

Docent Research Group

Summary of *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You* (Thomas Nelson, 1998) by John C. Maxwell

Book Summary

John C. Maxwell writes as one called “America’s expert on Leadership.” In addition to founding several companies ([INJOY](#) and [EQUIP](#)), he also speaks to over 250,000 people a year in addition to the number of books, conferences and seminars he personally holds that influence over a million people a year. Maxwell himself claims that this book is a distillation of all that he has learned about leadership over the course of his lifetime. He writes:

One of the most important truths I’ve learned over the years is this: Leadership is leadership, no matter where you go or what you do. Times change. Technology marches forward. Cultures vary from place to place. But the true principles of leadership are constant – whether you’re looking at the citizens of ancient Greece, the Hebrews in the Old Testament, the armies of the last two hundred years, the rulers of modern Europe, the pastors in local church, or the businesspeople of today’s global economy. Leadership principles stand the test of time. They are irrefutable.¹

In this way, Maxwell spells out four things to keep in mind when considering these 21 laws that he has identified:

1. The laws can be learned
2. The laws can stand alone
3. The laws carry consequences with them
4. The laws are the foundation of leadership (they must be applied and put into practice in order for them to be effective)²

Because the book is a compilation, or list, of the general principles of leadership, this summary will follow Maxwell’s chapter outline, providing a brief synopsis of the laws fundamental points, highlighting pertinent examples, and then will have the key quotes listed following the synopsis.

Chapter Outline with Summary and Key Quotes

1. The Law of the Lid: Leadership Ability Determines a Person’ Level of Effectiveness

The law of the lid basically states that no organization can rise above the level of its leaders (or personally you will never be more effective than your own ability to lead yourself and others).

¹ Maxwell, *The 21 Irrefutable Laws of Leadership*, xx.

² Ibid, xx.

He cites two key examples: one from the business world, and the other from sports. For the leadership lid in sports Maxwell points to Norte Dame's hiring Gerry Faust. The school's previous success in football was a .759 winning percentage. In the early 80's they hired Gerry Faust who boasted an impressive high school winning record of 174-17-2. But upon beginning his career at Norte Dame, his record was 30-26-1, with a .535 winning percentage, the third worst in Norte Dame's history.

Perhaps a more convincing anecdote comes from the history of McDonald's. Whereas two brothers originally founded the restaurant chain, Maurice and Dick McDonald in a suburb of L.A., it wasn't until the leader, Ray Kroc came in and took the small little family restaurant to the next level. Though the two brothers had tried to franchise their business model, they were only able to sell their idea to 15 buyers, 10 of whom actually opened up a restaurant. Kroc was able to sell 100 franchises in only 5 years time, and the next five years saw the McDonald's concept spread to over 500 stores. In fact, if it wouldn't have been for Kroc, the very name McDonald's would not have been explicitly tied to the stores that the McDonald's brothers franchised out. Kroc's lid was significantly higher than the McDonald brothers.

- "Leadership ability is the lid that determines a person's level of effectiveness. The lower an individual's ability to lead, the lower the lid on his potential. The higher the leadership, the greater the effectiveness... Your leadership ability- for better or for worse- always determines your effectiveness and the potential impact of your organization." (1)
- "In the years that Dick and Maurice McDonald had attempted to franchise their food service system, they managed to sell the concept to just fifteen buyers, only ten of whom actually opened restaurants. And even in that small enterprise, their limited leadership and vision were hindrances. For example, when their first franchisee, Neil Fox of Phoenix, told the brothers that he wanted to call his restaurant McDonald's, Dick's response was, "What . . . for? McDonald's means nothing in Phoenix." On the other hand, the leadership lid in Ray Kroc's life was sky high. Between 1955 and 1959, Kroc succeeded in opening 100 restaurants. Four years after that, there were 500 McDonald's. Today the company has opened more than 21,000 restaurants in no fewer than 100 countries! Leadership ability- or more specifically the lack of leadership ability - was the lid on the McDonald brothers' effectiveness." (5)
- "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. Whatever you will accomplish is restricted by your ability to lead others." (6)
- "Don [Stephenson, the chairman of Global Hospitality Resources, Inc., of San Diego, California, an international hospitality advisory and consulting firm] said that whenever they came into an organization to take it over, they always started by doing two things: First, they trained all the staff to improve their level of service to the customers; and second, they fired the leader. When he told me that, I was at first surprised. "You always fire him?" I asked. "Every time?" "That's right. Every time," he said. "Don't you talk to the person first- to check him out to see if he's a good leader?" I said. "No," he answered. "If he'd been a good leader, the organization wouldn't be in the mess it's in." (10)

2. **The Law of Influence: The True Measure of Leadership is Influence – Nothing More, Nothing Less**

The true nature of leadership is one's ability to influence others to follow you in whatever enterprise you are taking. This is what is fundamental to anyone who aspires to leadership. It is not management, entrepreneurial prowess, knowledge, pioneering spirit or experience nor is it even position. If you have no ability to influence others, you will not be able to lead them without having some form of leverage over them – like salary, benefits, freedom of time or from incarceration (in the realm of military personnel). Influence is the only capital that is effective for leadership in a volunteer based organization.

- “In a 1996 poll published by the London Daily Mail, Princess Diana and Mother Teresa were voted in first and second places as the world's Mother Teresa were voted in first and second places as the world's you have a lot of influence. How did someone like Diana come to be regarded in the same way as Mother Teresa? The answer is that she demonstrated the power of the Law of Influence.” (11)
- “In the beginning, Diana's title had merely given her a platform to address others, but she soon became a person of influence in her own right. In 1996 when she was divorced from Prince Charles, she lost her title, but that loss didn't at all diminish her impact on others. Instead, her influence continued to increase I while that of her former husband and in-laws declined-despite their royal titles and position. Why? Diana instinctively understood the Law of Influence. . . . Ironically, even in death Diana continued to influence others. When her funeral was broadcast on television and BBC Radio, it was translated into forty-four languages. NBC estimated that the total audience numbered as many as 2.5 billion people-more than twice the number of people who watched her wedding.” (13)
- “True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that can't be mandated. It must be earned. The only thing a title can buy is a little time-either to increase your level of influence with others or to erase it.” (14)
- “A widespread misunderstanding is that leading and managing are one and the same. . . . The main difference between the two is that leadership is about influencing people to follow, while management focuses on maintaining systems and processes. . . .The best way to test whether a person can lead rather than just manage is to ask him to create positive change. Managers can maintain direction, but they can't change it. To move people in a new direction, you need influence.” (14)
- “[Ron] Popeil³ is certainly enterprising, innovative, and successful...But that doesn't make him a leader. People may be buy have earned. But that doesn't make him a leader. People may be buying what he has to sell, but they're not following him. At best, he is able to persuade people for a moment, but he holds no long-term influence with them.” (15)
- “IQ doesn't necessarily equate to leadership.”(15)
- “To be a leader, a person has to not only be out front, but also have people leader, a person has to not only be out front, but also have people his vision.” (16)

³ An American inventor and marketing personality, whose many products have been sold and who is largely responsible for the wide-spread phenomenon of direct sales. Link: http://en.wikipedia.org/wiki/Ron_Popeil

- “Positional leadership doesn't work in volunteer organizations. Because a leader doesn't have leverage-or influence-he is ineffective. In other organizations, the person who has position has incredible leverage. In the military, leaders can use rank and, if all else fails, throw people into the brig. In business, bosses have tremendous leverage in the form of salary, benefits, and perks. Most followers are pretty cooperative when their livelihood is at stake.... But in voluntary organizations, such as churches, the only thing that works is leadership in its purest form. Leaders have only their influence to aid them.” (18)

3. **The Law of Process: Leadership Develops Daily, Not in a Day**

Leadership takes time to develop. It grows through the series of daily improvements and growth from where you were to where you are on the way to where you're going. It follows through four phases: I don't know what I don't know, I know what I don't know, I grow and know and it starts to show, and I simply go because of what I know (pp. 24-26)

- “Becoming a leader is a lot like investing successfully in the stock market. If your hope is to make a fortune in a day, you're not going to be successful. What matters most is what you do day by day over the long haul.” (23)
- “...[L]eadership experts Warren Bennis and Burt Nanus made a discovery about the relationship between growth and leadership: "It is the capacity to develop and improve their skills that distinguishes leaders from their followers." Successful leaders are learners. And the learning process is ongoing, a result of self-discipline and perseverance. The goal each day must be to get a little better, to build on the previous day's progress.” (23-24)
- “English Prime Minister Benjamin Disraeli wisely commented, "To be conscious that you are ignorant of the facts is a great step to knowledge." (25)
- “Benjamin Disraeli asserted, "The secret of success in life is for a man to be ready for his time when it comes." What a person does on a disciplined, consistent basis gets him ready, no matter what the goal.” (27)
- “There is an old saying: Champions don't become champions in the ring-they are merely recognized there.” (28)

4. **The Law of Navigation: Anyone Can Steer the Ship, But it Takes a Leader to Chart the Course**

It takes more than exerting control or even influence to be an effective leader; it takes seeing ahead, further and before others see and then orchestrating a clear and thorough path/plan for reaching that destination. This is navigation. Navigators are characterized by four things: they draw on past experience, listen to what others have to say, examine the conditions before making commitments and make sure their conclusions represent both faith and fact (pp. 36-38). To better serve himself and other leaders, Maxwell employs the following acronym to help him grow in his navigator role (40):

- **P**redetermine a course of action.
- **L**ay out your goals.
- **A**adjust your priorities.
- **N**otify key personnel.
- **A**llow time for acceptance.
- **H**ead into action.

- **Expect Problems.**
 - **Always point to the success.**
 - **Daily review of your plan.**
- “Followers need leaders able to effectively navigate for them. When they're facing life and-death situations, the necessity is painfully obvious. But, even when consequences aren't as serious, the need is just as great. The truth is that nearly anyone can steer the ship, but it takes a leader to chart the course.” (36)
 - General Electric chairman Jack Welch asserts, "A good leader remains focused... Controlling your direction is better than being controlled by it." Welch is right, but leaders who navigate do even more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. They have a vision for their destination, they understand what it will take to get there, they know who they'll need on the team to be successful, and they recognize the obstacles long before they appear on the horizon.” (36)
 - Leroy Eims, author of *Be the Leader You Were Meant to Be*, writes, "A leader is one who sees more than others see, who sees farther than others see, and who sees before others do." (36)
 - “No matter how much you learn from the past, it will never tell you all you need to know for the present. That's why top-notch navigators gather information from many sources. They get ideas from members of their leadership team. They talk to the people in their organization to find out what's happening on the grassroots level. And they spend time with leaders from outside the organization who can mentor them.” (38)
 - “Major barriers to successful planning are fear of change, ignorance, uncertainty about the future, and lack of imagination.” (41)
 - “When you prepare well, you convey confidence and trust to the people. I Lack of preparation has the opposite effect. You see, it's not the size of the project that determines its acceptance, support, and success. It's the size of the leader.” (42)

5. **The Law of E.F. Hutton: When the Real Leader Speaks, People Listen**

Maxwell delineates once again that real leadership is not a position or authority, but influence. He provides a helpful grid for seeing the differences between the two styles:

| Positional Leaders | Real Leaders |
|---------------------------------------------|--------------------------------------|
| Speak first | Speak later |
| Need the influence of a real leader to GTD | Need only their own influence to GTD |
| Influence only the other positional leaders | Influence everyone in the room |

Over the course of time, there are seven traits that emerge to develop a leader; they are: character (who you are), relationships (who you know), knowledge (what you know), intuition (what you feel), experience (where you've been), past success (what you've done) and ability (what they can do), (50-51).

- “You've probably heard of E. F. Hutton, the financial services company. Years ago, their motto was, "When E. F. Hutton speaks, people listen." (45)

- “It's similar to something former British Prime Minister Margaret Thatcher once said: "Being in power is like being a lady. If you have to tell people you are, you aren't." (4%)
- “...go to a meeting with a group of people you've never met before and watch them for five minutes. You'll know who the leader is. When somebody asks a question, who do people watch? Who do they wait to hear? The person they look to is the real leader.” (47)
- “I read a story about former NBA player Larry Bird that illustrates it well. During the final seconds of an especially tense game, Boston Celtics coach K. C. Jones called a time-out. As he gathered the players together at courtside, he diagrammed a play, only to have Bird say, "Get the ball out to me and get everyone out of my way." ...Jones responded, "I'm the coach, and I'll call the plays!" Then he turned to the other players and said, "Get the ball to Larry and get out of his way." It just shows that when the real leader speaks, people listen.” (49)

6. The Law of Solid Ground: Trust is the Foundation of Leadership

Trust is not only a pre-requisite for leadership, but it is the fundamental building blocks of it. Once you forfeit trust among your followers, you have forfeited your ability to lead them.

- “Your people know when you make mistakes. The real question is whether you're going to less up. If you do, you can often quickly regain their trust.” (57)
- “Trust is the foundation of leadership. To build trust, a leader must exemplify these qualities: competence, connection, and character. People will forgive occasional mistakes based on ability, especially if they can see that you're still growing as a leader. But they won't trust someone who has slips in character.” (58)
- “Character makes trust possible. And trust makes leadership possible.” (58)
- “How do leaders earn respect? By making sound decisions, admitting their mistakes, and putting what's best for their followers and the organization ahead of their personal agendas.” (60-61)

7. The Law of Respect: People Naturally Follow Leaders Stronger Than Themselves

People will only follow those people who are stronger leaders than they are. With high caliber leadership (character & competency), you can initiate major change and sustain forward momentum in any organization.

- “People don't follow others by accident. They follow individuals whose leadership they respect...In general...followers are attracted to people who are better leaders than themselves. That is the Law of Respect.” (70-71)
- “The greatest test of respect comes when a leader creates major change in an organization.” (76)

8. The Law of Intuition: Leaders Evaluate Everything with a Leadership Bias

Leaders funnel everything through a grid of leadership intuition; there is something that they can see that others can't. How leaders think and respond is largely a matter of informed intuition, and this helps them read the intangible nature of leadership situations. In this way, leaders are: readers of their situation, trends, their resources, people, and themselves (pp. 82-84). Maxwell organizes people's leadership intuition into three categories: those who naturally see it, those who are nurtured to see it, and those who will never see it. (85)

- “All professional quarterbacks have physical talent. At the pro level the differences in physical ability really aren't that significant. What makes one man a third-string backup and another a Hall of Famer is intuition. The great ones can see things others can't, make changes, and move forward before others know what's happening.” (78)
- “People need a goal to galvanize them.” (81)
- “What you see results from who you are...How you see the world around you is determined by who you are.” (84-85)
- “Leadership is really more art than science. The principles of leadership are constant, but the application changes with every leader and every situation. That's why it requires intuition. Without it, you can get blindsided, and that's one of the worst things that can happen to a leader. If you want to lead long, you've got to obey the Law of Intuition.” (88)

9. The Law of Magnetism: Who You are is Who You Attract

You may think that you are being stifled or hindered because of other people around you. But the truth is that you attract who you are. If you spend a lot of time wishing your people were different in order to get different results, perhaps you need to think about how to make a change with yourself.

- “Believe it or not, who you get is not determined by what you want. It's determined by who you are.” (90)
- “Good leaders know that one secret to success is to staff their weaknesses. That way they can focus and function in their areas of strength while others take care of the important matters that would otherwise be neglected. But it's crucial to recognize that people who are different will not naturally be attracted to you. Leaders draw people who are like themselves.” (92)
- “Whatever character you possess you will likely find in the people who follow you.” (95)
- “If you think the people you attract could be better, then it's time for you to improve yourself.” (97)

10. The Law of Connection: Leaders Touch a Heart Before They Ask for a Hand

It's easier to just ask people to do something for you, but that does not result in a high level of commitment on their part. To truly lead others and your organization, you have to make a personal and emotional connection with your people before you can have success in delivering action items needed to move the organization forward.

- “You can't move people to action unless you first move them with emotion. The heart comes before the head.” (101)
- “A key to connecting with others is recognizing that even in a group, you have to relate to people as individuals. General Norman Schwarzkopf remarked, "I have seen competent leaders who stood in front of a platoon and see it as 44 individuals, each of whom has aspirations, of a platoon and see it as 44 individuals, each of whom has aspirations, each of whom wants to live, each of whom wants to do good." (103)
- “I've had the opportunity to speak to some wonderful audiences during the course of my career. The largest have been in stadiums where 60,000 to 70,000 people were in attendance. Some of my colleagues who also speak for a living have asked me, "How in the world do you speak to that many people?" The secret is simple. I don't try to

talk to the thousands. I focus on talking to one person. That's the only way to connect with people.” (104)

- “It's the leader's job to initiate connection with the people.” (105)
- “It may sound corny, but it's really true: People don't care how much you know until they know how much you care.” (107)
- “There's an old saying: To lead yourself, use your head; to lead others, use your heart...Always touch a person's heart before you ask him for a hand.” (108)

11. The Law of the Inner Circle: A Leaders' Potential is Determined by Those Closest To Him

No one is an island, and the people you surround yourself with will determine your ability to cause and effect change or improvement. The following are ways in which people can add value to any organization and are worth surrounding yourself with for the sake of your organization; there are those who have potential value (those who raise themselves up), those who have positive value (they raise morale in the organization), those who have personal value (those who raise up the leader), those who have production value (they raise up others) and those with proven value (those who raise people who raise up other people). (115-16)

- “You see, every leader's potential is determined by the people closest to him. If those people are strong, then the leader can make a huge impact. If they are weak, he can't. That is the Law of the Inner Circle.” (110)
- “It's lonely at the top, so you'd better take someone with you.” (115)
- “Lee Iacocca says that success comes not from what you know, but from who you know and how you present yourself to each of those people.” (119)

12. The Law of Empowerment: Only Secure Leaders Give Power to Others

Maxwell gives several reasons why leaders choose not to empower others, and in so doing, stifle the overall success of others and their organization. He lists a desire for job security, resistance to change and lack of self-worth as the three main culprits (126-27).

- “But if you want to be successful as a leader, you have to be an empowerer. Theodore Roosevelt realized that, "the best executive is the one who has sense enough to pick good men to do what he wants done, and the self-restraint enough to keep from meddling with them while they do it." (126)
- “A weak leader worries that if he helps subordinates, he will become dispensable. But the truth is that the only way to make yourself indispensable is to make yourself dispensable. In other words, if you are able to continually empower others and help them develop so that they become capable of taking over your job, you will become so valuable to the organization that you become indispensable.” (126-27)

13. The Law of Reproduction: It take a Leader to Raise Up a Leader

The single most effective way to ensure success in any endeavor is to be the kind of leader that others will want to follow. You will maximize your organizational success by both being a better leader and by intentionally developing other leaders around you.

- “But more than four out of five of all the leaders that you ever meet will have emerged as leaders because of the impact made on them by established leaders who mentored them.” (134 – based on Maxwell's surveys of leaders attending his seminars/conferences over the years)

- “We teach what we know; we reproduce what we are.” (138)
- “If a company has poor leaders, what little leadership it has will only get worse. If a company has strong leaders-and they are reproducing themselves-then the leadership just keeps getting better and better.” (140)

14. The Law of Buy-In: People Buy Into the Leader, Then the Vision

Leadership and vision are separate but necessary components to influencing a group of people. However what matters most to your followers is you – the leader – and then the vision. A table illustrates this best (147):

| LEADER | + VISION | = Result |
|---------------|-----------------|-----------------------|
| 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 vision |
| Buy in | Buy in | Ger behind the leader |

- “The leader finds the dream and then the people. The people find the leader, and then the dream.” (145)
- “You see, many people who approach the area of vision in leader- I ship have it all backward. They believe that if the cause is good enough, people will automatically buy into it and follow. But that's not how leadership really works. People don't at first follow worthy causes. They follow worthy leaders who promote worthwhile causes. People buy into the leader first, then the leader's vision. Having an under standing of that changes your whole approach to leading people.” (145)
- “Every message that people receive is filtered through the messenger who delivers it.” (146)
- “As a leader, you don't earn any points for failing in a noble cause. You don't get credit for being "right." Your success is measured by your ability to actually take the people where they need to go. But you can do that only if the people first buy into you as a leader.” (151)

15. The Law of Victory: Leaders Find a Way for the Team to Win

For any leader, there are three components for victory that must be accounted for: unity of vision, diversity of skills, and a leader dedicated to victory and raising the players to their potential (161-62).

- “Every leadership situation is different. Every crisis has its own challenges. But I think that victorious leaders share an inability to accept defeat. The alternative to winning seems totally unacceptable to them, so they figure out what must be done to achieve victory, and then they go after it with everything at their disposal.” (153)
- “When the pressure is on, great leaders are at their best. Whatever is inside them comes to the surface.” (158)
- “Leaders who practice the Law of Victory believe that anything less than success is unacceptable. And they have no Plan B. That keeps them fighting.” (164)

16. The Law of the Big Mo: Momentum is the Leader's Best Friend

Momentum is critical for any leadership enterprise. Maxwell highlights four things that momentum does: it makes leaders look better than they are, helps followers perform better than they are, makes it easier to steer a group/organization and it is the most powerful change agent, (172-73).

- “Just as every sailor knows that you can’t steer a ship that isn’t moving forward, strong leaders understand that to change direction, you first have to create forward progress – and that takes the Law of the Big Mo [mentum].” (165)
- Jaime Escalante teaching advanced math to Garfield High School students in East L.A.; basis of the movie *Stand and Deliver*. Took years of small, tiny steps of progress before the program was built up at the school. “The school that was once the laughingstock of the district and that had almost lost its accreditation had become one of the top three inner-city schools in the entire nation! That’s the power of the Law of the Big Mo.” (171)
- “Harry Truman once said, “If you can’t stand the heat, get out of the kitchen.” But for leaders, that statement should be changed to read, “If you can’t make some heat, get out of the kitchen.” (171)

17. The Law of Priorities: Leaders Understand that Activity is Not Necessarily Accomplishment

Maxwell recounts from personal experience and anecdotally the importance of not just doing a lot of activity, but making sure that it’s the right kind of activity. He says that what has helped him the most in this is living by two principles. The first being the Pareto Principle (80% of your effectiveness is based on the best 20% of your effort/expenditure) and The Three R’s: what is required, what gives the greatest return, and what brings the greatest reward. (176-178)

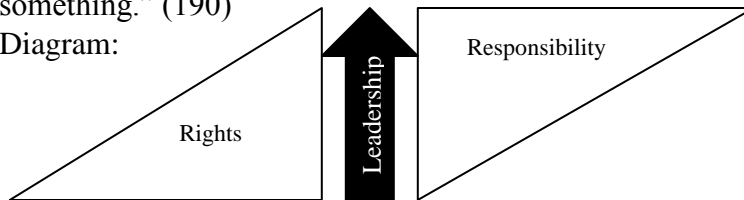
- “Stephen Covey remarked, ‘A leader is the one who climbs the tallest tree, surveys the entire situation, and yells, ‘Wrong jungle!’” (176)
- “We’re all accountable to somebody – an employer, a board of directors, out stockholders, or someone else. For that reason, your list of priorities must always begin with what is required of you. Anything required of you that’s not necessarily for you to do personally should be delegated or eliminated.” (177)
- “As a leader you should spend most of your time working in your areas of greatest strength. If something can be done 80 percent as well by someone else in your organization, delegate it. If a responsibility could *potentially* meet that standard, then develop a person to handle it.” (177)
- “...the greatest success comes only when you focus your people on what really matters.” (182)

18. The Law of Sacrifice: A Leader Must Give Up to Go Up

The hallmark of leadership is not prestige or even power, but sacrifice. You have to give up your rights and privileges in order to see your organization or endeavor succeed.

- “At least one sacrifice he made at that time received positive press: [Lee] Iacocca reduced his own salary to one dollar a year. At the time he said, ‘Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move.’” (187)
- “Anytime you know that the step is right, don’t hesitate to make a sacrifice.” (189)

- “As my friend Gerald Brooks says, ‘When you become a leader, you lose the right to think about yourself.’” (189)
- “Sacrifice is a constant in leadership. It is an ongoing process, not a one-time payment.” (188)
- “If leaders have to give up to go up, then they have to give up even more to stay up.” (190)
- “Philosopher-poet Ralph Waldo Emerson offered this option: ‘For everything you have missed, you have gained something else; and for everything you gain, you lose something.’” (190)
- Diagram:



19. The Law of Timing: When to Lead is as Important as What to Do and Where to Go

It's not enough to know what to do, how to do it and where it will take you; the timing of the endeavor is also important. Look at Jimmy Carter, who with no apparent Washington political experience (he was only Governor of GA for 4 years) was elected President in 1976. But four years later, due to the state of the nation, failed to be re-elected. Timing is important and uncontrollable. There are four outcomes that can result on account of timing: the wrong action at the wrong time leads to disaster, the right action at the wrong time brings resistance, the wrong action at the right time is a mistake and the right action at the right time results in success. (196-99)

- “Reading a situation and knowing what to do are not enough to make you succeed in leadership. Only the right action *at the right time* will bring success. Anything else exacts a high price. That’s the Law of Timing.” (203)

20. The Law of Explosive Growth: To Add Growth, Lead Followers – To Multiply, Lead Leaders

There is a significant difference between leading and influencing followers and leaders. Maxwell has developed a chart to illustrate the difference (210):

| Leaders who Develop Followers | Leaders who Develop Leaders |
|--------------------------------------------|-----------------------------------------------|
| Need to be needed | Want to be succeeded |
| Focus on Weakness | Focus on strengths |
| Develop the bottom 20 percent | Develop the top 20 percent |
| Treat their people the same for ‘fairness’ | Treat their leaders as individuals for impact |
| Hoard power | Give power away |
| Spend time with others | Invest time in others |
| Grow by addition | Grow by multiplication |
| Impact only people they touch personally | Impact people far beyond their reach |

- “[John] Schnatter [founder of Papa John’s pizza] had always hired good people for his staff, but in the early years he was really the sole leader and primary driving force behind the business’s success. Back in the 1980’s, he didn’t dedicate much time to developing other strong leaders. ‘It’s taking a lot of growing on my part,’ says

- Schnatter of Papa John's success [went from a broom-closet shop in 1984 to over 1,600 stores in 1998]. 'Between 26 and 31 [years old], the hardest thing was I had a lot of John Schnatter's around me [people with great potential who needed to be mentored]. They needed a lot of coaching, and I was so busy developing myself, trying to get myself to the next level, I didn't develop those people. As a result, I lost them. It's my job to build the people who are going to build the company. That's going to be much harder for me than the first 1,200 stores.'" (206-07)
- "John Schnatter and Wade Oney have succeeded because they have practiced the Law of Explosive Growth. Any leader who does that makes the shift from follower's math to what I call leader's math. Here's how it works. Leaders who develop followers grow their organization only one person at a time. But leaders who develop leaders multiply their growth, because for every leader they develop, they also receive all of that leader's followers. Add ten followers to your organization, and you have the power of ten people. Add ten leaders to your organization, and you have the power of ten leaders times all the followers and leaders *they* influence." (208)
 - "You will go to the highest level only if you begin developing leaders instead of followers. Leaders who develop leaders experience an incredible multiplication effect in their organizations that can be achieved in no other way – not by increasing resources, reducing costs, increasing profit margins, analyzing systems, implement quality management procedures, or doing anything else." (212-13)

21. The Law of Legacy: A Leader's Lasting Value is Measured by Succession

The former president of Coca-Cola, Roberto Goizueta, not only built up the Coca-Cola brand to be a market dominator in the early 80's, he also groomed his replacement from early on to such a degree that in the six weeks between when he was diagnosed with terminal cancer and when he died, the stock of Coca-Cola hardly was effected. Very few leaders are good and leaving a legacy of succession. The ones that do, do so with the following principles in mind: the 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, and they walk away from the organization with integrity. (218-220)

- "[Roberto] Goizueta [former president of Coca-Cola and largely responsible for Coke's explosive growth in dominating the soft-drink market from the early 80's] once said, 'Leadership is one of the things you cannot delegate. You either exercise it, or you abdicate it.'" (218)
- "Success comes when he empowers followers to do great things *with* him. Significance comes when he develops leaders to do great things *for* him. But a legacy is created only when a person puts his organization into the position to do great things *without* him." (221)
- "Its like my friend Chris Musgrove says, 'Success is not measured by what you're leaving to, but by what you are leaving behind.'" (224)

22. Conclusion

- "The more you try to do in life, the more you will find htat leadership makes the difference. Any endeavor you can undertake that involves other people will live or die depending n leadership.
- "As you work to build your organization, remember this:

- Personnel determine the potential of the organization
- Relationships determines the morale of the organization
- Structure determines the size of the organization
- Vision determines the direction of the organization
- Leadership determines the success of the organization” (225)