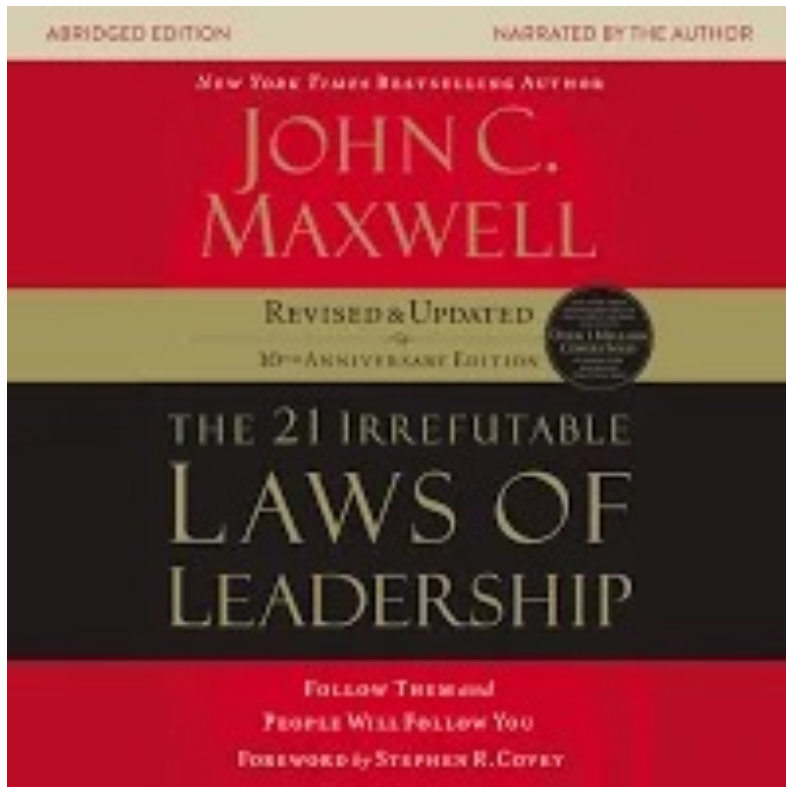


Guam AGA Chapter

May 24, 2021

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AGA National President-elect

“The 21 Irrefutable Laws of Leadership”



Based “The 21 Irrefutable Laws of Leadership”

By John C. Maxwell, ©2007, updated in 2011

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Gerry has been with the TN Comptroller of the Treasury, Division of State Audit, since January 1995. He was a Legislative State Auditor (LSA) for 5 years before becoming Technical Manager. As the Technical Manager, he is primarily responsible for monitoring GASB, FASB, AICPA, OMB, and GAO accounting, auditing, and compliance standards relating to financial statement and financial-related audits. He reviews financial statement audits for adherence to the above principles and standards, as well as to AICPA and GAO auditing standards. He responds to all due process documents of the above standard setters, as applicable. He serves as a representative of NASACT by observing and writing an account of the GASB meetings.

He was a member of the AICPA's Auditing Standards Board for a three-year term (1/2015-1/2018) and its Audit Issues Task Force (AITF). He currently serves on the AGA National Governing Board (NGB) as AGA National President-elect and will serve as National President beginning 7/1/2021. He was the Nashville AGA Chapter President for the 2006-07 program year. He served on AGA's Professional Certification Board (PCB) for 7 years (2007-14) and as the Chair of the PCB for 4 of those years.

Disclaimer

The opinions and views expressed in this presentation are my own and do not necessarily represent the opinions or views of the TN Comptroller of the Treasury, his representatives, or the TN Department of Audit. Official positions are determined only after due process and deliberation.

Session Objectives

- Discover Maxwell's 21 leadership laws
- Evaluate your leadership style
- How to apply these laws in your life
- Learn common sense tools that you can use to improve yourself and help others

21 Irrefutable Laws of Leadership

- | | |
|------------------|----------------------|
| 1. Lid | 12. Empowerment |
| 2. Influence | 13. Picture |
| 3. Process | 14. Buy-in |
| 4. Navigation | 15. Victory |
| 5. Addition | 16. Big Mo |
| 6. Solid Ground | 17. Priorities |
| 7. Respect | 18. Sacrifice |
| 8. Intuition | 19. Timing |
| 9. Magnetism | 20. Explosive Growth |
| 10. Connection | 21. Legacy |
| 11. Inner circle | |

Four Core Concepts

- The laws can be learned
- The laws can stand alone
- The laws carry consequences with them
- These laws are the foundation of leadership

1. The Law of the Lid

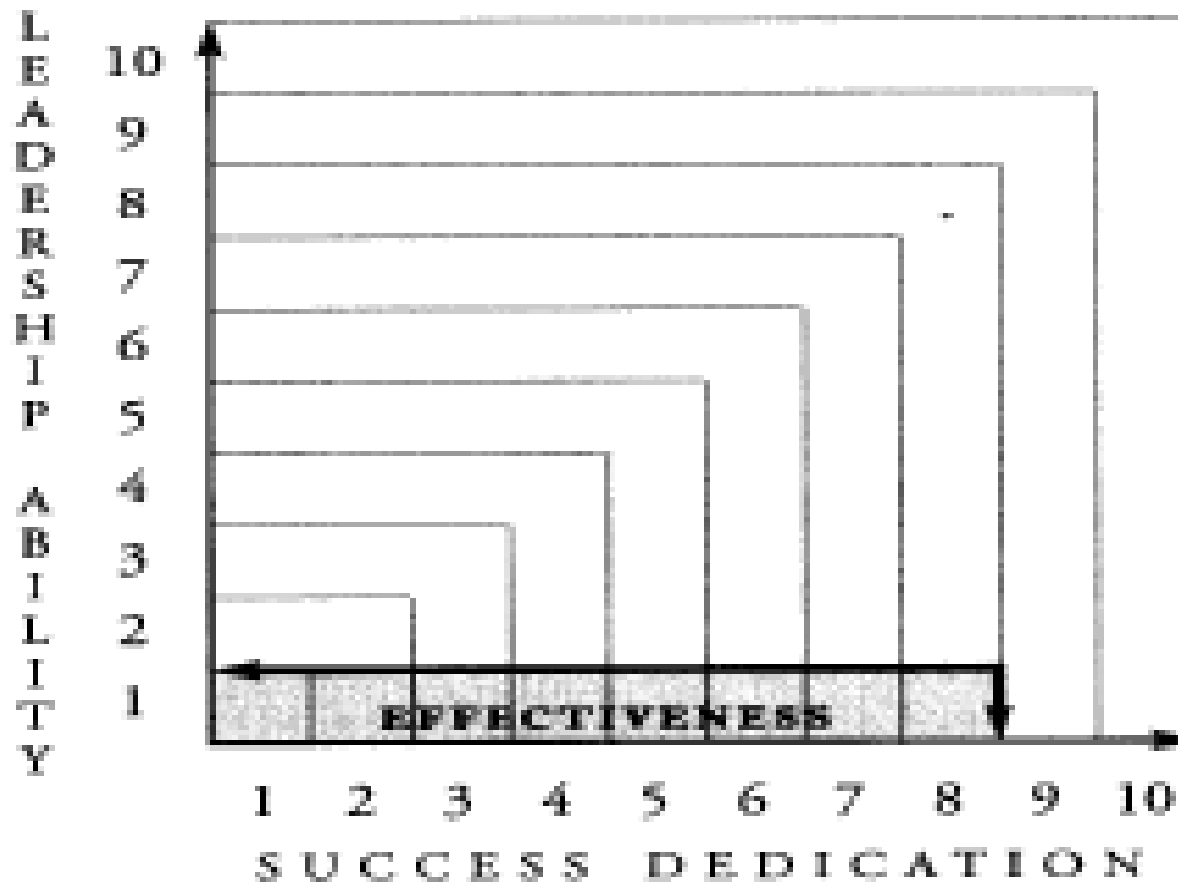
Leadership Ability Determines a Person's Level of Effectiveness

- Leadership ability is the lid that determines a person's level of effectiveness
- Your leadership ability always determines your effectiveness and the potential impact of your organization
- Let's say you're an 8 on a scale from 1 to 10

. . . . but your *leadership ability* is a 1. . . .

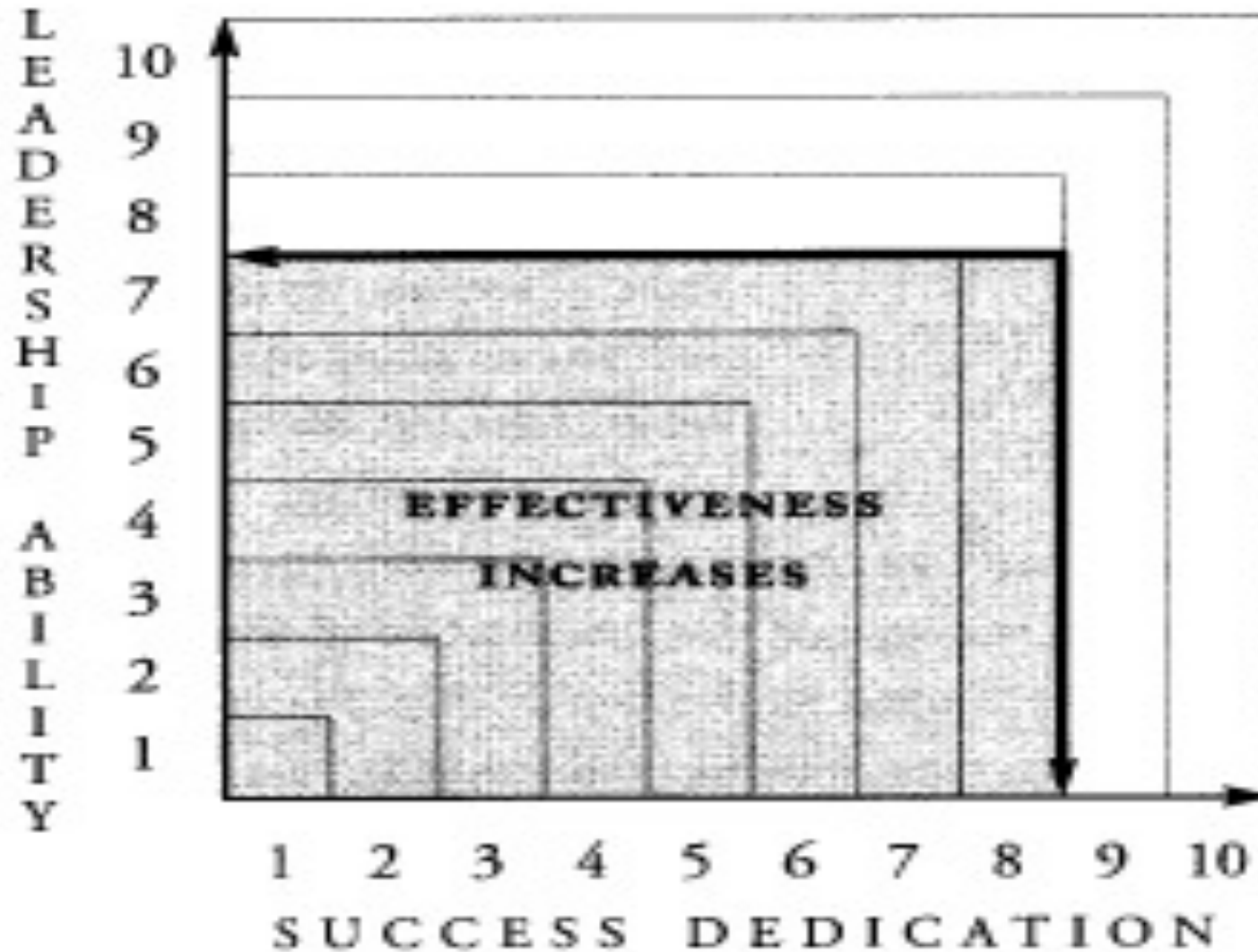
Your level of effectiveness would look like this:

SUCCESS WITHOUT LEADERSHIP



Source: “21
Irrefutable
Laws of
Leadership”
(Maxwell) –
page 6

SUCCESS WITH LEADERSHIP



Source: "21 Irrefutable Laws of Leadership" (Maxwell) – page 7

The Law of the Lid (cont.)

- By raising your leadership ability – without increasing your dedication at all – you can increase your original effectiveness by 600 percent.
- Leadership has a multiplying effect.
- Smart, talented people are able to go so far because of the limitations of their leadership.
- To reach the highest level of effectiveness, you have to raise your leadership lid.

21 Laws Leadership Evaluation

- 0 – Never
- 1 – Rarely
- 2 – Occasionally
- 3 – Always

• Source: “21 Irrefutable Laws of Leadership,” revised and updated (John C. Maxwell); Appendix A pages 269-276

Law of the Lid Evaluation

1. Leadership Ability Determines a Person's Level of Effectiveness

- a) _____ When faced with a challenge, my first thought is, *Who can I enlist to help?* not *What can I do?*
- b) _____ When my team, department, or organization fails to achieve an objective, my first assumption is that it's some kind of leadership issue.
- c) _____ I believe that developing my leadership skills will increase my effectiveness dramatically.

2. The Law of Influence

The True Measure of Leadership is Influence – Nothing More, Nothing Less

- True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated. It must be earned.
- Five Myths About Leadership

Five Myths About Leadership

- **The Management Myth** – Leadership does not = Management
- **The Entrepreneur Myth** –seeing opportunities vs. leading people in their vision.
- **The Knowledge Myth** – neither IQ nor education necessarily equates to leadership.
- **The Pioneer Myth** – being a trendsetter is not the same as being a leader.
- **The Position Myth** – leadership is not based on rank or title.

Factors That Make a Leader

- **Character:** *Who They Are* – inner person
- **Relationships:** *Who They Know* – deep relationships with the right people
- **Knowledge:** *What They Know* – information is vital.
- **Intuition:** *What They Feel* – intangibles
- **Experience:** *Where They've Been* – the greater your past challenges
- **Ability:** *What They Can Do* – lead them to victory

Law of the Influence Evaluation

2. *The True Measure of Leadership Is Influence— Nothing More, Nothing Less*

- a) _____ I rely on influence rather than on my position or title to get others to follow me or do what I want.
- b) _____ During discussions or brainstorming settings, people turn to me and ask for my advice.
- c) _____ I rely on my relationships with others rather than organizational systems and procedures to get things done.

_____ TOTAL

3. The Law of Process

Leadership Develops Daily, *Not in a Day*

- Leaders require seasoning to be effective
- If you continually invest in your leadership development, the inevitable is growth over time
- The relationship between growth and leadership: It's the capacity to develop and improve one's 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 Phases of Leadership Growth

- **Phase 1:** I Don't Know What I Don't Know
- **Phase 2:** I Know That I Need to Know
- **Phase 3:** I Know What I Don't Know
- **Phase 4:** I Know and Grow and It Starts to Show
- **Phase 5:** I Simply Go Because of What I Know

Law of the Process Evaluation

3. *Leadership Develops Daily, Not in a Day*

- a) _____ I have a concrete, specific plan for personal growth that I engage in weekly.
- b) _____ I have found experts and mentors for key areas of my life with whom I engage on a regular basis.
- c) _____ To promote my professional growth, I have read at least six books (or taken at least one worthwhile class or listened to twelve or more audio lessons) per year for the last three years.

_____ TOTAL

4. The Law of Navigation

Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course

- First-rate navigators always have in mind that other people are depending on them and their ability to chart a good course.
- Before good leaders take their people on a journey, they go through a process in order to give the trip the best chance of being a success.

The Law of Navigation (cont.)

- **Navigators Draw on Past Experience** –past success and failure
- **Navigators Examine the Conditions Before Making Commitments** –pay attention to current conditions
- **Navigators Listen To What Others Have to Say** – get ideas from many sources
- **Navigators Make Sure Their Conclusions Represent Both Faith and Fact** – possess a positive attitude

Charting A Course with A Navigation Strategy

➤ Here's an acrostic that the author used repeatedly in his leadership.

- ☐ **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.
- ☐ **E**xpect problems.
- ☐ **A**lways point to the successes.
- ☐ **D**aily review your plan.

Law of the Navigation Evaluation

4. *Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course*

- a) _____ I spot problems, obstacles, and trends that will impact the outcome of initiatives the organization puts into place.
- b) _____ I can clearly see a pathway for the implementation of a vision, including not only the process but also the people and resources needed.
- c) _____ I am called upon to plan initiatives for the organization.

_____ TOTAL

5. The Law of Addition

- Leaders Add Value by Serving Others
- Adding Profits by Adding Value
- The bottom line in leadership isn't how far we advance ourselves but how far we advance others.
- 90% of all people who add value to others do so intentionally.

The Law of Addition (cont.)

- There is one critical question: Are you making things better for the people who follow you?
 - ❑ If you can't answer with an unhesitant yes, then you likely aren't.
 - ❑ 90% of all people who add value to others do so intentionally.

Four Guidelines for Adding Value to Others

Adding Value, Changing Lives

- **Truly Value Others** – intentionally help others without harming
- **Make Yourself More Valuable To Others** –intentionally grow personally
- **Know and Relate to What Others Value** – listening to your people's stories
- **Do Things That God Values** – treat people with respect and actively reach out to and serve them

Attitude of the Leader

- The attitude of the leader affects the atmosphere of the office. If you desire to add value by serving others, you will become a better leader. And your people will achieve more, develop more loyalty, and have a better time getting things done than you ever thought possible. That's the power of the Law of Addition.

Law of the Addition Evaluation

5. *Leaders Add Value by Serving Others*

- a) _____ Rather than being annoyed when team members have issues preventing them from doing their jobs effectively, I see the issues as an opportunity to serve and help those people.
- b) _____ I look for ways to make things better for the people I lead.
- c) _____ I find great personal satisfaction in helping other people become more successful.

_____ TOTAL

6. The Law of Solid Ground

Trust Is the Foundation of Leadership

- Your people know when you make mistakes
- By consistently exemplifying competence, connection and character – you can build trust
- No leader can break trust with his people and expect to keep influencing them
- Violate the Law of Solid Ground and you diminish your influence as a leader

Character

A person's character quickly communicates many things to others:

- Consistency – inner strength
- Potential – weak character is limiting
- Respect – when you don't have character within, you can't earn respect without

The Law of Solid Ground (cont.)

- No leader can break trust with his people and expect to keep influencing them. Trust is the foundation of leadership. Violate the Law of Solid Ground, and you diminish your influence as a leader.

Law of the Solid Ground Evaluation

6. *Trust Is the Foundation of Leadership*

- a) _____ The people I lead confide in me regarding sensitive issues.
- b) _____ When I tell someone in the organization that I will do something, he can count on me to follow through.
- c) _____ I avoid undermining others or talking behind their backs.

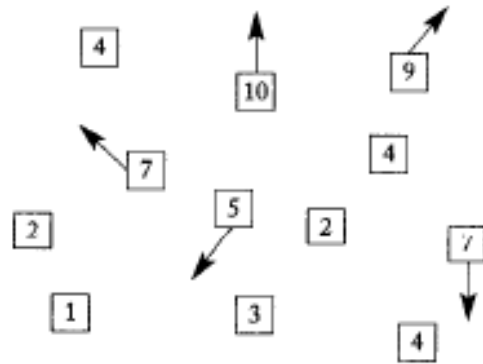
_____ TOTAL

7. The Law of Respect

People Naturally Follow Leaders Stronger Than Themselves

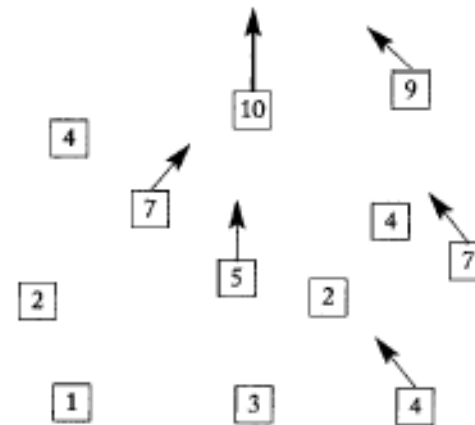
- People naturally follow leaders stronger than themselves
- People don't follow others by accident
- Occasionally, a strong leader may choose to follow someone weaker than himself -- but when that happens, it's for a reason

LEADERS GO THEIR OWN WAY WHEN
A GROUP FIRST COMES TOGETHER



Source: “21
Irrefutable
Laws of
Leadership”
(Maxwell) –
page 77

SOON PEOPLE CHANGE DIRECTION TO
FOLLOW THE STRONGEST LEADERS



Top Six Ways That Leaders Gain Others' Respect

- **Natural Leadership Ability** –possess it, people want to follow you
- **Respect For Others** –continually respect others and consistently lead them well, you will continue to have followers
- **Courage** – do leaders do what's right, even at the risk of failure
- **Success** – When leaders succeed in leading the team to victory, then followers believe they can do it again.
- **Loyalty** – stick with the team until the job is done and look out for their followers best interests even when it hurts them personally
- **Value Added to Others** – Followers value leaders who add value to them

Law of the Respect Evaluation

7. *People Naturally Follow Leaders Stronger Than Themselves*

- a) _____ People are naturally drawn to me and often want to do things with me just to spend time with me.
- b) _____ I go out of my way to show respect and loyalty to the people I lead.
- c) _____ I make courageous decisions and take personal risks that could benefit my followers even if there is no benefit to me.

_____ TOTAL

8. The Law of Intuition

- Leaders evaluate everything with a leadership bias
- Based on facts coupled with instincts plus other intangible factors
- Often separates the great leaders from the merely good ones.
- Leadership intuition is the ability of a leader to read what's going on.

Leadership Intuition

- Leaders Are Readers of Their Situation – leaders pick up on details that might elude others.
- Leaders Are Readers of Trends – leaders discern where the organization is headed
- Leaders Are Readers of Their Resources – leaders think in terms of resources and how to maximize them for the benefit of their organization.
- Leaders Are Readers of People – Intuition helps leaders sense what's happening among people
- Leaders are Readers of Themselves – leaders must know not only their own strengths and weaknesses, but also their current state of mind.

The Law of Intuition (cont.)

- Without intuition, leaders get blindsided, and that's one of the worst things that can happen to a leader. If you want to lead well, and stay ahead of others, you've got to obey the Law of Intuition.

Law of the Intuition Evaluation

8. *Leaders Evaluate Everything with a Leadership Bias*

- a) _____ I can easily gauge morale, whether in a room full of people, on a team, or in an organization.
- b) _____ I often take the right action as a leader even if I cannot explain why.
- c) _____ I can read situations and sense trends without having to gather hard evidence.

_____ TOTAL

9. The Law of Magnetism

- Who you are is who you attract
- In most situations, you draw people to you who possess the same qualities you do.
- Who you are is who you attract. If you want to attract better people, become the kind of person you desire to attract.

Law of the Magnetism Evaluation

9. *Who You Are Is Who You Attract*

- a) _____ I am satisfied with the caliber of people who report to me.
- b) _____ I expect the people I attract to be similar to me in values, skills, and leadership ability.
- c) _____ I recognize that no personnel process can improve the quality of people I recruit compared to improving myself.

_____ TOTAL

10. The Law of Connection

Leaders touch a heart before they ask for a hand

- For leaders to be effective, they need to connect with people
- You develop credibility with people when you connect with them and show that you genuinely care and want to help them

How do you connect with people?

- Connect with Yourself
- Communicate with Openness and Sincerity
- Know Your Audience
- Live Your Message
- Go to Where They Are
- Focus on Them, Not Yourself
- Believe in Them
- Give Them Hope

How do you connect with people?(cont.)

- Believe in Them – communicate with people because you believe they have value.
- Give Them Hope – When you give people hope, you give them a future.
 - ❑ Successful leaders who obey the Law of Connection are always initiators.
 - ❑ You connect with others when you learn their names, make yourself available to them, tell them how much you appreciate them, find out what they are doing, and most important, listen to them.

The Law of Connection (cont.)

- There's an old saying: To lead yourself, use your head; to lead others, use your heart. That's the nature of the Law of Connection. Always touch a person's heart before you ask for a hand.

Law of the Connection Evaluation

10. Leaders Touch a Heart Before They Ask for Hand

- a) _____ When I am new to a leadership situation, one of the first things I try to do is to develop a personal connection with the individuals involved.
- b) _____ I know the stories, hopes, and dreams of the people I lead.
- c) _____ I avoid asking people to help accomplish the vision until we have built a relationship that goes beyond the nuts and bolts of our work together.

_____ TOTAL

11. The Law of the Inner Circle

- A leader's potential is determined by those closest to him
 - ❑ Nobody does anything great alone, nor do leaders succeed alone. What makes the difference is the leader's inner circle.
 - ❑ As you consider whether individuals should be in your inner circle, ask yourself the following questions. If you can answer yes to these questions, then they are excellent candidates for your inner circle:

Who is an excellent candidate?

- Do They Have High Influence with Others? – ability to influence the people who influence others.
- Do They Bring a Complementary Gift to the Table? – people who possess strengths in your areas of weakness.
- Do They Hold a Strategic Position in the Organization? – their importance to the organization.
- Do They Add Value to Me and to the Organization? – must add value to you personally.

Who is an excellent candidate? (cont.)

- Do They Positively Impact Other Inner Circle Members? – Team chemistry is vital.
- Once you've reached your capacity in time and energy, the only way you can increase your impact is through others. Surround yourself with high performers that extend your influence beyond your reach and help you to grow and become a better leader.

Law of the Inner Circle Evaluation

11. A Leader's Potential Is Determined by Those Closest to Him

- a) _____ I am strategic and highly selective about which people are closest to me personally and professionally.
- b) _____ I regularly rely on some key people in my life to help accomplish my goals.
- c) _____ I believe that 50 percent or more of the credit for my accomplishments goes to the people on my team.

_____ TOTAL

12. The Law of Empowerment

Only secure leaders give power to others

- If you want to be successful, you must be willing to empower others
- Theodore Roosevelt said: “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.”
- Key reasons leaders fail to empower others:
 - Desire for job Security
 - Resistance to Change
 - Lack of Self-Worth

3 main reasons leaders fail to empower others

- **Desire for Job Security** – fear of losing what we have. Teams always succeed = leading them well.
- **Resistance to Change** – Most people don't like change. Train yourself to embrace change. Become change agents.
- **Lack of Self-Worth** – Self-conscious people are rarely good leaders. The best leaders have a strong self-worth. They believe in themselves, their mission and their people.

The Law of Empowerment (cont.)

- Strange as it sounds, great leaders gain authority by giving it away. If you aspire to be a great leader, you must live by the Law of Empowerment.

“Leadership consists of nothing but taking responsibility for everything that goes wrong and giving your subordinates credit for everything that goes well.” (General Dwight D. Eisenhower)

Law of the Empowerment Evaluation

12. *Only Secure Leaders Give Power to Others*

- a) _____ I embrace change easily and become dissatisfied with the *status quo*.
- b) _____ I believe that no matter how talented the people who work for me are, my position is secure.
- c) _____ It is my regular practice to give people I lead the authority to make decisions and take risks.

_____ TOTAL

13. The Law of the Picture

- People do what people see
 - ❑ When leaders show the way with their right actions, their followers copy their good example and succeed.
 - ❑ Great leaders are both highly visionary and highly practical. Their vision helps them see beyond the immediate. They can envision what's coming and what must be done.

Leaders possess an understanding how:

- Mission provides purpose – answering the question, Why?
- Vision provides a picture – answering the question, What?
- Strategy provides a plan – answering the question, How?
- As author Hans Finzel observed, “Leaders are paid to be dreamers. The higher you go in leadership, the more your work is about the future.”

The Law of the Picture (cont.)

- **Followers Are Always Watching What You Do** – living out what you say you believe.
- **It's Easier to Teach What's Right Than to Do What's Right** – give good advice and set a good example.
- **We Should Work on Changing Ourselves Before Trying to Improve Others** – make changes to yourself before changing others
- **The Most Valuable Gift a Leader Can Give Is Being a Good Example** – employees want leaders whose beliefs and actions line up.

Law of the Picture Evaluation

13. *People Do What People See*

- a) _____ If I observe an undesirable action or quality in team members, I check for it in myself first before addressing it with them.
- b) _____ I am continually working to try to make my actions and words consistent with one another.
- c) _____ I do what I should rather than what I want because I am conscious that I am setting an example for others.

_____ TOTAL

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
- People don't at first follow worthy causes
- They follow worthy leaders who promote worthy causes they can believe in
- People buy into the leader first, then the leader's vision

The Law of Buy-in (cont.)

- As a leader, having a great vision and a worthy cause is not enough to get people to follow you. You have to become a better leader; you must get your people to buy into you. That is the price you have to pay if you want your vision to have a chance of becoming reality. You cannot ignore the Law of Buy-In and remain successful as a leader.

Law of the Buy-In Evaluation

14. *People Buy into the Leader, Then the Vision*

- a) _____ I recognize that a lack of credibility can be as harmful to an organization as a lack of vision.
- b) _____ I wait until I see that most of the people on the team have confidence in me before asking for a commitment to the vision.
- c) _____ Even when my ideas are not very good, my people tend to side with me.

_____ TOTAL

15. The Law of Victory

- Leaders Find a Way for the Team to Win
 - ❑ Victorious leaders have one thing in common: they share an unwillingness to accept defeat.
 - ❑ The best leaders feel compelled to rise to a challenge and do everything in their power to achieve victory for their people. In their view...

The Law of Victory (cont.)

- ☐ Losing is unacceptable.
 - ☐ Passion is unquenchable.
 - ☐ Quitting is unthinkable.
 - ☐ Commitment is unquestionable.
 - ☐ Victory is inevitable.
- With that mindset, they embrace the vision and approach the challenges with the resolve to take their people to victory.

3 factors contribute to a team's dedication to victory

- Unity of Vision – players have a unified vision
- Diversity of Skills – Every organization requires diverse talents to succeed.
- A Leader Dedicated to Victory and Raising Players to Their Potential – It takes a leader to provide the motivation, empowerment, and direction required to win.

The Law of Victory (cont.)

- Leaders who practice the Law of Victory believe that anything less than success is unacceptable.
- How dedicated are you to winning the “fight”? Are you going to have the Law of Victory in your corner as you lead? Or when times get difficult, are you going to throw in the towel? Your answer to that question may determine whether you succeed or fail as a leader and whether your team wins or loses.

Law of the Victory Evaluation

15. *Leaders Find a Way for the Team to Win*

- a) _____ When I lead a team, I feel ultimate responsibility for whether it achieves its goals.
- b) _____ If members of my team are not unified in their efforts to achieve the vision, I take action to get them on the same page.
- c) _____ I make personal sacrifices to help ensure victory for my team, department, or organization.

_____ TOTAL

16. The Law of the Big Mo

- Momentum is a leader's best friend
 - ❑ If you can't get things going, you will not succeed. You need to harness the power of the leader's best friend – momentum.
 - ❑ When you have no momentum, even the simplest tasks seem impossible.
 - ❑ When you have momentum on your side, the future looks bright, and obstacles appear small.

Truths About Momentum

- Momentum is the Great Exaggerator – momentum is like a magnifying glass; it makes things look bigger than they really are.
- Momentum Makes Leaders Look Better Than They Are – people forget about their past mistakes; exaggerates a leader's success and makes him look better than he really is.
- Momentum Helps Followers Perform Better Than They Are – people are motivated to perform at higher levels, making all participants more successful than they would be otherwise.

Truths About Momentum (cont.)

- Momentum Is Easier to Steer Than to Start – Getting started is a struggle; once moving forward, start to do some amazing things.
- Momentum Is the Most Powerful Change Agent – Given enough momentum, nearly any kind of change is possible in an organization.
- Momentum is the Leader's Responsibility – takes a leader to create momentum.
- Momentum Begins Inside the Leader – starts with vision, passion, and enthusiasm. Once you have it, you can do almost anything.

Law of the Big Mo Evaluation

16. Momentum Is a Leader's Best Friend

- a) _____ I am enthusiastic and maintain a positive attitude every day for the sake of my team members.
- b) _____ Whenever I make a major leadership decision, I consider how that decision will impact momentum in my team, department, or organization.
- c) _____ I initiate specific actions with the purpose of generating momentum when introducing something new or controversial.

_____ TOTAL

17. The Law of Priorities

Leaders understand that activity is not necessarily accomplishment

- Leaders never advance to a point where they no longer need to prioritize
- Busyness does not equal productivity.
- Activity is not necessarily accomplishment.
- Prioritizing requires leaders to:
 - continually think ahead
 - know what's important
 - see how everything relates to the overall vision

The 3 Rs

- The Three R's – requirement, return and reward. Leaders must order their lives according to these three questions:
- What is Required? Any list of priorities must begin with what is required of us. eliminate vs. delegate
- What Gives the Greatest Return? Ideally, leaders should get out of their comfort zone but stay in their strength zone.
- What Brings the Greatest Reward? Life is too short not to do the things you love.

The Pareto Principle

- The Pareto Principle – if you focus your attention on the activities that rank in the top 20% in terms of importance, you have an 80% return on your effort. For example if you have 100 customers, the top 20 will provide you 80% of your business, so focus on them.

Law of the Priorities Evaluation

17. Leaders Understand That Activity Is Not Necessarily Accomplishment

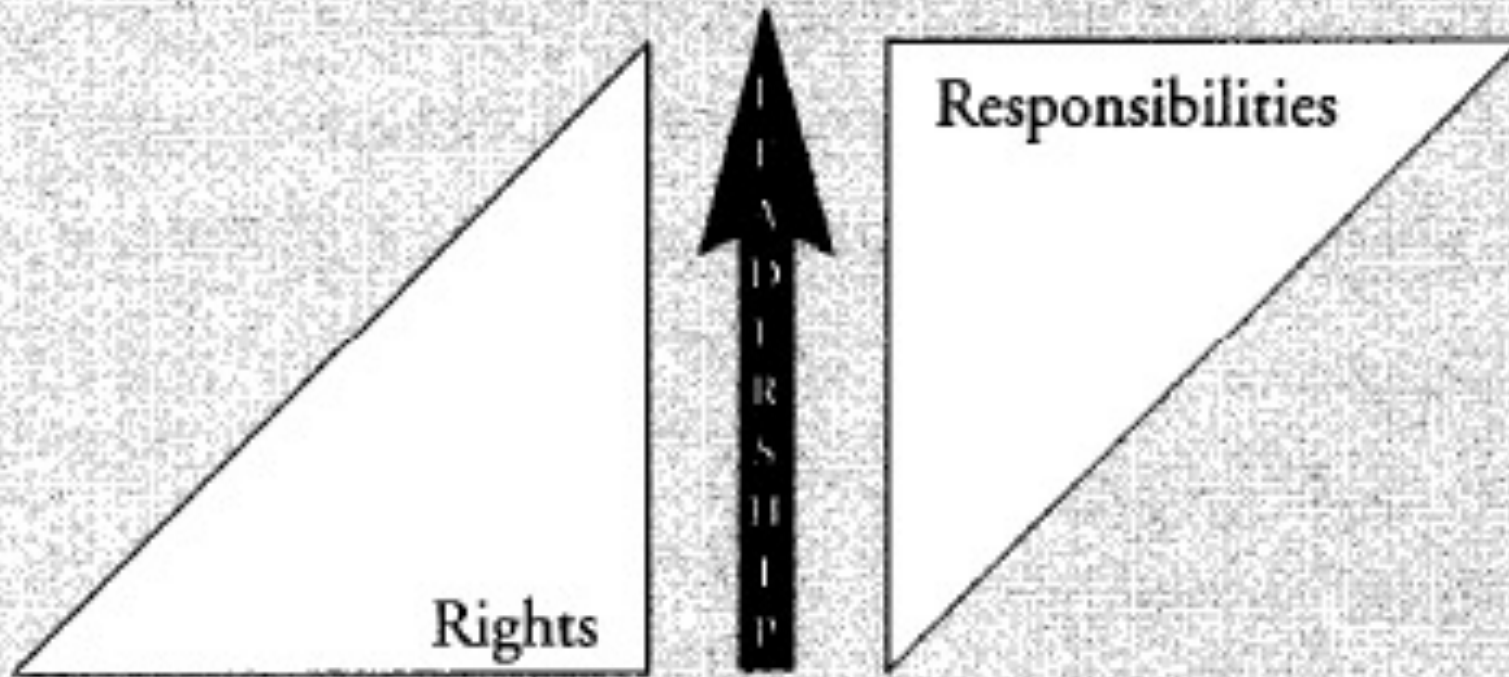
- a) _____ I avoid tasks that are not required by my leadership, don't have a tangible return, or don't reward me personally.
- b) _____ I set aside time daily, monthly, and yearly to plan my upcoming schedule and activities based on my priorities.
- c) _____ I delegate any task for which a team member can be at least 80 percent as effective as I could be.

_____ TOTAL

18. The Law of Sacrifice

- There is no success without sacrifice
- A leader must give up to go up
- Be willing to make sacrifices
- Effective leaders sacrifice much that is good in order to dedicate themselves to what is best
- Leaders are often asked to give up more than others
- The higher the level of leadership, the greater the sacrifice

THE COST OF LEADERSHIP



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

Source: “21
Irrefutable
Laws of
Leadership”
(Maxwell) –
page 223

The Law of Sacrifice (cont.)

- **You Must Keep Giving Up to Stay Up** – Leadership success requires continual change, constant improvement, and ongoing sacrifice.
- **The Higher the Level of Leadership, the Greater the Sacrifice** – The higher you go, the more its going to cost you. You will have to give up to go up.

Law of the Sacrifice Evaluation

18. *A Leader Must Give Up to Go Up*

- a) _____ I know making trade-offs is a natural part of leadership growth, and I make sacrifices to become a better leader as long as they don't violate my values.
 - b) _____ I expect to give more than my followers do in order to accomplish the vision.
 - c) _____ I will give up my rights in order to reach my potential as a leader.
- _____ TOTAL

19. The Law of Timing

- When to lead is as important as what to do and where to go
 - Timing is often the difference between success and failure in an endeavor. Every time a leader makes a move, there are really only four outcomes:

4 Outcomes of a Leader's Moves

- **The Wrong Action at the Wrong Time Leads to Disaster** – If you take the wrong action at the wrong time, your people suffer and so will your leadership.
- **The Right Action at the Wrong Time Brings Resistance** – Having a vision for the right direction and knowing how to get there is not enough. If you take the right action but do it at the wrong time, you may still be unsuccessful because the people you lead can become resistant.

Good leadership timing requires many things:

- Understanding –must have a firm grasp on the situation.
- Maturity –leader's motives aren't right, timing will be off.
- Confidence – people follow leaders who know what must be done.
- Decisiveness – wishy-washy leaders create wishy-washy followers.
- Experience – if don't possess experience, gain wisdom from others who possess it.
- Intuition – timing often depends on intangibles, such as momentum and morale.
- Preparation – if the conditions aren't right, leaders must create those conditions.

4 Outcomes of a Leader's Moves (cont.)

- The Wrong Action at the Right Time is a Mistake – the greatest mistake made by entrepreneurs is knowing when to cut their losses or when to increase their investment to maximize gains.
- The Right Action at the Right Time Results in Success –right leader + right timing = achieving goals + reaping incredible rewards.

The Law of Timing (cont.)

- Reading the right situation and knowing what to do are not enough to make you succeed in leadership. If you want your company to move forward, you must pay attention to timing. Only the right action at the right time will bring success. No leader can escape the Law of Timing.

Law of the Timing Evaluation

19. *When to Lead Is As Important As What to Do and Where to Go*

- a) _____ I expend as much effort figuring out the timing for an initiative as I do figuring out the strategy.
 - b) _____ I will launch something using a less-than-ideal strategy because I know the timing is right.
 - c) _____ I will give up my rights in order to reach my potential as a leader.
- _____ TOTAL

20. The Law of Explosive Growth

To add growth, lead followers – to multiply, lead leaders

- Maximize your leadership and help your organization reach its potential by developing leaders to experience explosive growth
- Leaders who attract followers but never develop leaders get tired
- In contrast, leaders who develop leaders impact people far beyond their personal reach

Law of the Explosive Growth Evaluation

20. *To Add Growth, Lead Followers—To Multiply, Lead Leaders*

- a) _____ I believe that I can grow my organization more rapidly by developing leaders than by any other method.
- b) _____ I spend a significant amount of time every week investing in the development of the top 20 percent of my leaders.
- c) _____ I would rather see leaders I develop succeed out on their own than keep them with me so that I can keep mentoring them.

_____ TOTAL

21. The Law of Legacy

A leader's lasting value is measured by succession

- A leader's lasting value is measured by succession
- If you desire to make an impact as a leader on a future generation, then become highly intentional about your legacy

Intentional Legacy

- **Know the Legacy You Want to Leave – Be** proactive about how you live. Someday people will summarize your life in a single sentence.
- **Live the Legacy You Want to Leave –**must live what you say you believe.
- **Choose Who Will Carry on Your Legacy – A** legacy lives on in people, not things.
- **Make Sure You Pass the Baton –** if you don't make sure you pass the baton, you will not leave the legacy you desire.

The Law of Legacy (cont.)

- Our ability as leaders will not be measured by the buildings we build, or institutions we established. We will be judged by how well the people we invested in carried on after we are gone.
- Jackie Robinson observed, “A life isn’t significant except for its impact on other lives.” In the end we will be judged according to the Law of Legacy. A leader’s lasting value is measured by succession.

What About **YOUR** Legacy?

- How do you want to make a difference?
- Think about how you might apply Maxwell's approach to leadership in your work, your chapter, your community your life?

Law of the Legacy Evaluation

21. *A Leader's Lasting Value Is Measured by Succession*

- a) _____ I possess a strong sense of why I am in my job and why I am leading.
- b) _____ In each position I've held, I have identified people who can carry on after me, and I have invested in them.
- c) _____ One of my strongest motivations is to leave any team I lead better than I found it.

_____ TOTAL

Evaluation Completed

- Use the following guidelines to help you proceed
 - **8-9** This law is in your strength zone. Make the most of this skill and mentor others in this area.
 - **5-7** Target this law for growth. You have potential to make it a strength.
 - **0-4** This is a weakness. Hire staff with this strength or partner with others in this area.

Summary

- Remember This
 - People determine the potential of the Organization
 - Relationships determine the morale of the Organization
 - Structure determines the size of the Organization
 - Vision determines the direction of the Organization
 - The Leader determines the success of the Organization

Questions?

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