

The Maverick Paradox



“

Judith has written a great book that all leaders should read. It has well-structured arguments, case studies and invaluable insights that are compelling and unique.

This is a MUST READ book.

VASCO BOTELHO

The Maverick Paradox: The Secret Power Behind Successful Leaders



“
If you want a different perspective on how to lead all of the members of your team more effectively, buy this book.

Joe Lawrence

Judith Germain

The Maverick Paradox: The Secret Power Behind Successful Leaders

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The Secret Power Behind Successful Leaders



"Successful leadership in an ever-shifting landscape isn't easy. Finding your place in the world has become increasingly difficult as the century gets older. The old staples aren't stable anymore and we are no longer sure of the old certainties. Things must change and the time for a new type of leader is upon us" - **The Maverick Paradox: The Secret Power Behind Successful Leaders.**

I have chosen the following three excerpts for your sneak peak:

- The Maverick Personality – page [4](#)
- The Maverick Continuum Journey™ - page [8](#)
- Maverick DRIVEN Leadership™ - page [12](#)

All successful leaders have a secret power – where's yours?

When leadership becomes a byword for control, and trust is outdated – how should YOU respond?

'Believe nothing, test everything'.

This is the war cry of the maverick. This scream, an essential cornerstone of the maverick mindset. Sir Richard Branson and President Trump are both mavericks. Which temperament do you favour?

Leadership and maverick expert Judith Germain provides the blueprint to becoming a successful leader.

- Discover the 5 maverick attributes all 'natural leaders' possess
- Master the 8 maverick capabilities that all successful leaders demonstrate
- Extend your influence by utilising the 3 key power bases
- Become a transformational leader by deploying the Maverick DRIVEN Leadership™ Methodology

"Judith is one of those rare people who actually knows what she's talking about. She provides results based on good research and a professional approach" –

Peter Clayton, author of Body Language at Work and body language consultant for the BBC and ITV

The Maverick Personality



Everyone is curious about the Maverick Personality. This is the first excerpt from my book, [The Maverick Paradox: The Secret Power Behind Successful Leaders](#).

In any discussion on mavericks, it is important to acknowledge two things:

- 1) There are two types of mavericks; Socialised and Extreme
- 2) There is a difference between those who have a maverick

personality and those that have maverick traits.

To truly understand the maverick mindset there is a need to separate these two concepts.

Type of Maverick Personality	
Socialised Maverick	Extreme Maverick
Male/Alpha Female	Male
Can harness maverick power	Exploits maverick power
Influences others	Manipulates others
Believes in objective truth	Believes in relative truth
Will seek to influence compliance, ethically	Will punish harshly for non-compliance
Will work on character to be trusted and trustworthy	Not concerned with being trustworthy, happy to be trusted
Likely to be highly ethical	Likely to be highly unethical
Will seek co-operation	Will seek competition
Considers the moral dimension	Unconcerned with the moral dimension

© Maverick Personality Types – Judith Germain 2016

The Big 5 Personality traits

The most popular Personality theory right now is the 'Big 5 Personality traits' (Wikipedia):

- Openness to experience (inventive/curious vs consistent/cautious)
- Conscientiousness (efficient/organised vs easy going/careless)
- Extraversion (outgoing/energetic vs solitary/reserved)
- Agreeableness (friendly/compassionate vs analytical/detached)
- Emotional Stability (secure/confident vs sensitive/nervous)

If there are no strong preferences in all of the five dimensions, then an individual's personality can be viewed in one of two ways:

- Adaptable, moderate, reasonable
- Unprincipled, inscrutable, calculating

When considering maverick personality, we can see that mavericks score highly in the 'Openness to experience' trait. This usually demonstrates that mavericks are likely to be more creative, curious, and aware of their feelings than other people. They are more likely to hold unconventional beliefs or ideas and prefer novelty over routine. Mavericks hate any routine determined by others with a passion and are always searching for new challenges. If unchallenged at work, a Socialised Maverick will disengage with the organisation, withdraw their effort, and look for challenges elsewhere. Eventually the unchallenged and bored Socialised Maverick will leave the organisation.

It is likely that if an Extreme Maverick is unchallenged the maverick will start to unravel things to cause some excitement for themselves. This unravelling could be a colleague's emotional state as the maverick manipulates them into doing things that the maverick wants; or the maverick could break something at work, so that they can fix it. This enables them to do something interesting and challenging for a while. It is common for a maverick to set in motion a cycle of fixing and breaking work processes (or people) for want of something to do.

However, the maverick's love of adventure, abstract and intellect can lead to a surprising complex and challenging maverick nature. This specific trait of the maverick is one of the things often admired and loved by non-mavericks (conformists).

The personality trait 'Conscientiousness' in this context relates to the tendency to strive for achievement, to be self-disciplined, organised and determined. It is worth noting that the maverick will always measure himself against his own measures and standards and no one else's. They are internally motivated and as such generally have little concern for what others think, unless confronted by someone that they respect.

(Mavericks will, however, move into action if someone's perceptions are affecting something, or someone, they care about).

Be aware however, to anger the maverick is to awaken the beast!

All maverick personalities are highly determined to get their own way, with only the method of achievement differentiating Socialised and Extreme Mavericks. Whilst Socialised Mavericks will consider other's feelings, wants and desires and do their best to accommodate them whilst ensuring that the mavericks goals are met (rarely at the maverick's expense); Extreme Mavericks will focus solely on achieving that goal at the expense of others if necessary.

I think that the biggest variable between Socialised Mavericks and Extreme Mavericks is how 'Agreeable' they are. Socialised Mavericks will value getting along with others and cooperating rather than competing, as compared to Extreme Mavericks (but never as high as a Conformist). Socialised Mavericks are highly competitive, but will hide this competitive streak if it means that it makes it easier for others to cooperate with them and be more easily influenced. One of the peculiarities of the British people is that they do not like to see and is indeed suspicious of overt competitiveness. British Socialised Mavericks have therefore learnt to adapt and often hide their competitive nature to increase their level of success and influence.

Socialised Mavericks will have more empathy towards people, even those not in their social or friendship groups than Extreme Mavericks. Extreme Mavericks will always place their own self-interest at a premium to others and are not shy in showing or expressing this. They have little concern for social harmony unless it fits neatly into their plans. They tend to be more sceptical of others and are therefore likely to be more uncooperative.

Mavericks tend to have high 'Emotional Stability', which in this context means that they tend to be calm in tense situations and rarely lose confidence in their own ability or control of the situation. Mavericks tend to be carefree and optimistic and have a high tolerance for stress. This self-confidence and high self-esteem is often seen as intimidating or arrogant by others, leading to the maverick once again being misunderstood, and immensely frustrated.

An Extreme (extraverted) Maverick may however, demonstrate behaviour that looks like they are unable to control high emotion like anger. This however, is often a ruse employed by them to manipulate other's behaviours. An explosion of anger from an Extreme (extraverted) Maverick is hardly ever truly spontaneous, more likely part of a plan to change someone else's mindset or behaviour. An Extreme Maverick often sees intimidation and domination as an effective tool to get what they want.

E Joyce and A Timothy found in 2004 a correlation between the Big 5 Personality Traits and transformational leadership. It seems that the Socialised Maverick's personality, lends itself directly to someone who is likely to practice transformational leadership. This type of leadership can inspire positive changes for their followers, as the Socialised Maverick focuses on helping every member of the group succeed and develop. Socialised Mavericks always work for the greater good, if it isn't possible in the environment that they find themselves in, they leave.

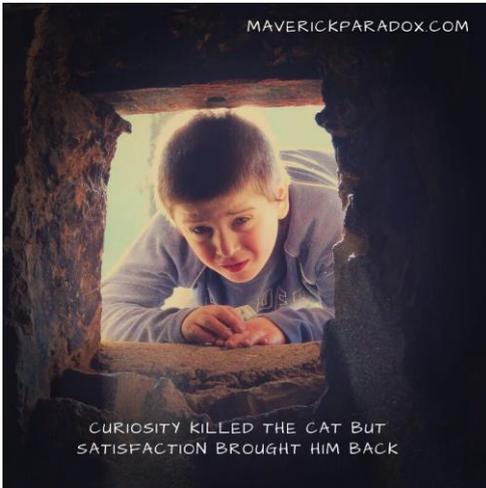
Below is a summary of the maverick personality in chart form:

The Maverick Personality		
Personality Trait	Extreme Maverick	Socialised Maverick
Openness to experience	Inventive/Curious	Inventive/Curious
Conscientiousness	Efficient/Organised	Efficient/Organised
Extraversion	Extrovert	Extrovert or Introvert
Agreeableness	High analytical/detached (competitive)	Moderate analytical/detached (co-operative)
Emotional Stability	Secure/Confident	Secure/Confident

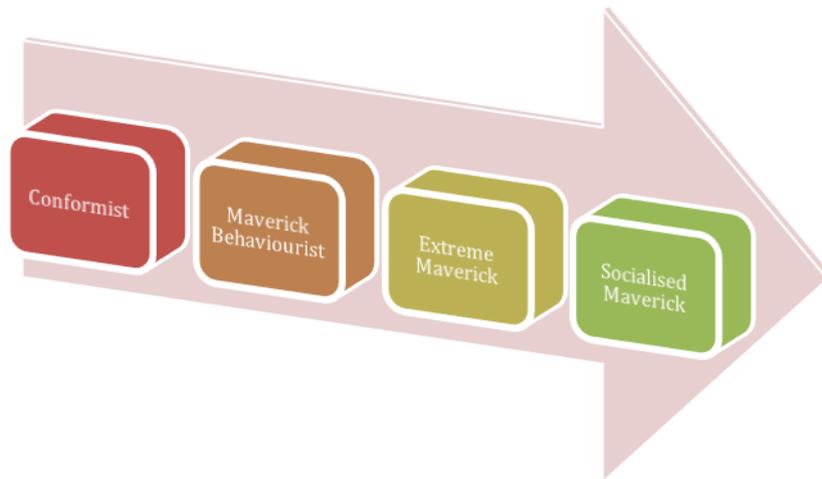
© The Maverick Personality Chart – Judith Germain 2016

When considering a maverick's personality, it's worth determining whether they are demonstrating a maverick personality or maverick traits.

The Maverick Continuum Journey™



Everyone is curious about The Maverick Continuum Journey™. This is the second excerpt from my book, [The Maverick Paradox: The Secret Power Behind Successful Leaders.](#)



© The Maverick Continuum Journey™[1], Judith Germain 2016

The true Conformist usually, has no desire to demonstrate the depth of determination or risk taking behaviour required, to progress their maverickism. They tend to admire the maverick and their results and resent the behaviour as and when it deviates from the norm.

Especially if the altered behaviour affects them.

The Conformist individual can easily be manipulated by the maverick, especially if they are overly keen to work within agreed rule boundaries and team cultures. The most common expression of a Maverick Behaviourist, is an individual who is, a conformist in their 'home life', but demonstrates Socialised Maverick behaviour in their work life.

The first two stations on the Maverick Continuum Journey™, Conformist and Maverick Behaviourist, indicate someone on the Maverick Continuum™ who could eventually or is currently demonstrating maverick traits. If the Conformist can demonstrate enough determination and risk taking in what they are doing, they may be able to behave in a maverick way in a limited facet of their lives.

It may surprise people that the Extreme Maverick is not shown at the end of the Maverick Continuum™. The reality is that it is common for their (emotional) development to be stunted at 'Extreme Maverick', because at this point of the Maverick Continuum™, extreme behaviour appears to be bringing several rewards.

Oft times it is only with a great deal of reflection or acknowledgement by someone the maverick respects and finds credible, that the Extreme Maverick realises that there are other, better ways to get what they want.

The Socialised Maverick retains their behaviour and attitudes in all areas of their life, having learnt how to soften their approach when speaking and dealing with Conformists.

It is possible for two Socialised Mavericks to work extremely well together, providing the right mix of innovation, risk taking and influence to make a substantial difference to the task in hand. They will typically focus on what needs doing to guarantee the success of the project and will forego the necessity to stroke their egos (which is essential for the Extreme Maverick) in preference to the timely execution of the task.

Two Extreme Mavericks can work together, especially if the task in question is short lived, although it is likely that they will find it very difficult. It is in their nature to fight for dominance of the task, and the glory of successful performance that it will bring, which could cause a damaging array of fallout.

However, if both mavericks can see that it is extremely beneficial for them to work together (there is significant reward) then for the duration of the mutual benefit they will co-operate and work together. It is likely that there will be very little trust between the two and as soon as it appears that one maverick can achieve dominance or control over the other, this opportunity will be taken, even to the detriment of successful completion of the task.

The Socialised Maverick has learnt that whilst influencing can be a much longer process than manipulation (at least in the beginning) it is infinitely more rewarding. It is more rewarding because by choosing to influence, the maverick is seeking the Conformist's buy in. This makes it more likely that a 'win/win' situation can be obtained. An important consideration is that manipulation only works for a period of time; eventually other people decide to fight against you or to work under protest (therefore not at their best). It is not possible to get the best out of people by manipulation alone in the long term. People generally do not mind being influenced, if the influence is subtle and clearly for the greater good.

The interesting thing about the Socialised Maverick is that whilst (over a period of time) it can become the default behavioural response by the maverick; under pressure the maverick can slide into Extreme Maverick behaviour very easily. This can surprise, even distress, Conformists because it may appear that they have 'awoken' the maverick; and the subsequent behaviour of the maverick seems 'unlike them' or inconsistent.

What Conformists don't realise is that there is often (at the point of conflict) an internal struggle between Socialised and Extreme behaviour within the Socialised Maverick. The inner dialogue of the maverick can be quite intense at this point, if the maverick has been behaving like a Socialised one for some time then it's likely that Socialised behaviour is the one that will win out, eventually. Although the Socialised Maverick will not like it, feeling like they have compromised themselves for the greater good.

However, whilst the above holds true, this is not to assume that a Socialised Maverick will not demonstrate Extreme Maverick behaviour at times of excessive pressure (for the maverick).

We can be confident then, that a maverick is open to new experiences, preferring novel solutions and is a curious soul. They are highly organised and efficient when planning and executing new tasks. It is important to note, however, that this does not mean that they have a neat and tidy desk; this observation refers to their mind and thought processes. Whilst being able to think of the 'big picture', they do not neglect the small details. This can sometimes mean that they ensure obsessively that others implement the small details that they have planned.

Mavericks can be found anywhere on the extraversion scale and will be analytical and detached in their thinking. Only after the thinking process has ended will Socialised Mavericks temper their detachment with compassion and friendliness; for them any important action is a two-step process (detachment from the issue whilst analytically pondering over it, followed by considerations on the best way to implement the action. This is when thoughts about others, and how to influence them occur).

When considering how maverick you are it's worth considering where you are on the Maverick Continuum Journey™.

[1] © The Maverick Continuum Journey™ – Judith Germain 2016

Maverick DRIVEN Leadership™



Maverick leaders, regardless of whether they have formal or informal authority all utilise, what I am calling, the Maverick DRIVEN Leadership™ methodology at the heart of what they do. This leadership methodology provides a foundation for success, and thus the credibility of the leader. Successful mavericks and Maverick Behaviourists use this methodology naturally and it's this authenticity that enables people to follow

them.

(This is the final excerpt from my book, [The Maverick Paradox: The Secret Power Behind Successful Leaders](#)).

Aspiring leaders can also use the Maverick DRIVEN Leadership™ Methodology to improve their leadership ability. My intention for this book is not to provide a fully detailed description and explanation of my Maverick DRIVEN Leadership™ Methodology just a brief overview to whet the appetite:

- D etermination
- R eputation
- I nfluence
- V ersatility
- E xecution
- N arration

D is for determination

All good leaders have a healthy dose of determination, the will to succeed. Determination allows us to prioritise what is important; it can enable us to use failure to inform success, and meet our commitment to others. Mavericks are output and execution driven and have a rock solid wilful intention which help fuel their dogged determination. They will keep going until they achieve the objective that they have set themselves.

Once mavericks have settled onto an objective they can be narrowly focused on its achievement and this can cause disruption, and where other people are concerned disharmony. This is because mavericks will take shortcuts to achieve their objectives and will ride roughshod over others and their feelings.

The determination of the maverick can be harnessed by discovering what their objective is and to ensure that is aligned to the company's objectives. Spending time with your maverick to find out what rules will likely to hinder him will enable you to decide what steps need to be taken.

R is for reputation

Socialised Mavericks pride themselves on their ability to garner trust and their excellent reputation for integrity and competence. They will lend the project (or person) their reputation to give it a better chance for success.

Socialised Mavericks see their associates or employees as a projection of themselves, so will insist that these individuals have a good reputation. How they do is a reflection on the Socialised Maverick's ability to lead them well. This is one of the reasons why this type of maverick ensures that there is trust between them and their associates and that their associates can fulfil their tasks in a manner that is acceptable to the maverick.

Maverick leaders are known for their competence, their ability to get things done efficiently and well. Their reputation for success enables others to trust their leadership, even when the pathway does not seem clear to them. They believe that the maverick knows what they are doing and where they are going.

I is for influence

All leaders use their influence to persuade their followers to cooperate with them and enable their followers to execute the leader's wishes. Maverick leaders take for granted their capability to lead due to their ability to understand people and the dynamics of influence and persuasion.

Mavericks rely on their personal influence rather than their positional influence. They are highly influential people although when they are not lead properly this influence tends to become manipulation.

V is for versatility

Good leaders are versatile in their approach, thinking and in their implementation. Mavericks can take this to the extreme and are often versatile when it comes to bending rules, cutting corners, and understanding boundaries. When linked with their high determination in achieving their goals they can cause havoc in an organisation that has poor leadership.

Mavericks are nothing but flexible and despise others who persist in becoming fixed to a certain dogma without review or adjustment to changing circumstances. They often use resources unexpectedly and in different contexts than what they were designed or envisioned to be used for. Mavericks are creative when it comes to designing and implementing new solutions which is one of the reasons they enjoy a high level of success.

E is for execution

A key capability of mavericks is their output and execution driver, which means they do not believe that anything can be classified as a success if it has not been executed well.

This is one of the reasons why they tend to have a strong reputation and track record of competence. All mavericks guarantee that their tasks are executed in a manner that they anticipated and defined before the start of the project. They ensure that their followers have a similar execution mindset and never get so wrapped up in the idea that they forget the necessity of completion.

N is for narration

A key component to the maverick's ability to influence is their talent for storytelling. They can weave compelling stories that draw their followers to their vision or encourage them to take risks that they hadn't expected to take.

Good maverick leaders also provide a narrative as to what is happening, as it's happening. This allows them to translate and pace actual events, enabling them to influence the actions of their followers.

This influence increases participation through encouragement and explanation and referencing to the vision and the need for change. This narration facilitates a highly-engaged leadership style where the employee or follower feels inspired and protected by the leader. The leader creates a 'circle of safety' (Simon Sinek), for his followers that is returned by their loyalty and trust.

John Maxwell stated that leadership is influence nothing more, nothing less. I agree that without influence you cannot lead. Influence is formed from many sub concepts and that the secret behind maverick leaders is that they understand that leadership is a relationship of trust.

This includes its key components of integrity and competence. The Maverick KEYSTONE Capabilities™, maverick attributes and effective use of power are all ingredients to the secret recipe of maverick success.

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Judith has been described as the Maverick's Sat Nav. She works with wannabe Mavericks and Maverick entrepreneurs to expand their work and thinking. In addition to this, she also works with companies that need a maverick approach to their leadership because what they have, isn't working.

Since 2005, she has been defining Mavericks as 'wilfully independent' people and have been designing and implementing solutions that solve the most persistent problems that individuals, business owners or companies face.

If it's not challenging, it's not worth doing!

Judith has designed her signature 3Rs process to enable transformational, sustainable change:

- Re-Discover
- Renew
- Realise (execute)

which is run concurrently not sequentially. Change happens during the process, not at the end of it!

*** Maverick Mentor ***

Wannabe Mavericks and Maverick entrepreneurs know that coaching doesn't work for them. Mavericks tend to think at speed and have a direct approach that Conformists often don't get and want to restrict. Mavericks want to work with someone who knows that what they want is possible or has the courage to challenge them when it's not. Either way, they want someone who is solution driven.

Judith understands *The Maverick Paradox: The Secret Power Behind Successful Leadership*. Mavericks are complex creatures and can't work with just anybody. Judith knows what works & the solution may be a combination of mentoring, consulting, training or something even more exciting in her toolbox!

*** Leadership Consultant and Trainer ***

Judith is increasingly being asked to provide, train or consult on Maverick Leadership because the company's current leadership cadre or philosophy is no longer working. They want someone who can accurately diagnose the situation and design something that not only solves the current issues but provides a degree of future proofing.

She presents a new leadership paradigm, which challenges what you thought you knew about leadership. Her Maverick DRIVEN Leadership™ methodology enables organisations to radically improve their leadership performance. Eg, a client requested that their leadership was taught strategic thinking, in one day! The end result was that the organisation was able to solve 7-month-old problems that had been previously deemed 'impossible to solve'.

Her ability to help you form a strategy that is aligned to your objectives and passion, coupled with an ability to enable possibilities that you are yet to conceive; makes her truly unique. Of course, implementation is important, so she will ensure that you execute well.

She is the author of [The Maverick Paradox: The Secret Power Behind Successful Leaders](#) & has conceived the blueprint of a successful leader (available at Amazon). Judith outlines the strategies, mindset, capabilities, and utilisation of Maverick power; which has informed her leadership methodology & her ability to help her individual and business clients alike.

Judith is the leading authority on mavericks. She is an author, leadership and business consultant, mentor, [podcaster](#), and strategist. Judith is a keynote speaker & her expert opinion has appeared in numerous publications including national broadsheets and leading industry press.

She is a Fellow of the CIPD, and MBA (PgDip) graduate, & Executive Coach. For over 20 years, she has worked with thousands of leaders to nurture, develop, and inspire them to become trusted successful (Maverick) leaders.