

**Chapter 7:**  
**LADDER CLIMBING TO LADDER BUILDING**  
*The Reproduction Shift*

*“If I have seen farther than others, it is by standing on the shoulders of giants.”*

*—Isaac Newton*

When you reflect on your leadership career, have you been more of a ladder climber or ladder builder?

This leadership shift is about changing from being a personal producer to an equipper of others.

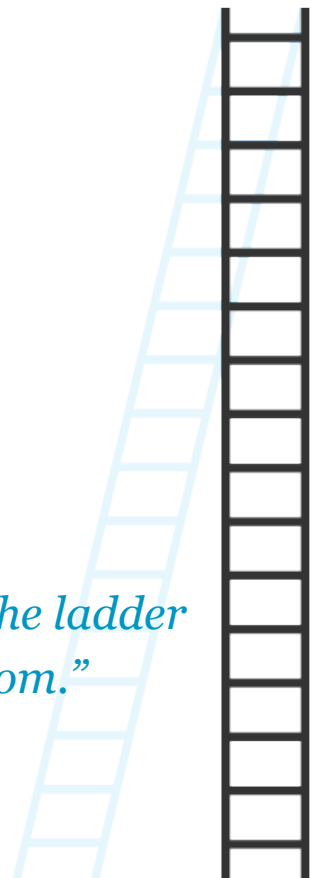
**LADDER STAGES**

1. Ladder \_\_\_\_\_ — “How \_\_\_\_\_ Can I Go?”

How does leading yourself show you are capable of leading others?

*“The hardest challenge of getting to the top of the ladder was getting through the crowd at the bottom.”*

*— Glen Turner*



### 3 Questions to Separate Yourself from the Crowd

- 1) What Are My \_\_\_\_\_?
- 2) What Are My \_\_\_\_\_?
- 3) Am I Taking Steps \_\_\_\_\_ Day?

Review the list on pages 132-133 and discuss the advice for climbing your leadership ladder. What do you need to commit to doing?

#### 2. Ladder \_\_\_\_\_ — “How High Will \_\_\_\_\_ Go with a Little Help?”

*“Leaders should want far more for their people than from their people.”*  
— Kevin Myers

Who has held the ladder for you?

- Ladder Holding Begins with a Serving \_\_\_\_\_
- Ladder Holding Requires \_\_\_\_\_
- Ladder Holding \_\_\_\_\_ People Who Want to Climb
- Ladder Holding Is a \_\_\_\_\_ for Discovering a Person’s Potential
- Ladder Holding Over Time \_\_\_\_\_ Effectiveness

*“It marks a big step in your development when you come to realize that other people can help you do a better job than you could do alone.”*  
— Andrew Carnegie

What are you going to do to help others go higher under your leadership?

**3. Ladder \_\_\_\_\_ — “How High Will Others Go with a \_\_\_\_\_ of Help?”**

Key: \_\_\_\_\_ and \_\_\_\_\_ mentoring them.

**Criteria of a Good Mentor:**

- 1) Ladder Extenders Are Successful
- 2) Ladder Extenders Are Specialists
- 3) Ladder Extenders Are Mature
- 4) Ladder Extenders Are Practiced in the Art of Asking Great Questions
- 5) Ladder Extenders Are Humble

Which criteria do you need to give attention to develop as a mentor?

**4. Ladder \_\_\_\_\_ — “How Can I Help \_\_\_\_\_ Build Their Own Ladder?”**

Ladder building is all about giving another leader the \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ to create their own ladder.

Who on your team do you need to help build a ladder for?

QUESTIONS TO ASK BEFORE  
YOU MENTOR SOMEONE

*“Do for one what you wish you could do for many.”  
— Andy Stanley*

What are the qualities you are looking for in a mentor?

**1. Is This Person \_\_\_\_\_ To Learn?**

How can you determine if the person is hungry?

**2. What Is This Person’s \_\_\_\_\_?**

Which of the 7 Capacities listed will help you better assess your people?

**3. Are This Person’s \_\_\_\_\_ Compatible With Mine?**

What are your values?

#### 4. Is This Individual A \_\_\_\_\_?

- 1) Handles
- 2) Laboratories
- 3) Road Maps
- 4) Roots
- 5) Wings
- 6) Whys

If you want learners to follow directions, you only need to provide the \_\_\_\_\_.

If you want them to lead others and give directions, they must also have the \_\_\_\_\_.

## APPLICATION: Ladder Climbing To Ladder Building

### Groundwork for Becoming a Ladder Builder

Honestly review this list and make a commitment to change your mind set about becoming a ladder builder.

- Do I develop leaders to benefit others, not just for myself?
- Do I relinquish control and give other leaders the freedom to be themselves and develop their own process?
- Am I happy for a leader I help to move on without me or to enlist other mentors?
- Am I willing to help other leaders build their own ladders and then genuinely root for them?
- Am I willing to keep helping many leaders build their own ladders without expecting to receive any credit?

Review the list of what it takes to be a successful mentor.

What areas do you need to find a mentor to help you grow stronger with these?

If you have not found a mentor for yourself, make a commitment to the group to find one by the next session.

Discuss this with the Mastermind next week.

Read Chapter 8 for the next meeting.