With

Jim Collins' qualities of a 'Level 5 Leader' - from 'Good To Great', 2001

Level 5 leaders - 'a paradoxical blend of personal humilty and professional will... a study in duality: modest and willful, humble and fearless.'

"Darwin Smith stands as a classic example of what we came to call a Level 5 Leader - an individual who blends extreme personal humility with intense professional will. We found leaders of this type at the helm of every good to great company during the transition era. Like Smith, they were self-effacing individuals who displayed the fierce resolve to do whatever needs to be done to make the company great." (p21)

- **Level 5 - EXECUTIVE**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

- **Level 4 - EFFECTIVE LEADER**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

- **Level 3 - COMPETENT MANAGER**

Organizes people and resources toward the effective and efficient pursuit of pre-determined objectives.

- **Level 2 - CONTRIBUTING TEAM MEMBER**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

- **Level 1 - HIGHLY CAPABLE INDIVIDUAL**

Makes productive contribtuions through talent, knowledge, skills and good work habits.

With

‘’Can you learn to become a Level 5 leader?”

“I believe - although I cannot prove it - that potential Level 5 leaders are highly prevalent in our society... Under the right circumstances - ***self-reflection, conscious personal development, a mentor, a great teacher, loving parents, a significant life experience,*** a Level 5 boss, or any number of factors - a Level 5 leader may begin to develop.’ (p37)

The Two Sides of Level 5 Leadership

Professional Will	**Personal Humility**
Creates **superb results**, a clear catalyst in the transition from good to great.	Demonstrates a **compelling modesty**, shunning public adulation; never boastful.
Demonstrates an **unwavering resolve** to do whatever must be done to produce the best long term results, no matter how difficult.	Acts with quiet, calm determination; relies principally on **inspired standards**, not inspiring charisma, to motivate.
Sets the standard of building an enduring great company; will settle for nothing less.	Channels ambition into the company, not the self; **sets up successors** for even greater success in the next generation.
Looks in the mirror, (takes responsibility!) not out the window, to apportion responsibility for poor results, never blaming other people, external factors or bad luck.	**Looks out the window**, (gives honour) not in the mirror, to apportion credit for the success of the company - to other people, external factors, and good luck.

info@withdiversity.com

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