



# Leadership In Tough Times

Dr. John C. Maxwell

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## Introduction:

*Leadership Gold* — Leaders Distinguish Themselves in Tough Times

*"All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time."*

— John Kenneth Galbraith

{ Leaders \_\_\_\_\_ to the challenge }  
{ Followers \_\_\_\_\_ from the challenge }

*"You're not \_\_\_\_\_ in a crisis — you're \_\_\_\_\_ . When you squeeze an orange — you get orange juice. When you squeeze a lemon — you get lemon juice. When a human being gets squeezed — you get what is inside — positive or negative."*

— Jack Kinder

## During Tough Times, Leaders...

1. \_\_\_\_\_ .

Definition of a crisis: When you can't say, "Let's forget the whole thing."

The first responsibility of a leader is to define

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*"A time of turbulence is a dangerous time,  
but its greatest danger is a temptation to deny reality."*

— Peter Drucker

*"Idealism increases in direct proportion to  
one's distance from the problem."*

— John Galsworthy

### *Why We Fail to Confront Reality*

1. Leaders surround themselves with people like themselves.
2. \_\_\_\_\_ — we hear what we want to hear.
3. \_\_\_\_\_ .
4. \_\_\_\_\_ — contrary views not wanted.

### *Six Rules for Successful Leadership*

1. Control your destiny, or someone else will.
2. Face reality as it is, not as it was or as you wish it were.
3. Be candid with everyone.
4. Don't manage, lead.
5. Change before you have to.
6. If you don't have a competitive advantage, don't compete.

The Law of the Scoreboard:

"The team can make adjustments when it knows

\_\_\_\_\_  
\_\_\_\_\_."

2. \_\_\_\_\_

\_\_\_\_\_.

Leaders see \_\_\_\_\_ than others see —

Leaders see \_\_\_\_\_ others see —

Leaders see for others!

Followers see what \_\_\_\_\_

Leaders see what \_\_\_\_\_

Followers think first of \_\_\_\_\_

Leaders think first of \_\_\_\_\_

Followers see the penalties of \_\_\_\_\_

Leaders see the rewards of \_\_\_\_\_

*"Vision is the world's most desperate need. There are no  
hopeless situations, only people who think hopelessly."*

— Winifred Newman

Andy Stanley says, "Uncertainty is not an indication of poor leadership. Rather it indicates a need for leadership. The nature of leadership demands that there always be an element of uncertainty. The temptation is to think, 'If I were a good leader, I would know exactly what

to do.' Increased responsibility means dealing more with more intangibles and therefore more complex uncertainty. Leaders can afford to be uncertain, but we cannot afford to be unclear. People will not follow fuzzy leadership."

### 3. \_\_\_\_\_ .

There is a choice you have to make in everything you do. So keep in mind that in the end, the choice you make, makes you.

#### Choices You Make Before the Crisis

1. \_\_\_\_\_ — Who I am
2. \_\_\_\_\_ — What I do
3. \_\_\_\_\_ — What I must do
4. \_\_\_\_\_ — What I should do

#### Choices You Make During a Crisis

1. \_\_\_\_\_ decisions — What must be done

*"Whenever you see a successful business,  
someone has made a courageous decision."*

— Peter Drucker

2. \_\_\_\_\_ decisions — What must be done first

*"First things first and last things not at all."*

— Peter Drucker

3. \_\_\_\_\_ decisions — What must be done differently

*"If someone is going down the wrong road, he doesn't need motivation to speed him up. What he needs is education to turn him around."*

— Jim Rohn

Once you understand that *transition begins with letting go of something*, you have taken the first step in the task of transition management. The second step is understanding what comes after the letting go: *the neutral zone*. This is the no-man's-land between the old reality and the new. It's the limbo between the old sense of identity and the new. It is a time when the old way is gone and the new doesn't feel comfortable yet.

4. \_\_\_\_\_ decisions — What are my options?

In any decision-making process there is a finite number of options, usually not more than five. They include: (1) Keeping things the way they are; and (5) Changing everything in a dramatic way. Which really leaves three options. Pick one and move forward.

5. \_\_\_\_\_ decisions — Who can help me?

4. \_\_\_\_\_ .

Planning and strategy begin with trying to understand where you are. Not where you wish you were or where you hoped you would be, but where you are. Then it's trying to understand where you need to be and then assessing the realistic chances of getting there.

**P** \_\_\_\_\_  
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**L** \_\_\_\_\_  
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**5.** \_\_\_\_\_  
\_\_\_\_\_.

*"A crisis must never be experienced  
for the second time."*

— Peter Drucker

*"When we fail we either \_\_\_\_\_  
from it or \_\_\_\_\_ it."*

— *Failing Forward*

*"I learned more from the one restaurant that didn't  
succeed than from all the ones that did."*

— *Wolfgang Puck*

Review:

During Tough Times, Leaders...

1. Face Reality
2. See the Big Picture
3. Make Good Choices
4. Develop a Plan
5. Learn From Their Problems

**6.** \_\_\_\_\_ .

The Law of Mt. Everest — "As the Challenge Escalates, the need for Teamwork Elevates."

The true measure of a successful leader is not getting people to

\_\_\_\_\_ .

The true measure of a successful leader is not getting people to work

\_\_\_\_\_ .

The true measure of a successful leader is getting people to work hard \_\_\_\_\_!

Team leaders genuinely believe that they do not have all the answers — so they do not insist on providing them. They believe they do *not* need to make all key decisions — so they do not do so. They believe they *cannot* succeed without the combined contributions of all the other members of the team to a common end — so they avoid any action that might constrain inputs or intimidate anyone on the team. Ego is *not* their predominant concern.

7. \_\_\_\_\_.

*“Out of every crisis comes a chance to be reborn.”*

— Nena O’Neill

Hope is the \_\_\_\_\_  
\_\_\_\_\_

*“The first and last task of a leader is to keep hope alive — the hope that we can finally find our way through to a better world — despite the day’s action, despite our own inertness and shallowness and wavering resolve.”*

— John W. Gardner

*“One of the most important distinctions I have learned in the course of reflection on Jewish history is the difference between optimism and hope. Optimism is the belief that things will get better. Hope is the faith that, together, we can make things better. Optimism is a passive virtue; hope, an active one. It takes no courage to be an optimist, but it takes a great deal of courage to have hope.”*

— Jonathan Sacks,  
The Dignity of Difference:  
How to Avoid the Clash of Civilizations

**8.** \_\_\_\_\_ .

You can evaluate leaders by the size of the problems they are willing to tackle.

\_\_\_\_\_ zone — “I do what I already know I can do.”

\_\_\_\_\_ zone — “I attempt to do what I haven’t done before.”

“Making it happen” requires \_\_\_\_\_.

*“Too many people are having what we might call ‘near-life experiences.’ They go through life bunting, so afraid of failure that they never try to win the big prizes, never knowing the thrill of hitting a home run or even taking a swing at one.”*

— Charles Parnell

Problems — A wake-up call for \_\_\_\_\_.

## 9. \_\_\_\_\_.

### *Attitude Thoughts:*

1. Attitude is a \_\_\_\_\_.

We cannot always choose what happens to us but we can choose what happens within us.

2. Attitude isn't \_\_\_\_\_ but it's the \_\_\_\_\_ thing that determines how we handle problems.

3. During tough times, attitude \_\_\_\_\_ successful people from those who do not succeed.

### Review:

#### During Tough Times, Leaders...

1. Face Reality
2. See the Big Picture
3. Make Good Choices
4. Develop a Plan
5. Learn From Their Problems
6. Value Teamwork
7. Give Hope
8. Make It Happen
9. Watch Their Attitude

10. \_\_\_\_\_.

*"All I have seen teaches me to trust the  
Creator for all I have not seen."*

— Emerson

God never explains to us what he is doing or why. There is no indication that God ever explained to Job the reasons for all of his terrible sufferings. As readers, we are taken behind the scenes to observe the spiritual warfare between God and Satan, but as far as we can tell from Scripture, God never told Job about that... we must conclude that God had a much higher purpose in allowing Satan's onslaughts against Job than merely using Job as a pawn in a "wager" between himself and Satan... the story concludes with a conversation between God and Job in which Job acknowledges that through his trials he has come into a new and deeper relationship with God... We may conclude that this deeper relationship was one — but probably not all — of the results God had in mind all along.

— *From Trusting God, by Jerry Bridges*

*God is too good to be unkind,  
And He is too wise to be confused.  
If I cannot trace His hand,  
I can always trust His heart.*

— C. H. Spurgeon

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### Answers:

Stretch; Shrink; Made; Revealed; Face Reality; Reality; Selective Hearing; Wishful Thinking; Fear; Where It Stands; See The Big Picture; More; Before; Is; Could Be; Themselves; Others; Failure; Success; Make Good Choices; Values; Mission; Responsibilities; Potential Problems; Courageous; Priority; Change; Creative; Support; Develop A Plan; Predetermine Your Course Of Action; Lay Out Your Goals; Adjust Your Priorities; Notify Key Personnel; Allow Time For Acceptance; Head Into Action; Expect Problems; Always Point To Your Successes; Daily Review Your Progress; Learn From Bad Experiences; Learn; Leave; Value Teamwork; Work; Hard; Together; Give Hope; Foundation Of Change; Make It Happen; Comfort; Challenge; Risk; Creativity; Watch Their Attitude; Choice; Everything; Main; Separates; Trust God