
9. The Leader's Finest Hour:  
**REALIZING VALUE TO AND FROM LEADERS**
10. The Leader's Lasting Contribution:  
**REPRODUCING GENERATIONS OF LEADERS**

*The Leader's Key Question:*  
**AM I RAISING UP POTENTIAL  
LEADERS?**

One night, after working quite late, I grabbed a copy of *Sports Illustrated*, hoping its pages would lull me to sleep. It had the opposite effect. On the back cover was an advertisement that caught my eye and got my emotional juices flowing. It featured a picture of John Wooden, the coach who led the UCLA Bruins for many years. The caption beneath his picture read, “The guy who puts the ball through the hoop has ten hands.”

John Wooden was a great basketball coach. Called the wizard of Westwood, he brought ten national basketball championships to UCLA in a span of twelve years. Two back-to-back championships are almost unheard of in the competitive sports world, but he led the Bruins to *seven titles in a row*. It took a consistent level of superior play; it took good coaching; and it took hard practice. But the key to the Bruins's success was Coach Wooden's unyielding dedication to his concept of teamwork.

He knew that if you oversee people and you wish to develop leaders, you are responsible to: (1) appreciate them for who they are; (2) believe that they will do their very best; (3) praise their accomplishments; and (4) accept your personal responsibility to them as their leader.

Coach Bear Bryant expressed this same sentiment when he said: “I'm just a plowhand from Arkansas, but I have learned how to hold a team together—how to lift some men up, how to calm others down, until finally they've got one heartbeat together as a team. There's always just three things I say: 'If anything goes bad, I did it. If anything goes semi-good, then we did it. If anything goes real good, they did it.' That's all it takes to get people to win.” Bear Bryant won people and games. Until a few years ago, he had the greatest number of wins in the history of college football.

Great leaders—the truly successful ones who are in the top 1 percent—all have one thing in common. They know that acquiring and keeping good people is a leader's most important task. An organization cannot increase its productivity—but people can! The asset that truly appreciates within any organization is people. Systems become dated. Buildings deteriorate. Machinery wears. But people can grow, develop, and become more effective if they have a leader who understands their potential value.

The bottom line—and the essential message of this book—is that you can't do it alone. If you really want to be a successful leader, you must develop other leaders around you. You must establish a team. You must find a way to get your vision seen, implemented, and contributed to by others. The leader sees the big picture, but he needs other leaders to help make his mental picture a reality.