

The 21 Irrefutable

**LAWS OF
LEADERSHIP**

THE LAW OF THE LID

- Leadership Ability Determines a Person's Level of Effectiveness

The lower an individual's ability to lead, the lower the lid on his potential.

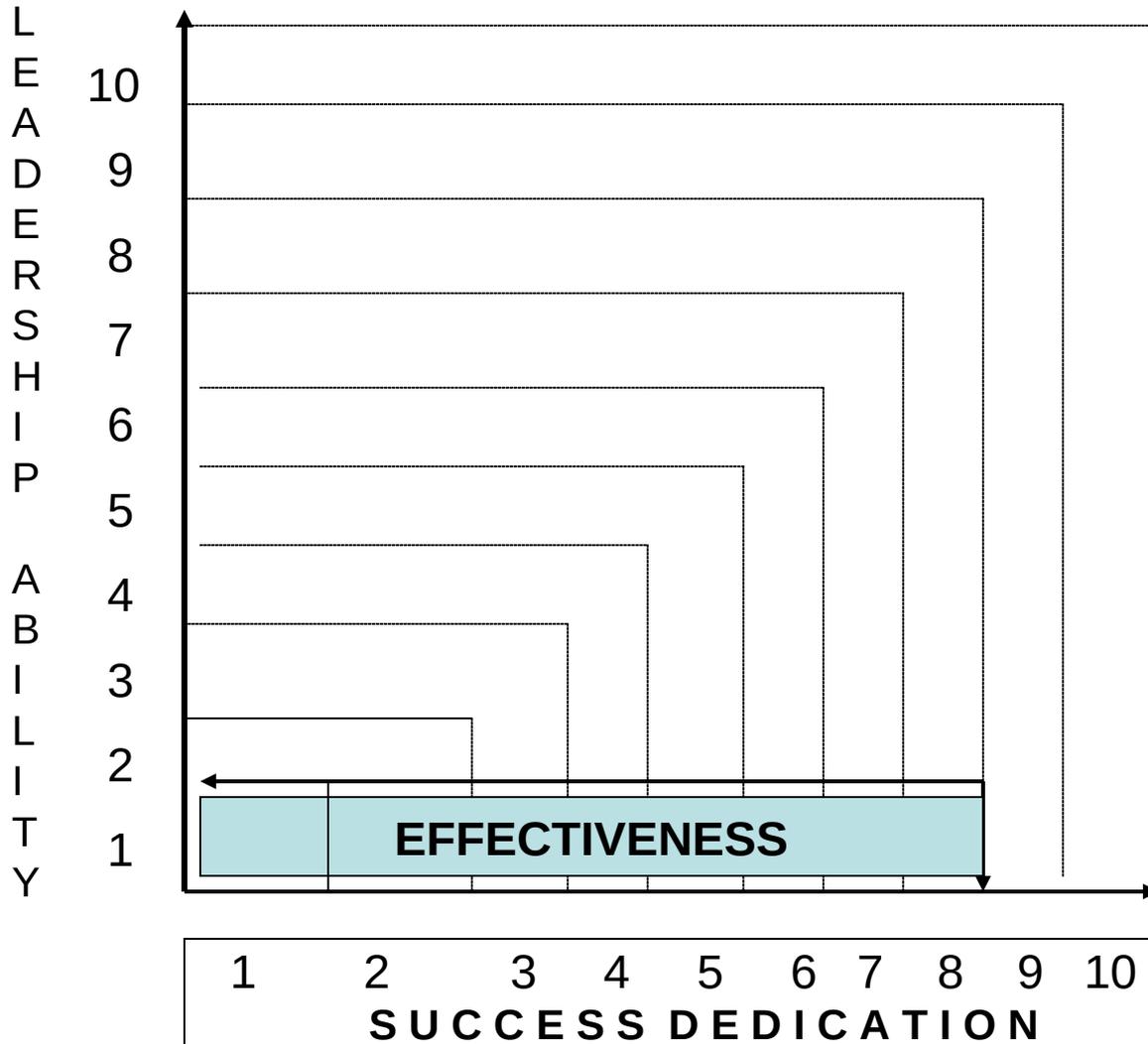
A new opportunity

THE LAW OF THE LID

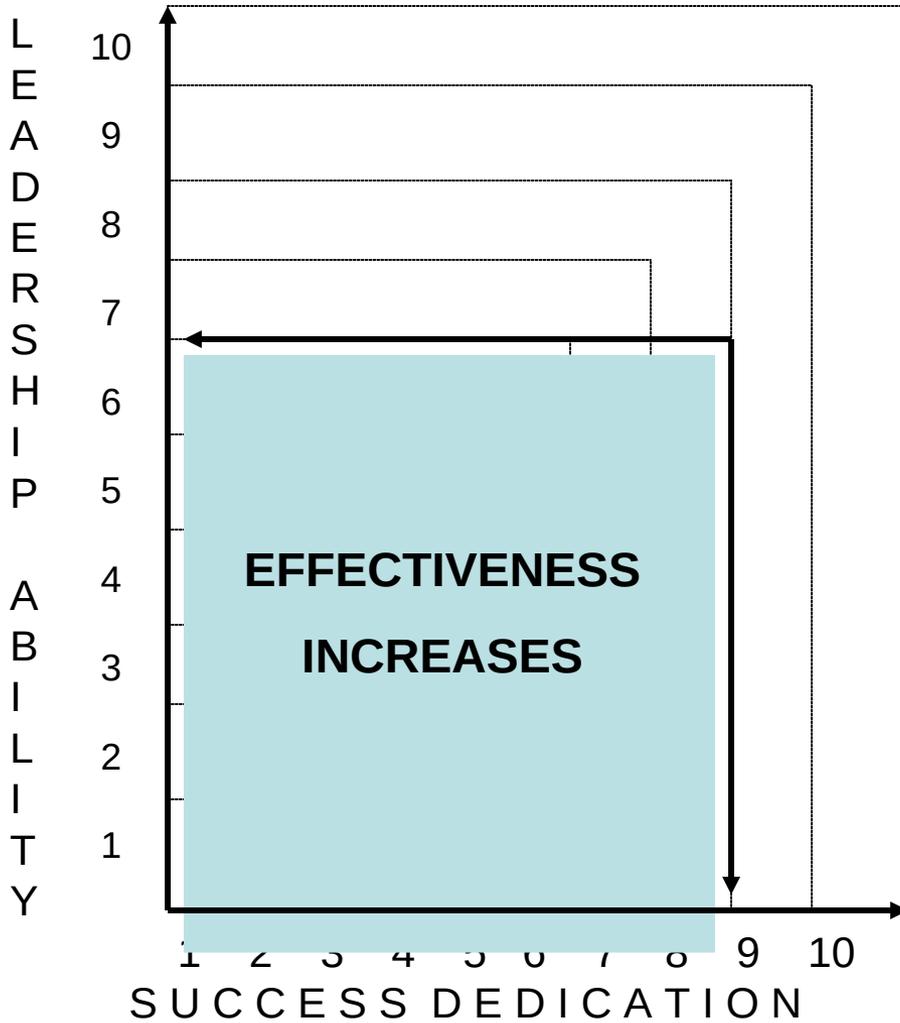
- *Success without leadership*

The higher you want to climb, the more you need leadership. The greater the impact you want to make, the greater your influence needs to be.

SUCCESS WITHOUT LEADERSHIP



SUCCESS WITH LEADERSHIP



- TO CHANGE THE DIRECTION OF THE ORGANIZATION, CHANGE THE LEADER
- Leadership ability is always the lid on personal and organizational effectiveness. If the leadership is strong, the lid is high. But if it's not, the organization is limited.

THE LAW OF INFLUENCE

- The True Measure of Leadership Is Influence— Nothing More, Nothing Less
- If you don't have influence, you will never be able to lead others.
- *“You have achieved excellence as a leader when people will follow you everywhere if only out of curiosity.”*

FIVE MYTHS ABOUT LEADERSHIP

1. THE MANAGEMENT MYTH
2. THE ENTREPRENEUR MYTH
3. THE KNOWLEDGE MYTH
4. THE PIONEER MYTH
5. THE POSITION MYTH

WHO'S THE REAL LEADER?

- LEADERSHIP IS INFLUENCE-NOTHING MORE, NOTHING LESS.
- LEADERSHIP WITHOUT LEVERAGE
- FROM COMMANDER TO PRIVATE TO CHIEF IN CHIEF

THE LAW OF PROCESS

- Leadership Develops Daily, Not in a Day
- LEADERSHIP IS LIKE INVESTING – IT COMPOUNDS
- LEADERS ARE LEARNERS
The learning process is ongoing, a result of self-discipline and perseverance.

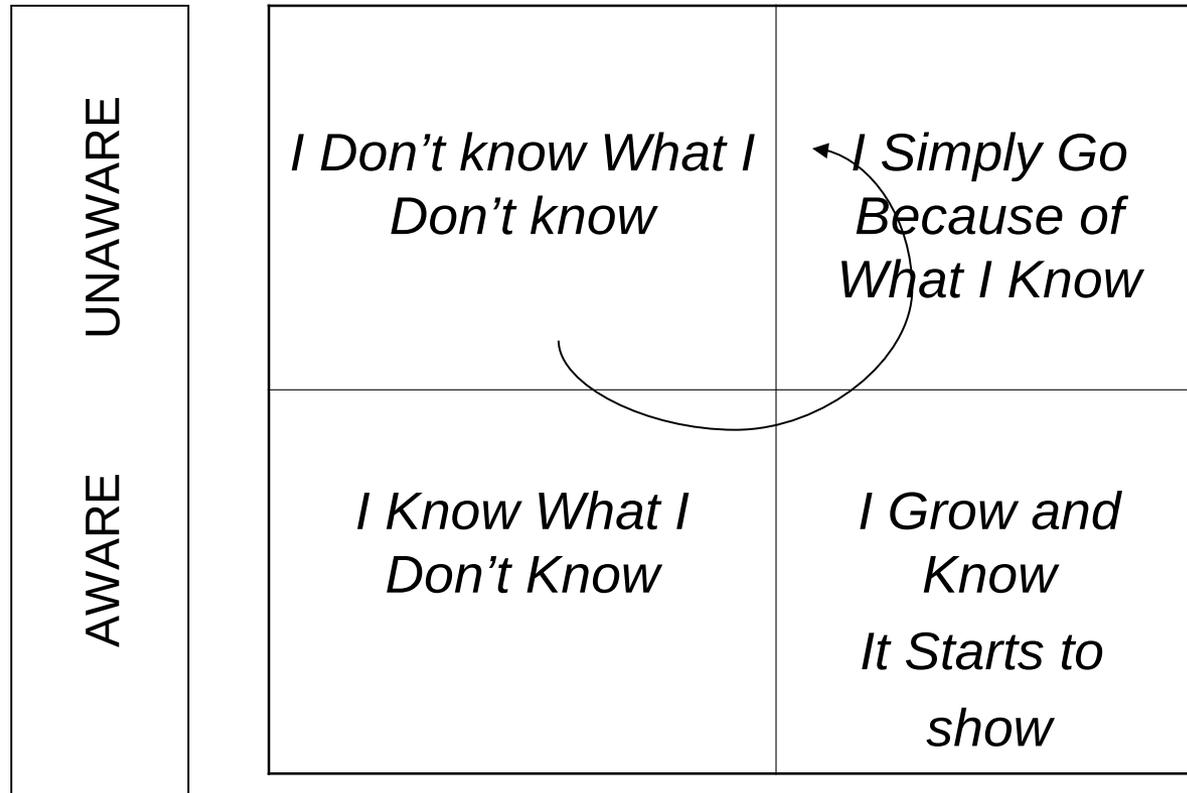
THE FOUR PHASES OF LEADERSHIP GROWTH

1. I DON'T KNOW WHAT I DON'T KNOW
2. I KNOW WHAT I DON'T KNOW
3. I GROW AND KNOW AND IT STARTS TO SHOW
2. I SIMPLY GO BECAUSE OF WHAT I KNOW

THE FOUR PHASES OF LEADERSHIP GROWTH

INEFFECTIVE

EFFECTIVE



- TO LEAD TOMORROW, LEARN TODAY
- FIGHTING YOUR WAY UP
- A MAN OF ACTION
- NO OVERNIGHT SUCCESS

THE LAW OF NAVIGATION

- Anyone Can Steer the Ship, But It Takes a Leader to Chart the Course
- IF YOU DON'T LIVE BY THE LAW OF NAVIGATION. . .
- NAVIGATORS SEE THE TRIP AHEAD
- WHERE THE LEADER GOES . . .
- NAVIGATORS DRAW ON PAST EXPERIENCE
- NAVIGATORS LISEN TO WHAT OTHERS HAVE TO SAY
- NAVIGATORS MAKE SURE THEIR CONCLUSIONS REPRESENT BOTH FAITH AND

A LESSON IN NAVIGATION

- **CHARTER THE COURSE WITH A NAVIGATION STRATEGY:**
 - **Predetermine a 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 the Successes.**
- **Daily Review Your Plan.**

THE LAW OF E. F. HUTTON

- When the Real Leader Speaks, People Listen
- WHAT COULD I DO?
- THE EYES HAVE IT—Note the difference between two types of leaders:

POSITIONAL LEADERS

Speak first

Need the influence

of the real leader

To get things done

influence only the

Other positional leaders

REAL LEADERS

Speak Later

need only

their own influence

to get things done

influence everyone

in the room

PEOPLE BECOME REAL LEADERS BECAUSE OF . . .

1. **CHARACTER**—WHO THEY ARE
2. **RELATIONSHIPS**—WHO THEY KNOW
3. **KNOWLEDGE**—WHAT THEY KNOW
4. **INTUITION**—WHAT THEY FEEL
5. **EXPERIENCE**—WHERE THEY'VE BEEN
6. **PAST SUCCESS**—WHAT T HEY'VE DONE
7. **ABILITY**—WHAT THEY CAN DO

THE LAW OF SOLID GROUND

- ***TRUST IS THE FOUNDATION OF LEADERSHIP. CHARACTER MAKES TRUST POSSIBLE***
- **IT WAS'NT THE DECISIONS—IT WAS THE LEADERSHIP**
- **CHARACTER COMMUNICATES:**
 - *CONSISTENCY*
 - *POTENTIAL*
 - *RESPECT*

AN INHERITED POLICY BECOMES A LEADERSHIP—SHATTERING PROBLEM

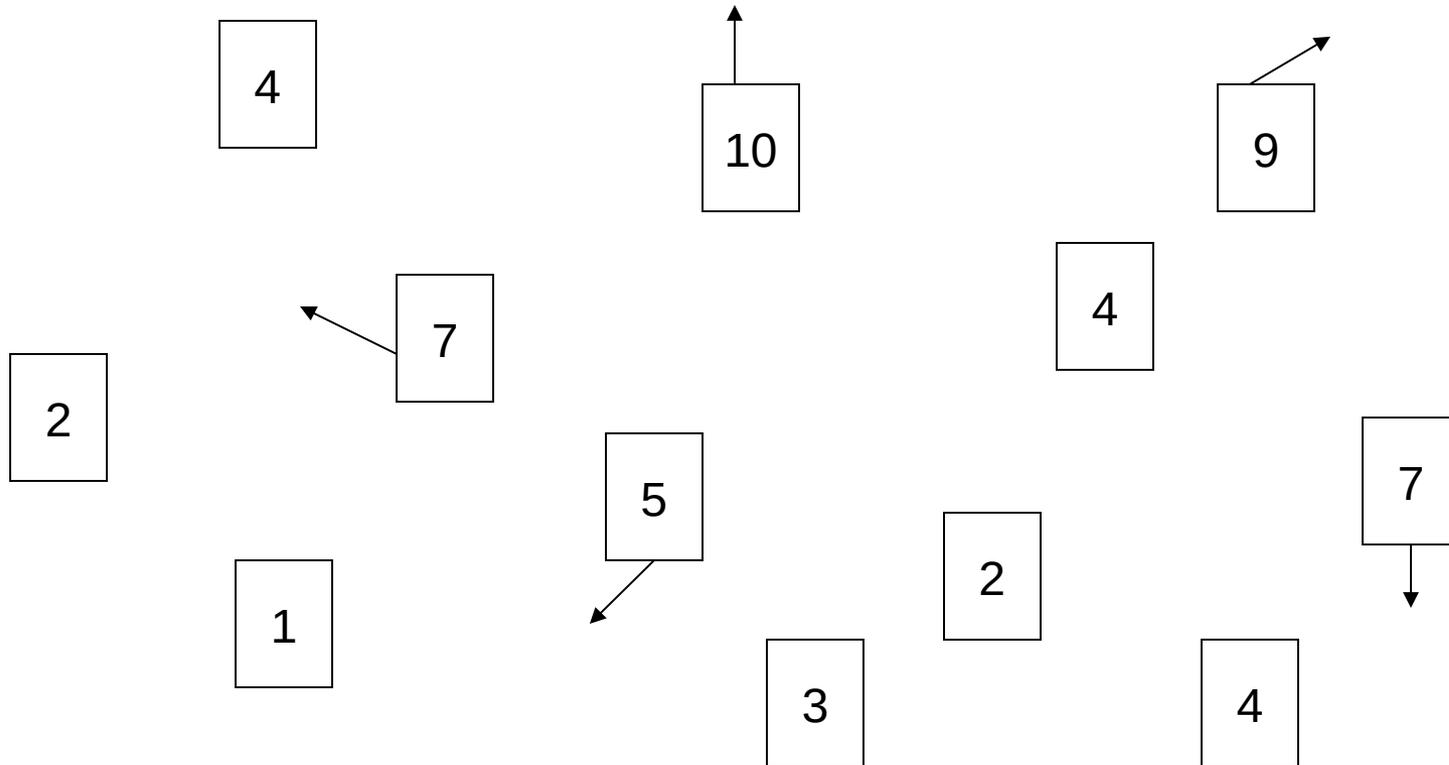
FIRST TRUST, THEN SUPPORT

BY THEN, IT WAS TOO LATE

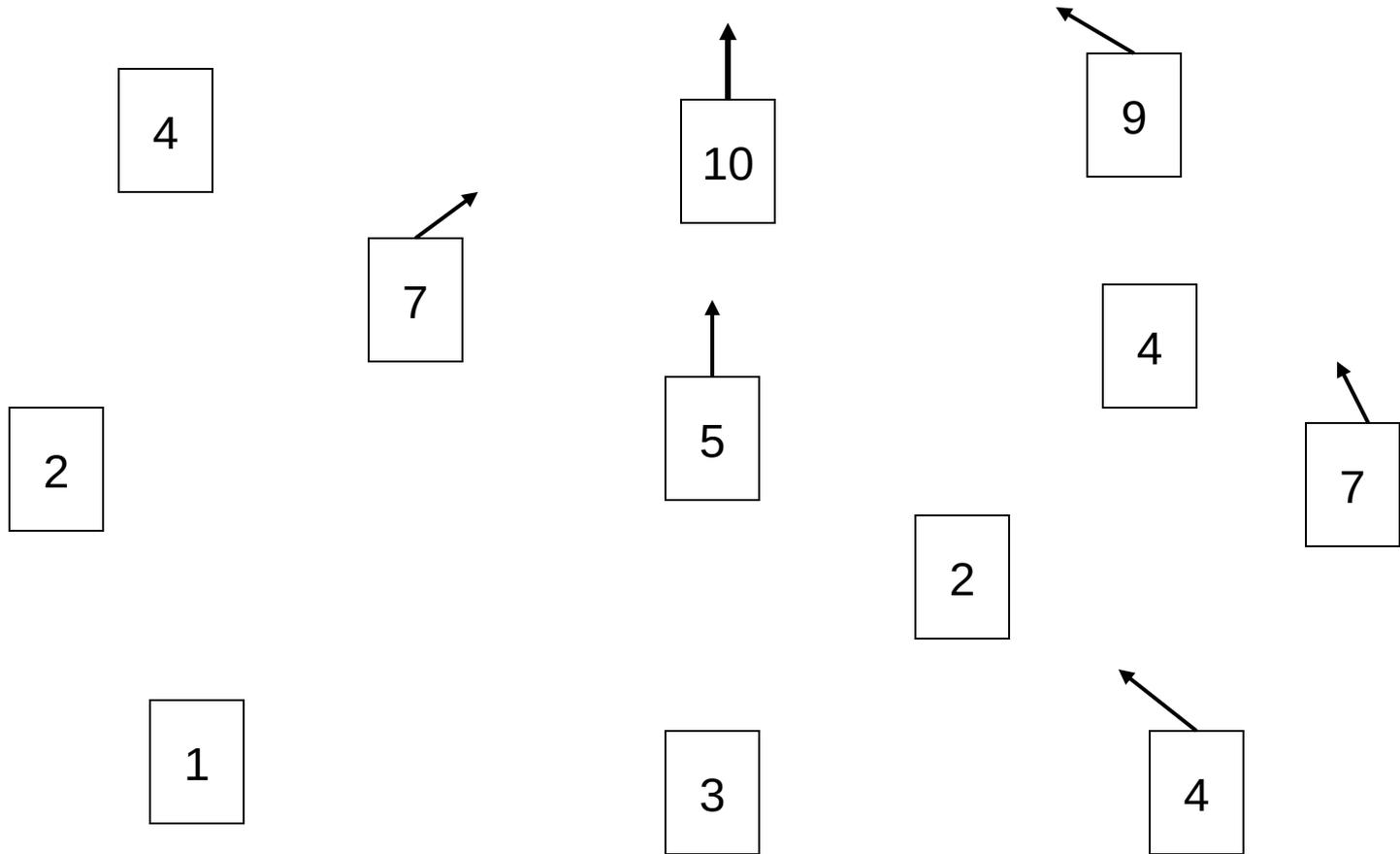
THE LAW OF RESPECT

- PEOPLE NATURALLY FOLLOW LEADERS STRONGER THAN THEMSELVES
- A LEADER BY ANY OTHER NAME
- A LEADER OF STEEL
- INCREASING RESPECT
- A TEST OF LEADERSHIP
- IT'S NOT A GUESSING GAME
- LEADERS GO THEIR OWN WAY WHEN A GROUP FIRST COMES TOGETHER

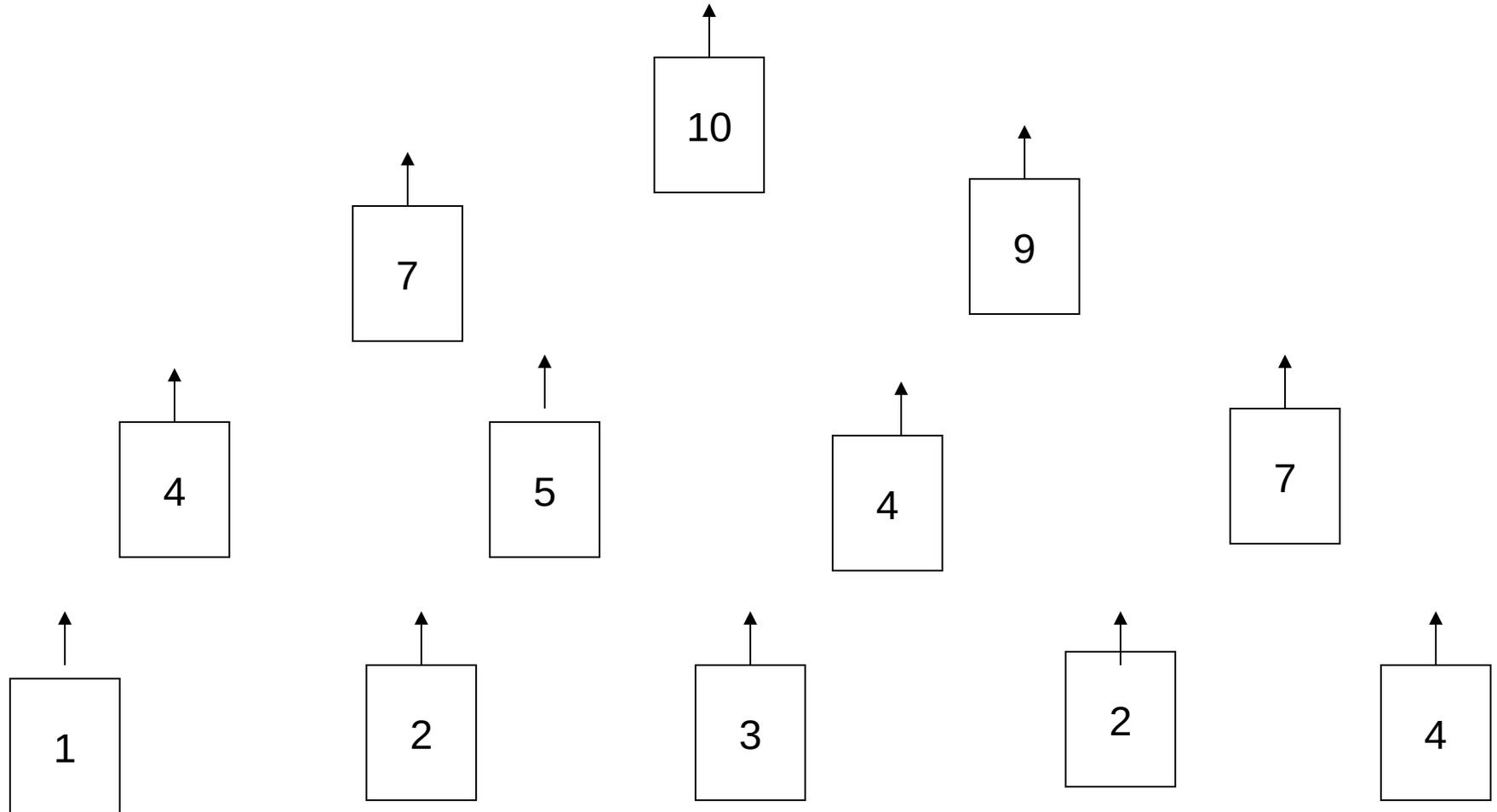
- LEADERS GO THEIR OWN WAY WHEN A GROUP FIRST COMES TOGETHER



PEOPLE SOON CHANGE DIRECTION TO FOLLOW THE STRONGEST LEADERS



PEOPLE NATURALLY ALIGN THEMSELVES AND FOLLOW LEADERS STRONGER THAN THEMSELVES



THE LAW OF INTUITION

*LEADERS EVALUATE EVERYTHING WITH
A LEADERSHIP BIAS*

- THE BEST LEADERS READ AND RESPOND
- IT'S INFORMED INTUITION
- LEADERSHIP IS THEIR BIAS
- SEEING THROUGH A LEADERSHIP LENS

THE LAW OF INTUITION

- HOW LEADERS THINK
- LEADERS ARE READERS OF:
 - THEIR SITUATION
 - OF TRENDS
 - OF THEIR RESOURCES
 - OF PEOPLE
 - OF THEMSELVES
- WHAT YOU SEE RESULTS FROM WHO YOU ARE

THREE LEVELS OF LEADERSHIP INTUITION

1. THOSE WHO ***NATURALLY*** SEE IT

2. THOSE WHO ARE ***NURTURED*** TO
SEE IT

3. THOSE WHO WILL ***NEVER*** SEE IT

LEADERS SOLVE PROBLEMS USING THE LAW OF INTUITION

9. THE LAW OF MAGNETISM

WHO YOU ARE IS WHO YOU ATTRACT

- PEOPLE LIKE YOU WILL SEEK YOU OUT
- WHERE DO THEY MATCH UP?
 - *ATTITUDES*
 - *GENERATION*
 - *BACKGROUND*
 - *VALUES*
 - *LIFE EXPERIENCE*
 - *LEADERSHIP ABILITY*
- HISTORY CHANGES COURSE

10. THE LAW OF CONNECTION

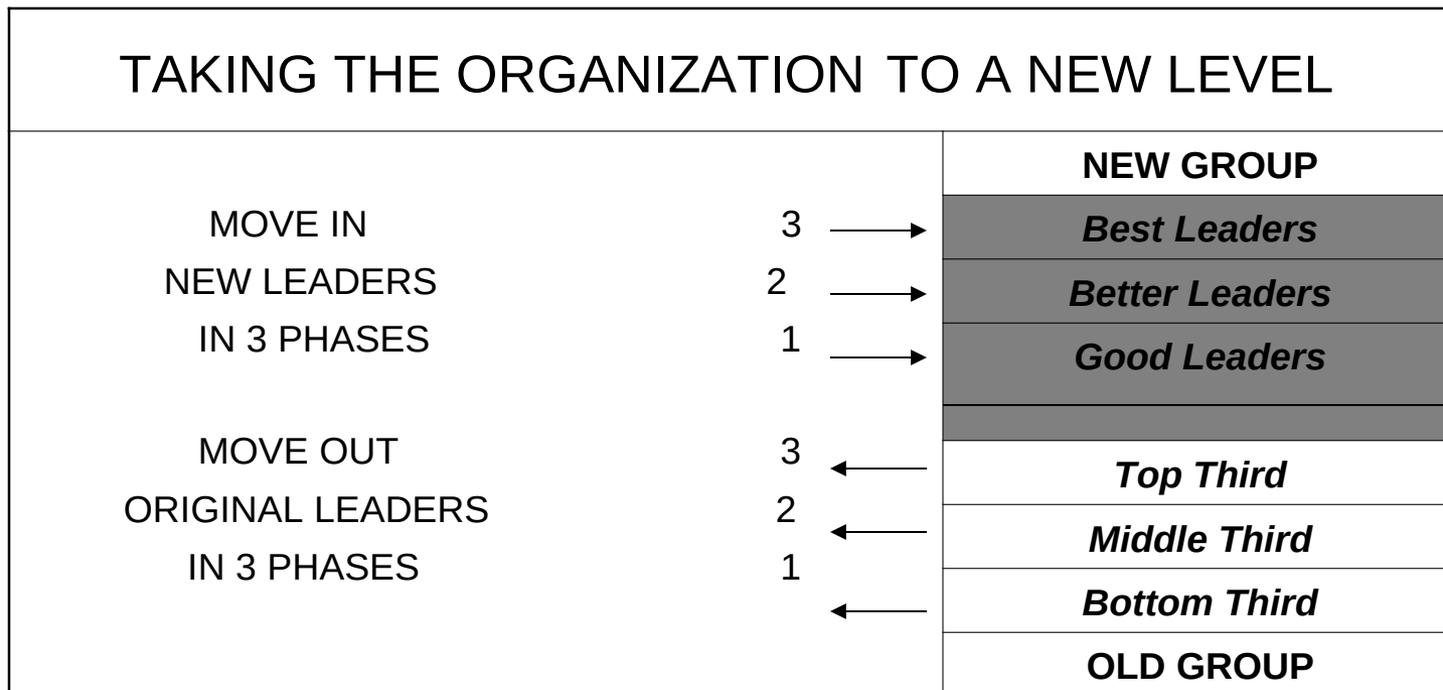
LEADERS TOUCH A HEART BEFORE THEY ASK FOR A HAND

- THE AUDIENCE'S BEST FRIEND
- SOME (BOB) NEVER MAKE THE CONNECTION
- THE HEART COMES FIRST
- PUBLIC AND PRIVATE CONNECTION
- CONNECT WITH PEOPLE ONE AT A TIME
- IT'S THE LEADER'S JOB
- THE TOUGHER THE CHALLENGE, THE GREATER THE CONNECTION
- THE RESULT OF CONNECTION

11. THE LAW OF THE INNER CIRCLE

*A LEADER'S POTENTIAL IS DETERMINED
BY THOSE CLOSEST TO HIM*

THREE PHASES TO NEW GROWTH



- EVERY ORGANIZATION HAS AN INNER CIRCLE
- THE BEST DON'T ALWAYS DO THE BEST
- THE VALUE OF RAISING UP THE RIGHT PEOPLE IN YOUR INNER CIRCLE
 1. **Potential Value** – Those who raise up themselves
 2. **Positive Value** – Those who raise morale in the organization
 3. **Personal Value** – Those who raise up the leader
 4. **Production Value** – Those who raise up others
 5. **Proven Value** – Those who raise up people who raise up other people
- NEVER STOP IMPROVING YOUR INNER CIRCLE

12. THE LAW OF EMPOWERMENT

ONLY SECURE LEADERS GIVE POWER TO OTHERS

- *WHO'S THE BOSS?*
- *IF YOU CAN'T LEAD 'EM . . .*
- *BARRIERS TO EMPOWERMENT*
 - *DESIRE FOR JOB SECURITY*
 - *RESISTANCE TO CHANGE*
 - *LACK OF SELF-WORTH*

LEADING BY LIFTING UP OTHERS

The greatest things happen only when you give others the credit.

FINDING STRONG LEADERS TO EMPOWER

To push people down, you have to go down with them.

- **THE POWER OF EMPOWERMENT-** The truth is that empowerment is powerful—not only for the person being developed, but also for the mentor.

13. THE LAW OF REPRODUCTION

IT TAKES A LEADER TO RAISE UP A LEADER

HOW THEY BECAME LEADERS

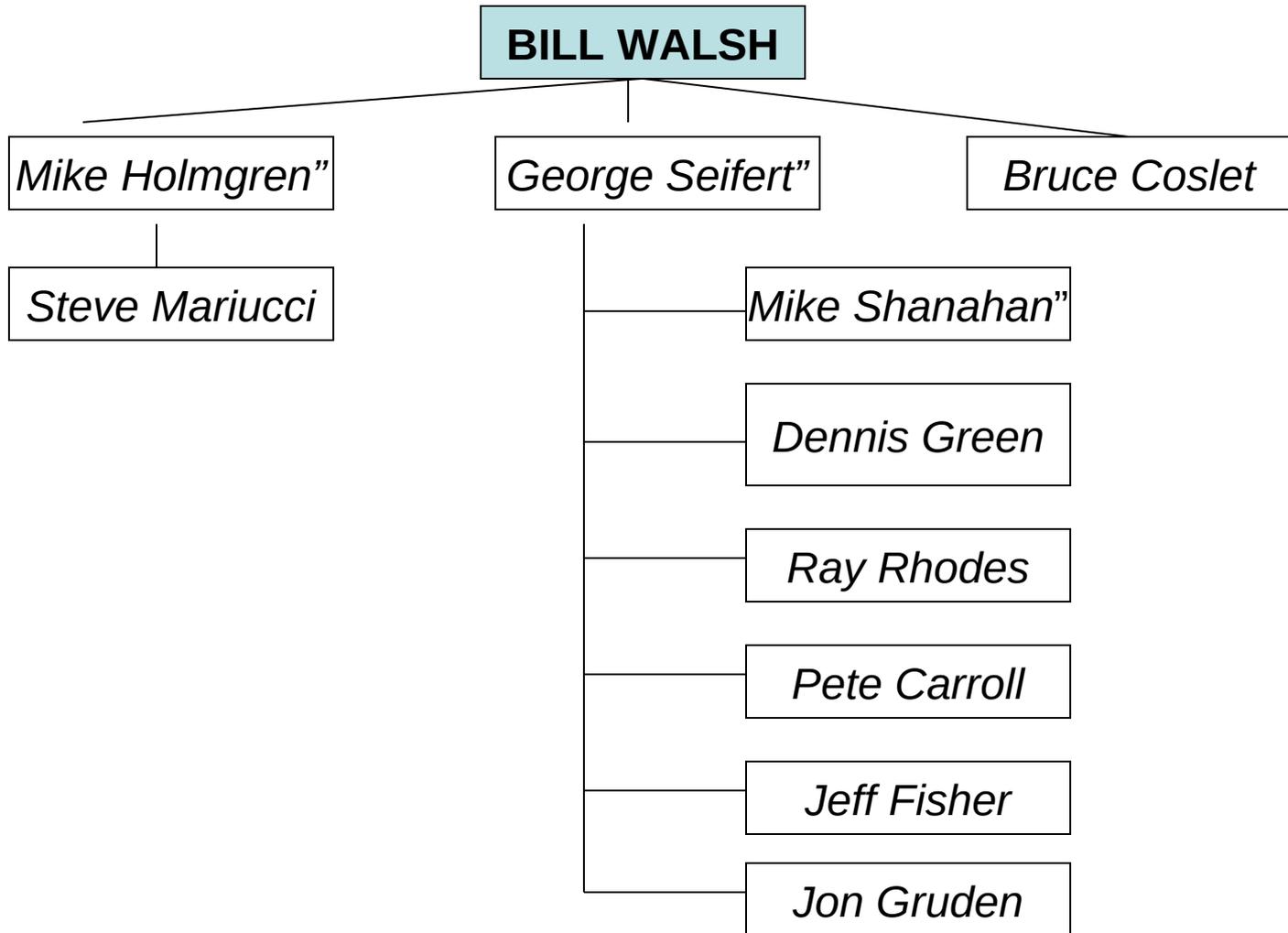
Natural Gifting 10%

Result Of Crisis 5%

Influence Of Other Leader 85%

- MANY FOLLOW IN THEIR FOOTSTEPS
- SOME DO IT, SOME DON'T

CURRENT NFL HEAD COACHES TRACED TO THE LEADERSHIP OF 49ERS COACH BILL WALSH



- RAISING UP GIANT KILLERS
- WE TEACH WHAT WE KNOW—WE REPRODUCE WHAT WE ARE
- TAKE THE NEXT STEP
- SEE THE BIG PICTURE
- ATTRACT POTENTIAL LEADERS
- THE IMPACT CARRIES OVER

14. THE LAW OF BUY-IN

PEOPLE BUY INTO THE LEADER, THEN THE VISION – The Leader finds the dream and then the people. The people find the leader and then the dream.

- DON'T PUT THE CART FIRST
- YOU ARE THE MESSAGE
- IT'S NOT AN EITHER/OR PROPOSITION

You cannot separate the leader from the cause he promotes. How people reacts to a leader and his vision under different circumstances can be seen in the following table.

LEADER + VISION + RESULTS

Don't Buy In

Don't Buy In

Get Another Leader

Don't Buy In

Buy In

Get Another Leader

Buy In

Don't Buy In

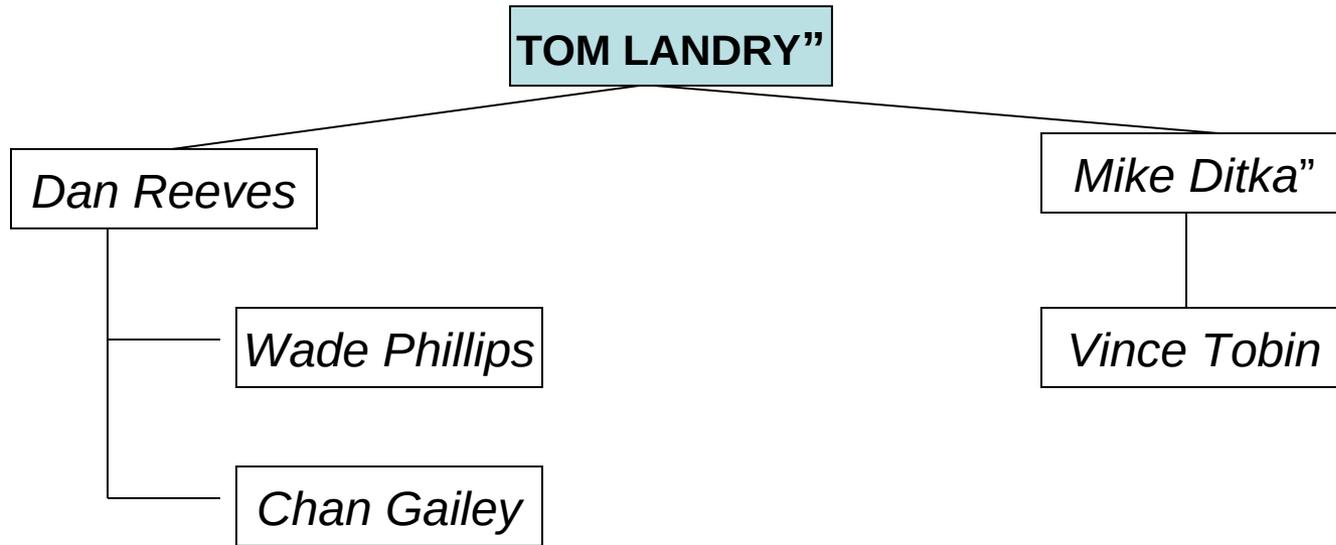
Get Another Leader

Buy In

Buy In

*Get behind the
Leader*

CURRENT NFL HEAD COACHES TRACED TO THE LEADERSHIP OF COWBOYS COACH TOM LANDRY



“Coached Super Bowl Winning Team

- WHEN FOLLOWING DON'T LIKE THE LEADER OR THE VISION, THEY LOOK FOR ANOTHER LEADER
- WHEN FOLLOWERS DON'T LIKE THE LEADER BUT THEY DO LIKE THE VISION, THEY STILL LOOK FOR ANOTHER LEADER
- WHEN FOLLOWERS LIKE TH LEADER BUT NOT THE VISION, THEY CHANGE THE VISION
- WHEN FOLLOWERS LIKE THE LEADER AND THE VISION, THEY WILL GET BEHIND BOTH.

THE LAW OF VICTORY

*LEADERS FIND A WAY FOR THE TEAM
TO WIN*

- *THESE LEADERS PURSUED VICTORY*
- *GREAT LEADERS FIND A WAY TO WIN*
- *YOU CAN SEE IT EVERY DAY*
- *IT DOESN'T MATTER WHAT "GAME"
THEY'RE IN*

THREE COMPONENTS OF VICTORY:

1. *UNITY OF VISION*
 2. *DIVERSITY OF SKILLS*
 3. *A LEADER DEDICATED TO VICTORY AND RAISING PLAYERS TO THEIR POTENTIAL*
- **THE LAW OF VICTORY IS HIS BUSINESS**
Leaders who practice the Law of Victory have no plan B. That keeps them fighting

16. THE LAW OF THE BIG MO

MOMENTUM IS A LEADER'S BEST FRIEND

- *FIGHTING A TIDAL WAVE OF NEGATIVE MOMENTUM*
- *IT TAKES A LEADER TO GET THINGS STARTED*
- *SMALL BEGINNINGS*

TWO KEYS:
PREPARATION AND MOTIVATION

IT STARTS WITH A LITTLE PROGRESS
MOMENTUM BREAKER?
NO—MOMENTUM MAKER
THE MOMENTUM EXPLOSION
ONLY A LEADER CAN CREATE
MOMENTUM
TRUTHS ABOUT MOMENTUM

- MOMENTUM MAKES LEADERS LOOK BETTER THAN THEY ARE
- MOMENTUM HELPS FOLLOWERS PERFORM BETTER THAN THEY ARE
- MOMENTUM IS EASIER TO STEER THAN TO START
- MOMENTUM IS THE MOST POWERFUL CHANGE AGENT
- MY GREATEST MOMENTUM CHALLENGE

17. THE LAW OF PRIORITIES

*LEADERS UNDERSTAND THAT ACTIVITY IS
NOT NECESSARILY ACCOMPLISHMENT*

THE THREE Rs

1. *WHAT IS **R**EQUIRED?*
2. *WHAT GIVES THE GREATEST **R**ETURN?*
3. *WHAT BRINGS THE GREATEST **R**EWARD?*

- REORDERING PRIORITIES
- PRIORITIES WERE THE NAME OF HIS GAME
- EVERYTHING HAD A PURPOSE BASED ON PRIORITIES
- REFOCUSING ON A WORLDWIDE SCALE

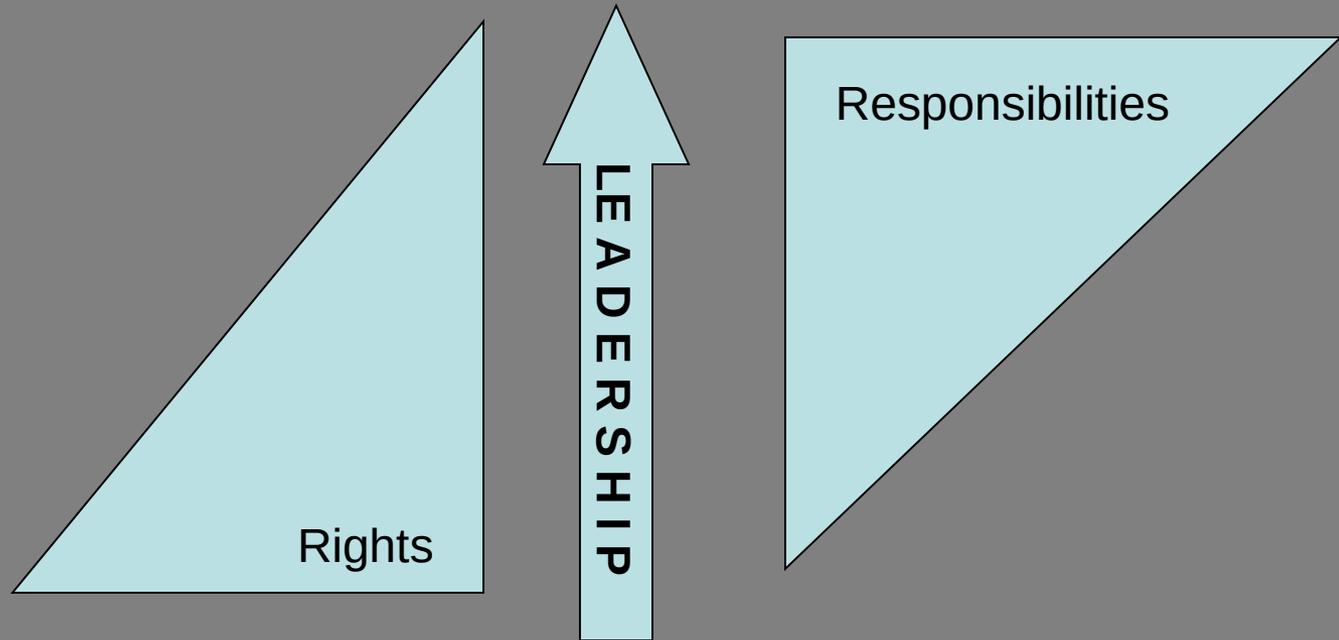
18. THE LAW OF SACRIFICE

A LEADER MUST GIVE UP TO GO UP

- *A DEVASTATING DOWNTURN*
- *LEADER TO THE RESCUE*
- *IACOCCA GAVE UP TO GO UP*
- *WHEN ALL ELSE FAILS, MAKE ANOTHER SACRIFICE*
- *THE HEART OF LEADERSHIP*
- *CONTINUING THE COST OF LEADERSHIP*

YOU'VE GOT TO GIVE UP TO GO UP

THE COST OF LEADERSHIP



As you rise in leadership, responsibilities increase and rights decrease.

- **THE HIGHER YOU GO, THE MORE YOU GIVE UP**

19. THE LAW OF TIMING

WHEN TO LEAD IS AS IMPORTANT AS WHAT TO DO AND WHERE TO GO

- THE TIMING WAS RIGHT FOR AN OUTSIDER
- NONLEADERS CAN'T ALWAYS SEE IT
- TIMING IS EVERYTHING-
 1. *THE WRONG ACTION AT THE WRONG TIME LEADS TO DISASTER*
 2. *THE RIGHT ACTION AT THE WRONG TIME BRINGS RESISTANCE*
 3. *THE WRONG ACTION AT THE RIGHT TIME IS A MISTAKE*

4. THE RIGHT ACTION AT THE RIGHT TIME RESULTS IN SUCCESS

THE RESULTS OF TIMING

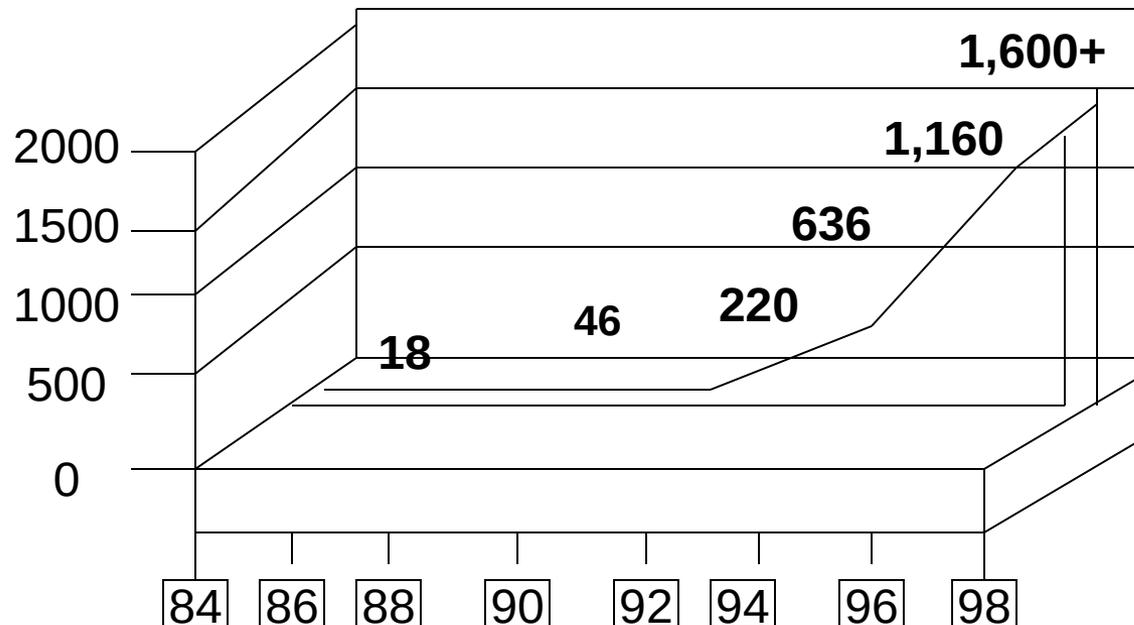
		ACTION	
T I M I N G	Wrong Action Wrong Time	Right Action Wrong Time	
	<i>Disaster</i>	<i>Resistance</i>	
Wrong Action Right Time	Right Action Right Time		
<i>Mistake</i>	<i>Success</i>		

- THE CRUCIBLE OF WAR DISPLAYS
THE LAW OF TIMING
- TIMING MISSED, OPPORTUNITY GONE
- ANOTHER OPPORTUNITY LOST

20. THE LAW OF EXPLOSIVE GROWTH

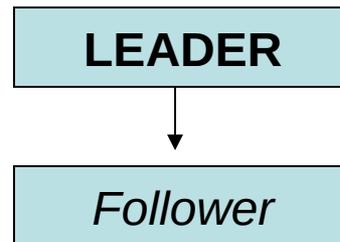
TO ADD GROWTH, LEAD FOLLOWERS— TO MULTIPLY, LEAD LEADERS

PAPA JOHN'S GROWTH NUMBER OF RESTAURANTS

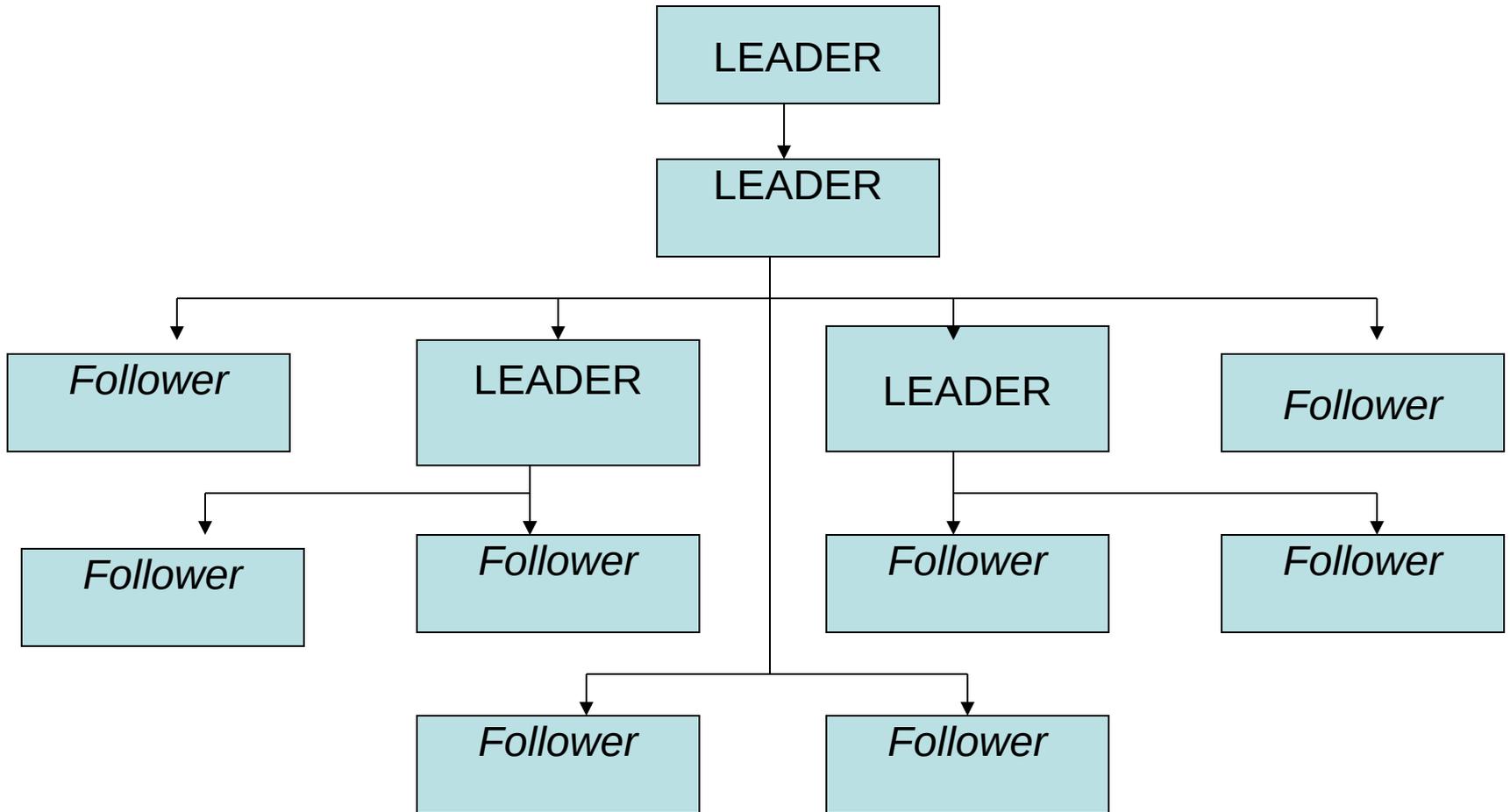


- THE KEY TO GROWTH IS LEADERSHIP
- LEADER'S MATH BRINGS EXPLOSIVE GROWTH

LEADERS WHO DEVELOP FOLLOWERS ADD ONE AT A TIME



LEADERS WHO DEVELOP LEADERS MULTIPLY THEIR GROWTH



A DIFFERENT FOCUS

LEADERS WHO DEVELOP FOLLOWERS

Need to be needed

Focus on weaknesses

Develop the bottom 20 percent

**Treat their people the same for
“fairness”**

Hoard power

Spend time with others

Grow by addition

Impact only people they

Touch personally

LEADERS WHO DEVELOP LEADERS

Want to be succeeded

Focus on strengths

Develop the top 20 percent

**Treat their leaders as individuals for
impact**

Give power away

Invest time in others

Grow by multiplication

Impact people far

Beyond their own reach

- A LEADER DEVELOPED FROM AFAR

21. THE LAW OF LEGACY

A LEADER'S LASTING VALUE IS
MEASURED BY SUCCESSION

- LEADERS WHO LEAD A LEGACY OF SUCCESSION . . .
- LEAD THE ORGANIZATION WITH A "LONG VIEW"
- CREATE A LEADERSHIP CULTURE

- PAY THE PRICE TODAY TO ASSURE SUCCESS TOMORROW
- VALUE TEAM LEADERSHIP ABOVE INDIVIDUAL LEADERSHIP
- WALK AWAY FROM ORGANIZATION WITH INTEGRITY
- A LEGACY OF SUCCESSION
- FEW LEADERS PASS IT ON
- PARADIGM SHIFT
- THE SUCCESS CONTINUES
- CONCLUSION--*EVERYTHING RISES AND FALLS ON LEADERSHIP*