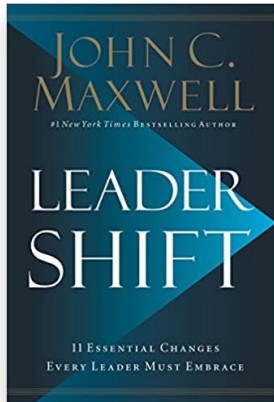


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Leadershift THE SUMMARY

Harper Collins Leadership 2019

CHAPTER 1: WHY EVERY LEADER NEEDS TO LEADERSHIFT

Leadershifting is the ability and willingness to make a leadership change that will positively enhance organizational and personal growth. Good leaders adapt. They shift. They don't remain static because they know the world around them does not remain static. The truth is that every advance you make as a leader will require a leadershift that changes the way you think, act, and lead. You cannot be the same, think the same, and act the same if you hope to be successful in the world that does not remain the same. Are you ready to shift as a leader?

As we move forward in this book, I'll take you through eleven major leadershifts I've made in my leadership journey. But before we do that, I want to teach you seven things you must do to leadershift successfully.

1. *Continually learn, unlearn, and relearn.* We have to be willing to let go of what worked yesterday and learn new ways of seeing, doing, and leading.
2. *Value yesterday but live in today.* Yesterday ended last night. Babe Ruth: "Yesterday's home run doesn't win today's game."
3. *Rely on speed, but thrive on timing.* You have to be able to recognize the right time to make a move. If you see the bandwagon, it's too late to lead.

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4. *See the big picture as the picture keeps getting bigger.* There is no finish line when it comes to improving. There is no complete picture of leadership.
5. *Live in today but think about tomorrow.* We cannot recover yesterday; tomorrow is ours to win or lose. If you think ahead you can stay ahead.
6. *Move forward courageously in the midst of uncertainty.* Life expands or shrinks in proportion to our courage. All good things include uncertainty.
7. *Realize today's best will not meet tomorrow's challenges.* The best way for good choices tomorrow is to make the needed choices today. If you want to keep getting better so that you can become a better leadershifter:
 - *Learn something new*—ask yourself, “When’s the last time I learned something for the first time?”
 - *Try something different*—ask yourself, “When’s the last time I did something for the first time?”
 - *Find something better*—ask yourself, “When’s the last time I found something better for the first time?”
 - *See something bigger*—ask yourself, “When’s the last time I saw something bigger for the first time?”

CHAPTER 2: SOLOIST TO CONDUCTOR

You can be a successful person on your own, but not a successful leader. When I began as a leader, I was like a soloist who wanted the entire orchestra to serve me and my agenda. Instead, I needed to act like a conductor who worked to bring out the best in everyone around me. My agenda needed to change to how I could help others, not just myself. This leadershift of focus has challenges you will have to face:

1. *Going slower so you can go farther.* Leadership requires a dance to help your people keep up with you. You must step *ahead* of people, staying close enough for them to see you. You must step *beside* people, listening to them and talking about the journey. You must step *behind* people, sharing words of encouragement to keep them going.
2. *Recognizing that you need others.* You can’t produce the music of an orchestra when you’re trying to be a one-man (or one-woman) band.
3. *Making the effort to understand others.* In Buenos Aires I learned that to dance the tango flawlessly, the leader must have a sense of the follower.
4. *Wanting others to shine more than you do.* Good leaders do what they can to put others in position to win and look for opportunities to lift them up.

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5. *Helping others to become better every day.* Leadership is about helping people, adding value, and using influence to improve their community.
6. *Change your focus from receiving to giving.* Focus on adding value daily. Add as much value as possible as often as possible. Never wait to add value. Give without keeping score so your motives stay pure. Focus on adding value, and welcome any return as an unexpected blessing.

CHAPTER 3: GOALS TO GROWTH

As I look back at the time I was making my personal development leadershift from goals to growth, I can see I made three significant shifts in the way I approached becoming a better leader.

1. *Growth outward to growth inward.* When I started, I was motivated by my desire to meet numerical goals. I believed that hitting numbers would automatically make me better. But external production doesn't increase internal motivation—I realized growth inside fuels growth on the outside.
2. *Growth in everything to growth in a few vital things.* It's impossible to grow everywhere all at once. I have focused my growth in four key areas: Relationships, Equipping, Attitude, and Leadership (R-E-A-L).
3. *Growth with a timeline versus growth without a finish line.* As a young leader, I focused on achieving goals. Now instead of worrying about how long something might take, I started asking, "How far can I go"?

If you shoot for goals, you'll achieve your goals but you may not grow. If you shoot for growth, you'll grow *and* you'll achieve goals. To start making that Leadershift, do these seven things:

1. *Embrace change.* Growth means change. If you want to become a better leader and a better person you must shift from a fixed mind-set to a growth mind-set.
2. *Adopt a teachable spirit.* I make growth my number-one priority. I am conscious of my need to learn 24/7 because a day without growth is not a good day for me.
 - *I look for growth possibilities in every situation.* No matter what I'm doing, whether succeeding or failing, opportunities to grow are there. The question is, do I see it and take advantage of it?
 - *I ask questions that will help me grow.* Growth doesn't find me. I must find it. The fastest way to find out what I don't know is to ask questions. The way to dig deeper and learn more is to ask questions.
 - *I file what I have learned.* People forget a lot of what they learn. If they want to recall it, they can't. Or they can't find it. When I find articles of value, I clip them and put them in folders by subject.

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When I find quotes I like, I add them to index cards filed by topic. I file what I learn so that I can always regain access to it quickly.

- *I pass what I learn on to others.* Sharing something I learn reinforces growth and prompts me to make it my own. It also allows me to help others.

3. *Make your love for learning greater than your fear of failure.* Over the years, I've experienced the fruits of failure. I don't count losses; I count the lessons I've learned from them. Sometimes you win, sometimes you learn.

4. *Develop relationships with other growing people.* It's easier to become a growing person if you're in a positive growth environment. If you keep the poker near the fire it remains hot. Stay close to the "fire" of growing people.

5. *Develop greater humility.* The essence of humility is being unafraid to admit when we're wrong. The more we learn, the more we recognize what we don't know. We admit where we're wrong to discover what is right.

6. *Believe in yourself.* You must see value in yourself to add value to yourself. What you think about yourself determines the investment you will make in yourself. Your growth return won't exceed your growth investment.

7. *Embrace layered learning.* Layered learning requires time and intentionality. It not only gives you a bigger picture, it gives you a better picture.

Few things will have a greater positive impact on your leadership than shifting from goals to growth. I say that because the benefits are so numerous. You will unlock and achieve your potential. You will feel good about yourself. You will strengthen your values and abilities. You will grow in humility and self-awareness. You will become more so you can do more. And you will be an example for others to follow.

CHAPTER 4: PERKS TO PRICE

I've met a lot of people who desire to become leaders. I often ask them why they want to be leaders, and their answers reveal that their motivation is really about the perks of leading. They want to be in control. They want others to do what they say. They want a higher income and a nicer office.

In my fifty years as a leader, I've received just about every perk imaginable. I've received titles, recognition, honorary degrees, authority, nice offices, good parking places, money, preferential treatment—you name it, I've had it! However, none of these things motivates me as a leader. I lead because of what I can do for other people. That's the best motivation to lead others. It took time to

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get there, but I made the shift from being focused on what I can receive as a leader (the perks) to what I can give as a leader (the price). There are some common costs that every leader needs to take into account.

1. *Reality—leaders recognize that everything worthwhile is uphill.* No one ever coasted to success. Nothing of genuine value is easy, quick, and downhill. As someone told me once, “If it doesn’t suck, it’s not worth doing.”
2. *Example—leaders acknowledge they must first climb the hill first.* What sets great leaders apart from all other leaders is this:
 - *Follow-Me leaders* believe in themselves before and more than others do.
 - *Follow-Me leaders* set expectations for themselves before and more than others do.
 - *Follow-Me leaders* make commitments to themselves before and more than to others.
3. *Consistency—leaders understand they never get to stop climbing.* Early in my leadership, I thought if I led well for a season, I could earn the right to take shortcuts and quit making sacrifices. I could pay the price for a little while, be done paying, and then enjoy the good life—the perks that came with having paid a price. I thought I would arrive at a time, place, and situation that would give me the greatest of all perks—recognition without responsibility.

What I’ve discovered is that I had to give up to go up, and I have to give up even more if I want to stay up! If you desire to go to the higher levels of leadership, you need to keep paying the price.

Consistency provides security for others. People know where you stand and they depend on you, the highest compliment you can receive as a leader.

Consistency establishes your reputation. The people you lead are always watching you. When you deliver consistently time after time, it helps you influence people and it sets the tone for your team. People do what they see.

Consistency keeps you in the leadership game. You never have to get back “into the swing of things.” Your constant progress keeps morale high and enthusiasm brimming, and increases your investment in your goal.

Consistency compounds. The reality is that none of these things feel amazing—practicing, studying, showing up, working hard, asking questions, changing, trying, failing, and trying again—but every one is necessary. They are the price you must pay every day to reach your potential. If you pay that price and do it consistently, the final results can be amazing.

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CHAPTER 5: PLEASING PEOPLE TO CHALLENGING PEOPLE

Pleasing people is not the same as leading people. You cannot lead people if you need people. During my early years, I might have defined leadership as, “Make people happy and they will follow you.” I finally realized that I wasn’t leading people. I was trying to make them and myself feel good. I wasn’t moving the organization forward. I was in the friendship business, not the leadership business. I wasn’t taking people anywhere or helping them to do better and get better. I was trying to live in Happyville.

To get the best out of people, leaders must ask for the best from people. You have to put *doing* what’s right for your people and organization ahead of what *feels* right for you. To make the shift, you need to do seven things:

1. *Change your expectations toward leadership.* You have to stop trying to be everybody’s buddy. Instead, ask yourself: *What’s best for the organization? What’s best for other people within the organization? What’s best for me?*
2. *Value people as much as you value yourself.* Every day I intentionally add value to others. Give your people your best effort. Serve them. Empower them. Motivate them.
3. *Work to establish expectations up front.* As a leader, you can either set expectations on the front end and set up the working relationships for success, or leave expectations unstated and deal with disappointment on the back end for both you and the people you’re leading.
4. *Ask yourself the hard questions before any potentially difficult conversation.* I had to work at becoming better at hard conversations. One of the questions I began asking myself was, *what is the source of the problem prompting the need for this challenging conversation? Is it an external issue, is it a problem within the other person, or is it with me?*
5. *When a tough conversation is needed, do it right.* Your goal is to help the person. You care enough to confront them. Having the right attitude is essential because people remember how they felt long after they have forgotten what you said.
6. *Understand the 25-50-25 principle.* Good leadership always challenges people to rise to the occasion, become their best, and achieve more. Whenever you cast vision and challenge people to become part of an endeavor, typically 25% will support your efforts, 50% will be undecided, and 25% will resist change. Your job is to help the middle 50% join the first 25%. Any movement you create takes the organization in the right direction.
7. *Balance care with candor.* As a leader, you need to bring both caring and candor into the relationship. Care without candor creates *dysfunctional* relationships. Candor without care creates *distant* relationships. Care balanced with candor creates *developing* relationships.

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CHAPTER 6: MAINTAINING TO CREATING

I've observed that we all tend to fall into one of four different zones when it comes to innovation, which impacts how we live, how we lead, and what we achieve. Here are the zones and the attitudes that represent them:

- The Coasting Zone—"I do as little as possible."
- The Comfort Zone—"I do what I have always done."
- The Challenge Zone—"I attempt to do what I haven't done before."
- The Creative Zone—"I attempt to think what I have never thought before."

How can you make the shift from maintaining to creating? I believe you must start the process from the inside out. Begin by removing some of the mental blocks that cripple so many people's creative potential.

- Mental Block #1: "Find the right answer." There are always other solutions.
- Mental Block #2: "That's not logical." Imagination takes leaps logic can't.
- Mental Block #3: "Follow the rules." Revolutionary ideas are disruptive.
- Mental Block #4: "Avoid ambiguity." There is never one fixed understanding.
- Mental Block #5: "Failure is bad." Failure is a friend to creative people.
- Mental Block #6: "Don't be foolish." All the great dreamers looked foolish.
- Mental Block #7: "I'm not creative." The only block to creativity is disbelief.

If you want to shift from maintaining to creating in your life and leadership, then you need to take your crayons back. Here's how:

1. *Build a creative culture.* Fuel passion. Celebrate Ideas. Foster autonomy. Encourage courage. Minimize hierarchy. Reduce rules. Fail forward. Start small.
2. *Make everything better.* As leaders, we should be catalysts for improvement. I have a process for making things better. I call it 10-80-10. First, identify the target (which is 10% of the process). Find a way to execute it (80%). Then find a way to make it even better and take it to the next level (10%).
3. *Make plans but look for options.* Here's what I taught leaders to do in a seminar I taught called PLAN AHEAD: Predetermine your course of action. Lay out your goals. Adjust your priorities. Notify key personnel. Allow time for acceptance. Head into action. Expect problems. Adjust your plan. Daily review your plans.
4. *Place high value on ideas.* You can generate ideas by this process:
 - *Start gathering ideas.* Keep a file of ideas you won't use right away.
 - *Test every idea that you gather.* There isn't just one right answer.

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- *Analyze your failures.* Great ideas are often failed ideas resurrected.
 - *Adapt other ideas.* Every successful idea is based on existing ideas.
 - *Question all assumptions.* Assumptions are creativity killers.
5. *Seek out and listen to different voices.* Creativity thrives when one subject is approached from many different perspectives. I'm a firm believer in the T-E-A-M principle: Together Everyone Accomplishes More. Have the courage to let go of your certainties, challenge your assumptions, and change your way of doing things.
6. *Take risks.* January 8, 2018, University of Alabama Crimson Tide was down 13-0 in a college football playoff National Championship game against University of Georgia Bulldogs. Coach Nick Saban took a creative risk by starting the second half with a freshman quarterback—and Alabama ended up winning 26-23 in overtime when they scored a touchdown on a pass by the untested quarterback.
7. *Live on the other side of "yes."* The opportunity of a lifetime must be seized within the lifetime of the opportunity. Lori Greiner: *"Dear Optimist, Pessimist and Realist—while you guys were busy arguing about the glass of [water], I drank it! Sincerely, The Opportunist."*

Everything mankind has accomplished existed in someone's imagination before it became a reality. You can cultivate your imagination by asking questions, networking, and taking action. An opportunity grasped and used produces another opportunity.

Prepare for opportunities. Legendary UCLA basketball coach John Wooden: "When opportunity comes, it's too late to prepare." These words have inspired me to keep working and growing, because I never know when the door of opportunity is going to open wide. But I know that those who become successful are ready when it does.

Activate your current opportunities. It's always easier to see opportunities we've missed, the ones that are behind us, than to see the ones in front of us now. We need to live in the current moment. Seize opportunity. Get creative. Get out on the edge. Break new ground. Make the shift to abundance.

CHAPTER 7: LADDER CLIMBING TO LADDER BUILDING

Early in my speaking career, I realized what I was doing wrong. My focus was totally on myself. Success is not a standing ovation, it's people walking out with a game plan. My talk is not to make me look good; it's to help them get good. If they can't relate to what I want to say, I shouldn't say it.

Before I learned this, I was a ladder climber. Nearly everything I did was motivated by the question, "How high can I go?" There is more to life than getting to the top. Instead of just trying to be successful personally, I could help others. Over the years I realized that there were a series of shifts I could make, and they came in stages.

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1. *Ladder Climbing*—“*How high can I go?*” Wanting to climb the ladder yourself isn’t a bad thing, because credibility in leadership is often built on personal success. The first step in leadership is not leading others; it’s leading yourself. What are my strengths? What are my opportunities? Am I taking steps every day?
2. *Ladder Holding*—“*How high will others go with a little help?*” I’ve benefited from many people who were willing to hold the ladder for me as I climbed. Kevin Myers: “Leaders should want far more for their people than from their people.” Ladder holding is pre-qualifier for discovering a person’s potential, and over time multiplies effectiveness.
3. *Ladder Extending*—“*How high will others go with a lot of help?*” The next step in the process is to extend the ladder for others. Ladder extenders are humble, successful, mature, practiced in the art of asking great questions, and great specialists.
4. *Ladder Building*—“*Can I help them build their own ladder?*” There is still another level you can go to as a developer of people. Ladder building is all about giving another leader the permission, equipment, and empowerment to create their own ladder.

When it comes to investing in and helping someone by holding, extending, and building his or her ladder, it’s important who you choose as that one. Your time is limited, and if you can spend time with only one person, it has to be the right one. Questions to ask before you mentor someone: Is this person hungry to learn? What is this person’s capacity? Are this person’s values compatible with mine? Is this individual a leader?

CHAPTER 8: DIRECTING TO CONNECTING

If you want to become the best leader you’re capable of being, you must learn how to connect with people. Here are the seven things I have found to be the most important to a leader who wants to connect with others.

1. *Humility*—*let people know you need them.* When God gave me a dream bigger than myself, I quickly discovered how much I needed other people. As a result, my leadership actually got better, not worse.
2. *Curiosity*—*ask people questions.* Without asking questions, I can easily become comfortable, stagnant. Entropy can easily set in. I would start to accept the status quo without asking if there were a better way.
3. *Effort*—*go out of your way to connect with people.* Every relational connection starts with the decision to make the effort to connect. It will take even *more* effort to follow through on those ideas.

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4. *Trustworthiness—be someone others can count on.* As a leader, I know I have to keep my motives right. I'm continually aware that to remain trustworthy in the eyes of others I have to work at being continually successful in three areas: *Integrity in my life, Consistency in my actions, and Competence in my work.*
5. *Generosity—give first, give continually.* Giving is a good way to connect with others. I have never known a stingy person with a scarcity mind-set who was able to connect well with other people.
6. *Listening—open the best door to connecting with people.* As a young leader, my highest priority was expressing my ideas, not listening. Before long, people will stop talking to you. Here's how I shifted to do things differently: I made a list of the ways not listening well hurt my leadership. I reminded myself daily to listen well. I stopped interrupting. I started asking questions. I invited people to hold me accountable for listening.
7. *Encouragement—give people oxygen for their soul.* When you interact with others as a leader, what is your mind-set? Is your intention to correct them or connect with them? Do you keep them down or lift them up?

CHAPTER 9: TEAM UNIFORMITY TO TEAM DIVERSITY

Of all the leadershifts I've made, this required the greatest leap. I say that because there is nothing diverse about my background. I've discovered that our differences can make a positive difference.

1. *Diverse teams fill in the knowledge gap.* If your team includes a variety of people, someone will be able to help you know what you don't know.
2. *Diverse teams fill in the perspective gap.* When everyone thinks and says the same things, it's the end of creativity and death to entrepreneurialism.
3. *Diverse teams fill in the experience gap.* A little bit of experience outweighs a whole lot of theory as far as I'm concerned. Yet, if inviting diversity is such a valuable practice, why don't more leaders embrace it? The answer is that it's uncomfortable. Some common barriers to diversity:
 - *Fear of conflict.* A diverse team will naturally possess differences of opinion, perspective, and worldview. That almost inevitably leads to conflict.
 - *Insufficient personal network.* Expanding your network requires humility, requires intentionality, requires energy, requires time, and requires love.
 - *Unwillingness to deal with prejudice.* Exposure to people from different backgrounds showed me that I possessed a passive prejudice—I assumed that people like me had good ideas that worked better than anyone else's.

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- *Arrogance.* If you dismiss the potential contributions of others, especially of those offered by people different from you, you will never reach your potential and neither will your team. Sadly, you will never even know it.
- *Personal insecurities.* The best antidote I've ever found for personal insecurity is to think about helping other people and putting them first.
- *Failing to be inclusive.* When people are on your team but don't feel like they belong or contribute, they disconnect. They don't collaborate. Then they don't bring their best gifts and talents to the table.

If you support diversity and inclusion, but aren't sure about what to do with these different perspectives and ways of thinking, I have three suggestions:

1. *Create a culture of sharing.* Teams will not embrace creativity unless there is a culture conducive to interaction and sharing of knowledge.
2. *Broaden your perspective.* Equality isn't just about giving everyone the same things; it's also about giving unique people what they need.
3. *Provide solid leadership for diversity to be effective.* The strength of diversity is problem solving and idea creation. The weakness comes in decision-making and implementation. If we can connect where we're similar and contribute using our differences, we can accomplish great things.

CHAPTER 10: POSITIONAL AUTHORITY TO MORAL AUTHORITY

I've been known for my definition of leadership for more than forty-five years: leadership is influence. If you've led people for any length of time, you probably know instinctively that that this is true. The true measure of leadership is influence—nothing more, nothing less.

A leadership position does not give someone leadership authority. There are all kinds of authority: Natural authority. Positional authority. Knowledge authority. Situational authority. Relational authority. Proximity authority. Success authority. Mentoring authority. Seniority authority.

Moral authority is truly the highest level of leadership influence. I believe anyone can pursue moral authority and develop greater influence by developing in all four of these areas.

1. *Competence—the ability to lead well.* Everything starts here. If you can't deliver the goods, why would anyone want to follow you? I started teaching the five levels of Leadership to help people understand how influence works.
 - *POSITION* (based on rights), people follow because they have to.
 - *PERMISSION* (based on relationships), people follow because they want to.
 - *PRODUCTION* (based on results), people follow you because you help improve the team.

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- *PEOPLE DEVELOPMENT* (based on reproduction), people follow you because you improve them personally.
 - *PINNACLE* (based on respect), people follow you because you help them become leaders themselves.
2. *Courage—moving forward in the face of fear.* Courage encourages people during difficult and uncertain times. Courage enables people to maximize their potential. Courage helps leaders find their voice.
 3. *Consistency—doing well all the time, not just sometimes.* Internal consistency between values and actions is essential to a leader's success if he or she desires to gain moral authority. Equally important is the ability to be consistent over time because consistency establishes your reputation, makes team members more secure, allows for accurate measurement of your growth, makes you relevant, models your expectations for others, and maintains your message.
 4. *Character—being bigger on the inside than the outside.* Moral authority is a result of right intentions, right values, right beliefs, right actions, right relationships, and right responses. I believe that the character a leader needs to have will demonstrate these four characteristics: *Integrity, Authenticity, Humility, and Love*

CHAPTER 11: TRAINED LEADERS TO TRANSFORMATIONAL LEADERS

If your actions inspire people to dream more, learn more, do more, and become more, then you are a transformational leader. You influence people to think, speak, and act in ways that make a positive difference in their lives and the lives of others. That kind of leadership can change the world.

Of all the chapters in this book, this one is the most important. I credit my shift—becoming a person who valued other people and demonstrated that through my leadership decisions, which made others my top priority—with making possible whatever difference I've made with my leadership. I've identified five actions essential for transformational leadership:

1. *Possess a clear picture of what transformational leaders do.* Transformational leaders see things others do not see, say things others do not say, believe things others do not believe, feel things others do not feel, and do things others do not do.
2. *Focus on your own transformation before leading others to do it.* As leaders, you and I have to be changed to bring change. We teach what we know, but we reproduce who we are.
3. *Take positive action based on your internal changes.* Transformation is a result of application, not education. Everything worthwhile in life is uphill—all the way. Transformation requires us to walk uphill. Every day. All the way.

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4. *Create an environment that promotes positive change.* Transformation requires leaders who are passionate about transformation, resources that teach good values, small groups where people learn and participate, and a commitment to reproduce leaders.
5. *Commit to making a difference with others in your community.* Change does not happen unless transformational leaders commit themselves to making a difference in their community and invite others to join them in the process. All transformational movements follow a pattern. They occur:
 - *Top-Down*—Leadership influence filters down, not up.
 - *Small to Big*—Mass movements begin with a few people.
 - *Inside Out*—Inner values determine outward behavior.

CHAPTER 12: CAREER TO CALLING

This last leadershift should be the most natural shift a person can make, yet many people miss it. I want to start by asking you a question: how do you currently think about what you do for a living?

1. *You do a job.* When you have a job, your main goal is often to earn a living and support your family. Your job is not your calling. A job is merely a vehicle with the potential to take you toward your calling. That's the way you should think of it.
2. *You build a career.* It's a step forward to think in terms of developing a career rather than just holding a job. When you have a career, the implication is that you are headed in a direction with upward trajectory.
3. *You fulfill your calling.* Your calling, when you find and embrace it, will result in the merging of your skills, talents, character traits, and experiences. It will make use of your experience, your gifts, and the lessons you've learned. It will be represented by a deep desire to create, lead, inspire and make a difference.

When it is your calling, you won't have to chase it. You will be captivated by it. I want you to be ready when it comes.

1. *Your calling matches who you are.*
2. *Your calling taps into your passion.*
3. *Your calling is important to you, but it's not about you.*
4. *Your calling is bigger than you.*
5. *Your calling changes your perspective.*
6. *Your calling gives you purpose.*
7. *Your calling helps you overcome obstacles.*
8. *Your calling brings fulfillment.*

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So what is your calling? Have you already discovered it? Or do you need some help finding your way? To find your calling, ask yourself:

- *What do I sing about? What fills my heart?*
- *What do I cry about? What breaks my heart?*
- *What do I dream about? What lifts my heart?*

If you are in the season of life where you know your calling and you're working out how to maximize your calling, I want to give you some advice. If this does not yet describe you, then mark these words for when you do enter your calling season.

1. *Integrate a daily focus with a long-term perspective.* I use a *clock*—to stay on track with what I'm doing today (1 Corinthians 12:7). I use a *compass*—to help me stay on track with my destiny (Psalm 139:16). In terms of my calling, I have a leadership legacy to leave (2 Timothy 2:2).
2. *Set a clear path in a worthwhile direction.* When you die, if people were to describe your life in a single sentence, what would you want it to be? The direction of your life and the journey you fulfill will write that sentence.
3. *Ask others to join with you and your calling.* Every person's true calling is bigger than the one who has been called and it always requires the aid of others to fulfill it. People who fulfill a calling leave a legacy *in* others.