

An examination of John C. Maxwell's The 5 Levels of Leadership theory.

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Pastor and leadership best-selling author John Maxwell has written more than 70 books to date. He is the writer of the bestseller « The 21 Irrefutable Laws of Leadership: Follow them and people will follow you ».

John Maxwell (2011) offers five stages of leadership, from the most basic to the most advanced: Let's examine theory.

Level 1: position

The position level is the lowest of the leadership levels, the entry gate. Here, the leader's power stems from things like his job title, rank, or position. People adhere to it in accordance with a contractual commitment. Positional leadership is centered on the responsibilities and privileges that come with the job. The fact that you are in a leadership position is not improper.

But using a position to persuade others to agree with us is completely wrong. Influence cannot be replaced well by position.

Bosses can be level 1 leader, but they will never be real leaders. They don't have a team of people; they have subordinates. For the purpose of regulating individuals, they rely on rules, laws, policies, organizational charts, and hierarchies. Those who follow will simply carry out their obligations.

Positional leaders typically struggle to work with volunteers, young people, and those with higher education since these groups of people tend to be overly independent of thought and positional leaders lack power with them. The position is the sole level that neither requires special expertise nor an attempt to be attained. A post can be filled by anyone.

Level 2: the permission

Relationships are the basis of this level. People follow at the permission level because they want to. People respond favorably when you like them and treat them with respect. This has an effect on them. As the confidence grows, we decide not to stay in our positions but rather to build relationships with the people we lead.

It's possible to love people without necessarily holding a position of leadership, but you

cannot effectively lead people if you don't like them.

Level 3: production

The urge to stay there is one of the hazards that awaits the leader once they achieve the permission level. However, effective leaders should go on to level 3, which is results-oriented. At the production stage, leaders gain influence and credibility through the actions they have taken to benefit the organization. We can even observe the effects, such as higher employee morale, rising earnings, lower staff turnover, and easier target achievement. At this point, taking the reins and influencing people becomes pleasurable. Productivity and success are evident. At level 3, leaders take on the role of change agents by tackling challenging issues and making difficult choices to guide their team to a higher level of productivity.

Level 4: further training

Leaders gain notoriety due to their own strength, but rather due to their capacity to boost others' levels of empowerment. This is what level 4 of leadership is. They invest in people who follow and encourage them as they develop into leaders by using their position, the leader's relationships, and her results to do so. There are several leaders in this situation. The first thing that happens at level 4 is that teamwork reaches a very high degree. The performance then rises as a result of the fact that teams with more leaders perform better as a whole.

The lives of the people they lead are changed by level 4 leaders. They follow them as a result because of what their leaders have personally done for them, and these connections frequently endure a lifetime.

Level 5: the pinnacle

The summit of leadership is the highest and most challenging. While most people can learn to climb levels 1 through 4, level 5 calls for talent, values, and efforts in addition to those of good will and dedication. Leaders at Level 5 train followers to become Level 4 leaders.

Training people to be self-sufficient leaders is not simple.

By creating possibilities and leaving a legacy, level 5 leaders build level 5 organizations.

People are drawn to those who reflect certain values; as a result, their leadership transcends the boundaries of their organization's structure and domain.

Critics

-Gary Yukl provided evidence that followers also have some power in addition to leaders or leaders. They use certain strategies for this.

A good example is exemplification. It entails actions that are meant to show commitment and allegiance to the organization, the mission, or the peers. Exemplification strategies, such as showing up early and remaining late to work, are also effective at swaying superiors. The second strategy is ingratiation, which involves acting in a way that makes the target individual like the agent and think of him as having positive social traits. Different types of conduct are possible at this level. Praise, agreement with the target person's viewpoints, acknowledgment of accomplishments, interest in the target person's private life, and deference are a few examples. Self-promotion is the third approach. This strategy entails acting in a way that influences others based on one's abilities. Displaying certificates, honors, and trophies in their workspace for others to see is one example of the habit. Getting others to support your promotion without being overly directive by complimenting your skills and dedication (Yukl, 2013).

All of this indicates that influence is not simply unidirectional or vertical but also horizontal, with followers having some influence both among themselves and on the leaders, but the leadership's influence is more pervasive and significant. This is the reason Henry Mintzberg, a renowned expert in leadership, uses the term "communityship" (2009) and Edith Luc uses the term "shared leadership" (2010). For Moleka and Mujinga (2021), there are four trends in understanding leadership (Bolden and Kirk, 2009): The objectivist viewpoint of essentialist views on leadership presents it as something that leaders do to their followers, which is presented quite unproblematically. This framework should include the situational and contingency perspectives, transformational leadership as postulated by Bernard Bass, as well as the Blake and Mouton models of traits and behaviors that were prevalent until the 1970s. Each time, the leader is portrayed as possessing the necessary traits to behave better. In order to assist the choice, assessment, and growth of leaders, we also define what constitutes a leader's effectiveness at the organizational level. This context should be applied to the 2017 book "LEAD" by Lituchy, Galperin, and Punnett, which demonstrates adaptive strategies for successful leadership in a quickly developing Africa. A slightly different perspective is taken by relational theories, which contend that relationships between people rather than the leaders themselves are where leadership is found. Leadership is a process of social influence where new ideologies, values, attitudes, approaches, behaviors, or emergent coordination of social order and change are created. Here, the group's ability to perform the various tasks that the

group must perform constitutes leadership rather than an individual. One of the greatest minds in the world of management and leadership, Henri Mintzberg, speaks about communityship (2008), or group leadership exercised by numerous persons and according to each one's own skills. According to critical theories, leadership serves to uphold status quos and to justify the unequal allocation of resources, control, and power. According to the constructionist viewpoint, leadership involves creating common meanings that help people make sense of their situation. According to this viewpoint, the core of leadership is seen as a sensemaking process created by Karl Weick that needs to be shared (sensegiving) (Weick, 1995; Lesage, 2015). The idea of worlds, which is founded on the work of Boltanski and Thévenot, holds that leadership is the capacity to diagnose and comprehend the present reality, to build and embody the desired world, and to create bridges to enable others to access it.

These methods demonstrate how difficult it is to provide a definition of leadership that is universally accepted and takes into account various cultural situations. Kellerman cited by Mango (2018), lists nearly 1500 definitions of leadership. Following the same source, we can illustrate several essential components of leadership: Character or ethical values, such as integrity, honesty, and courage, in order to have some authority to influence others and serve as a role model; praxis or practical intelligence, which consists of the best strategies for mobilizing the group in order to achieve objectives; this is the ability to achieve results; the capacity to develop the organization by bringing change, innovation, new structures, procedures, and policies, new systems, and establishing a new culture (Mango, 2018). I can also include the impact, the fact that he left traces, borrowings, and marks, and the ability to set a positive example for others. Drouillard and Kleiner contend that while Hitler was adept at both persuasion and efficiency, his leadership is not one that should be imitated. Leadership that is worthwhile must be based on morality or ethics. For them, leadership entails influencing others to accomplish organizational goals that are in the best long-term interests of all parties involved, keeping society's well-being in mind (1996).

In short, we can conclude that the leader is a man or a woman who by the word, the acts, the personal example of his life, influences in a marked way the behaviors, the thoughts, the attitudes, the actions, the feelings of many people. So a positive influence, from his life that serves as a model for others.

- From the lowest to the top, he talks about an image of a stairway and a position. To demonstrate the change in the quality and influence of the leader, he can discuss 5 manifestations of leadership, or 5 states of leadership. It is a contradiction.
- His conception of leadership is linear (level 1, 2, 3...), as if it were so mechanical and rigid.

Conclusion

Despite several flaws, reading this book is a requirement for understanding leadership.

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