VOLUME 1, ISSUE 1-ANG SCHINDEL **EADM 826**

THE 21 IRREFUTABLE LAWS OF LEADERSHIP

FOLLOW THEM AND PEOPLE WILL FOLLLOW YOU

JUNE 2012

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MAXWELL

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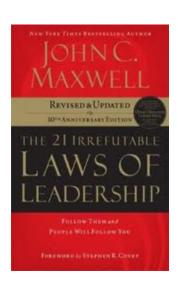
Synopsis of: The 21 Irrefutable Laws Of Leadership

Mentorship is one of the most powerful tools for developing strong leaders. Maxwell has taken his expertise and lifetime of experience in the field of leadership and created a list of the essentials to developing great leadership.

Readers who delve into this book have the opportunity to be mentored by Maxwell, page for page, shaped and pushed to develop their highest potential as leaders.

In this tenth anniversary edition, Maxwell included two new laws. Maxwell asks his mentees (readers) to remember four things as they study, reflect and apply the laws: the laws can be learned; the laws can stand alone; the laws carry consequences with them; and the laws are the foundation of leadership. This book is a toolbox for leaders—principle based leadership that will stand the test of time.

" NO MATTER WHERE YOU ARE IN THE L EADERSHIP PROCESS. **KNOW THIS:** THE GREATER NUMBER OF LAWS YOU LEARN, THE BETTER LEADER YOU WILL BECOME" (P. XXI)



SPECIAL POINTS OF INTEREST:

READ MAXWELL

- Following the summary of each law, Find practical tips for applying the laws to your
- Why do some people emerge as leaders?
- How can you add values to others? (p. 4)



John C. Maxwell is an acclaimed leadership expert. He is an internationally renowned speaker and has authored numerous best-sellers. He passionately pursues the development of leaders and was awarded the title, "World's Top Leadership Guru" leadershiprus.net.

LAW #1 THE LAW OF THE LID

Leadership Ability Determines a Person's Level of Effectiveness

This law is integral to understanding an individual's ability to lead. If the leader's ability was rated on a scale of 1-10, and their ability to lead rated, 7, then the leaders' effectiveness can never reach beyond 6. Leadership ability=Leadership effectiveness/potential for impact, "The greater the impact you want to make, the greater your influence needs to be, whatever you accomplish is restricted by your ability to lead others" (p. 5). Likewise, if a leaders' ability is strong, the organizations "lid" is heightened.

Applying The Law of the Lid To Your Life

List your major goals (minimum of 5/max of 10). Which goals rely on collaboration with others? For these goals, your leadership ability will directly effect your impact.

Complete the leadership evaluation and reflect on your ability as a leader

Seek feedback from others on your leadership ability. Ask your boss, coworkers, a spouse and three others to rate you on a scale of 1 (low)-10 (high) in the following areas: people skills; planning and strategic thinking; vision; results

Average the ratings, compare the ratings to your self-evaluation. Reflect on the outcomes, is your ability as a leader weaker or stronger than you believed? Will you actively pursue growth in the area of leadership?



LAW #2 THE LAW OF INFLUENCE

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

If you do not possess the ability to influence, you will never have the ability to lead. True leadership is earned.

Applying The Law of Influence To Your Life

Which of the myths have you believed in? Why have you believed that myth? What changes to your current perceptions must you make to grow/improve as a leader?

What do you rely on to persuade others to follow you? Consider the 7 factors listed and rate yourself on a scale of 1-10 (1 means it is not a factor, 10 means you rely heavily on it). Character, Relationships, Knowledge, Intuition, Experience, Past Success, Ability. What can you do to improve on the areas with low scores? How can you enhance your use of the areas with high scores?

Find an organization to volunteer. Choose one whose purpose you believe in. This will reveal/develop your ability to lead through influence

WHY DO SOME PEOPLE EMERGER AS LEADERS? CONSIDER THE FOLLOWING 7 FACTORS...

Character-Who They Are
Relationships-Who They Know
Knowledge-What They Know
Intuition-What They Feel

Experience-Where They Have Been
Past Success-What They Have Done
Ability-What They Can Do



LAW #3 THE LAW OF PROCESS

Leadership Develops Daily, Not in a Day

Leadership is based on natural gifts and a toolbox of skills that are continuously learned/improved on. There are many aspects to leadership: respect, experience, emotional strength, people skills, discipline, vision, momentum, timing, etc. As a result, "leaders require much seasoning to be effective...leaders are learners" (p. 25).

Applying The Law of Process To Your Life

Write out a plan for personal growth. Read one book or listen to one message a month on leadership. Attend one conference per year.

The growth of those you lead is just as important. Plan and provide growth opportunities for those you lead.

Phases of Leadership Growth

Phase 1: I Don't Know What I Don't Know-if a person doesn't know what he doesn't know, he is unable to grow.

Phase 2: I Know That I Need To Know: Being put in does not equate leadership

Phase 3: I Know What I Don't Know: Create a plan for personal growth

Phase 4: I Know And Grow, And It Starts To Show: become a lifelong learner in the area of leadership

Phase 5: I Simply Go Because of What I Know: In phase 4 leaders must think about each move and decision. In Phase 5, leadership ability has become automatic.

LAW #4 THE LAW OF NAVITGATION

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

Good leaders functions as navigators and plan the course to achieve success. They staff their weaknesses and are prepared by planning ahead. Navigators do the following: Draw on past experience through reflective thinking; Examine the conditions before making commitments; Listen to what others have to say; Ensure their conclusions represent both faith and fact (balance optimism and realism).

Applying The Law Of Navigation To Your Life

Set aside time to reflect weekly on your experiences and write down lessons you have learned

Do your homework-draw on your past experiences, ask questions, have key conversations with your staff/team and know the current conditions before you creat an plan of action.

Do you lean towards fact or faith? Good navigators have the ability to do both. You must know which way you lean and ensure you have a trusted member on your team that leans the opposite way to balance you.



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
(p. 43)



LAW #5 THE LAW OF ADDITION

Leaders Add Value By Serving Others

Leaders must reflect on the following question, "Are you making things better for the people who follow you? If the answer is not unequivocally "yes", then the leaders is subtracting from those being led and in time, impact will be lost, and division will occur. When a leader cares more about service and positive impact on others than their own position, the leader adds value to others and self.

Applying The Law Of Addition To Your Life:

Ask yourself if you have a servant's attitude toward others. How do you feel/respond when you must do something to serve others? If you are impatient, frustrated or annoyed, you do not have a servant attitude. Serve others in small ways without looking for compliments or credit. No task is below you.

Do you know what the people closest to you value? Create a list of the key people in your life. Record what you believe each person values most. Rate yourself 1 (poor)-10 (excellent) on your ability to identify what the person values. If you score lower than 8, you need to invest more time in that person. Make the law of adding a habit. Strart with those closest to you and continue with those you lead.

Four Guidelines for adding value to others:

Truly Value Others-serve others first, care, trust, be open, and be vulnerable

Make Ourselves More Valuable to Others-pursue personal growth

Know And Relate What Others Value-listen, learn, lead. Don't make the mistake of trying to lead without know those you lead

Do Things That God Values-God called people to actively serve others.

LAW #6 THE LAW OF SOLID GROUND

Trust Is the Foundation of Leadership

How Does A Leader Build Trust? Continuously modeling competence, connection and character.

Leaders must treat trust as their most precious asset. Character and leadership are intertwined, "character makes trust possible. And trust makes leadership possible" (p. 64). Character communicates consistency, potential and respect. Leaders earn respect and trust by making good decisions, humbling admitting mistakes and putting the needs of others and the organization before their own needs. If leaders break the law of solid ground, the leaders loses influence.

Applying The Law Of Solid Ground To Your Life

If those you lead were asked how trustworthy you are, how would they answer? You can guage how others trust you by the following: do they share their beliefs and opinions with you? Are they willing to share difference of opinion with you? Do they share struggles in their area of work with you?

Are you spending time developing your character or do you only focus on developing your professional skills?

If you break the trust of others, you must make it right. The first step is to apologize. You must make restitution for the act. Then, daily commit to regaining their trust.



Page 5

People Naturally Follow Leaders Stronger Than Themselves People who have lesser skills automatically follow those they view as having stronger than the stronger of the stron

People who have lesser skills automatically follow those they view as having stronger skills and gifts. Followers are drawn to those they view as stronger leaders than themselves.

Applying The Law Of Respect To Your Life:

LAW #7 THE LAW OF RESPECT

How do your followers react when you ask them to do something or create change? This will give you a picture of your current leadership ability

Study the 6 ways to earn respect. Rate yourself on a scale of 1 (low)-10 (high) in each area. Write one sentence for each area, stating a goal or strategy to help you grow in this area.

Have the courage to ask those closest to you what they respect most about you and what areas they believe you need to grow in. Set your mind to improving in those areas.

6 Ways To Earn The Respect of Others:

Natural Leadership Ability-natural ability is key, but it is a mistake to rely soley on talent

Respect For Others-model respect for others=gain the respect of others

Courage-do what is right, even if it means risk, failure or criticism-it instills hope in followers

Success-people naturally follow those they see as successful—they want to be part of the success.

Loyalty-leaders who stand by their people when the going gets tough, are respected.

Value Added To Others-followers are drawn to leaders who actively seek ways to add value to their followers.

LAW #8THE LAW OF INTUITION

Leaders Evaluate Everything with a Leadership Bias

This law is the most challenging to teach. Natural leaders understand it, learned leaders learn to understand it and non-leaders are unsure of the meaning. Intuition is based on more than facts. It is a deep understanding of the culture, momentum and inner workings of an organization. Intuition is the difference between great leaders and good leaders. Leaders must view everything through a leadership lens. Leaders use the law of intuition to problem solve.

Leaders are Readers... Leaders are readers of their situation, trends, resources, people, and themselves.

Applying The Law Of Intuition To Your Life

Are you a facts or feelings person? You must learn to trust your intuition. Work on your areas of strength. What is your greatest, natural talent? Reflect on your feelings, how or when do you know the right thing to do before you have facts to support it?

Key to leadership is the ability to read others. Are you able to recognize or sense the emotions of others? Can you forsee what others are thinking and feeling? Grow your leadership ability in this area by reading books on relationships, having more conversations with others and being a "people watcher"

Learn to think about how you can utilize the strengths and resources of those you lead. Reflect on projects or goals and consider how you would accomplish them if you were not going to do any of the work—who would you use? How would you motivate, empower and inspire them to complete the project/goal?

Keep a note card with the following information: who is the best person to do this? What resources do we have to accomplish the goal? What will this cost? How can I inspire those I lead to accomplish the goal?



Three Levels of

Leadership Intution:

Those Who:

Naturally Understand

Leadership

Those Who:

Can Be Nurtured To

Understand

Leadership

Those Who:

Will Never Understand

Leadership

LAW #9 THE LAW OF MAGNETISM

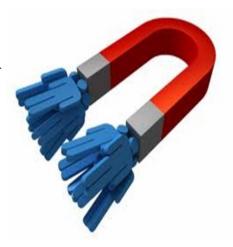
Who You Are Is Who You Attract

The people leaders attract to their organization/team is not based on what the leaders wants, rather it is based on who they are. Leaders impact and create the culture of their organization through who they are and what they do, "If you want to grow an organization, grow the leader" (p. 109). Likewise, if the leader is strong, the next step as a leader is to hire employees that are different from the leader in order to "staff" the weaknesses of the leader. Leaders must become the type of person they wish to attract.

Applying The Law Of Magnetism To Your Life:

Write down the characteristics you wish to see in those you lead. Consider why you wish to see these qualities. Do those qualities describe you or people different from you? Ask a coworker or friend you trust to honestly share with you qualities you need growth in.

Look at those you attract and seek mentors who can help you grow in areas you need.



LAW #10THE LAW OF CONNECTION

Leaders Touch a Heart Before They Ask for a Hand

Those who work with people must understand, "the heart comes before the head" (p. 115). If you want to inspire someone or win them over, you must connect with them first. Leaders cannot make the mistake of expecting people to come to them. Leaders must be available, share appreciation, listen and get to know their people

Applying The Law Of Connection To Your Life

How do you connect with yourself? You must know who you are...and value who you are. How self aware are you? Begin by reflecting on the following questions:

How would I describe my personality; what is my greatest character strength/weakness? What is my greatest asset/deficit? How well do I relate to others (1-10)? How well do I communicate with others (1-10)? How likeable am I (1-10)?

Ask three people you trust to answer as well. Compare the responses. Value your strengths and pursue personal development in your areas of weakness.

Slow down...when you are walking the halls or connecting with employees do not rush. Take time for people.

Be a good communicator—Rate yourself 1-10 as a public speaker. If you are lower than an 8, plan professional development for yourself in this area. Read communication books, or take a class on public speaking.



Guidelines For Connecting With Others:

Connect with yourself
Communicate with openness and sincerity
Know your audience
Live your message
Go where they are
Focus on them, not yourself

Believe in them
Offer direction and hope

LAW #11 THE LAW OF THE INNER CIRCLE

A Leader's Potential Is Determined By Those Closest to Him

No leader can do all 21 Laws well, therefore, every leader needs a team...a team that strengthen each other's weaknesses; "You can do what I cannot do. I can do what you cannot do. Together we can do great things" Mother Theresa.

Questions to consider when deciding on candidates for your inner circle:

Do they have high influence with others?

Do they bring a complimentary gift to the table?

Do they hold a strategic position in the organization?

Do they add value to me and to the organization?

Do they positively impact other inner circle members?

Do they display excellence, maturity and good character in everything they do?



Applying The Law Of The Inner Circle To Your Life:

Who are your inner circle members? List them. Next to each individual, record what they bring to the table or what potential they have. Find areas that are weak or duplicated and decide how you can strengthen the weak areas and remove the duplications.

Remember, a strong inner circle is not created by chance. Strong leaders identify, develop, and recruit their inner circle. This can be done by: mentorship and developing relationships, delegating more responsibility, having high expectations, recognizing things done well, and having the courage to confront and hold members accountable when things do not go well.

Do you need to create a smaller inner circle? Yes, If you have more than seven staff members, if you are unable to personally lead everyone and if you are in a volunteer situation, others who are not paid should be part of the inner circle.

LAW #12THE LAW OF EMPOWERMENT

Only Secure Leaders Give Power to Others

Great leaders are unafraid to help others reach their full potential. They are unafraid to help others achieve success. In leadership if you wish to keep others down, you must go down with them. When this occurs, you lose the ability to lift others up, "Leading well is not about enriching yourself, it is about empowering others" (p. 146).

Applying The Law Of Empowerment To Your Life:

Are you confident? If you lack self-worth, your ability to empower others will be weak. Learn to value your worth.

Do you believe in others? List the people who work for you. On a scale of 1-10, rate the potential of each person. If your ratings are low, this may indicate you do not believe in others abilities. Reflect on each person's potential and actively seek ways to empower each one to achieve their potential.

Do you want to hold on to your power? Are you willing to give responsibility to others and help them succeed, even when they are failing?

Barriers To Empowerment:

Desire for Job Security-insecure leaders fear helping those they lead in case they themselves become "dispensable"

Resitance to Change-strong leaders do not fear change, they are agents of change

Lack of Self Worth-strong leaders have strong self-worth.

LAW #13 THE LAW OF THE PICTURE

People Do What People See

Leaders must model their vision. Strong leaders are visionaries, balanced in practicality. Leaders are able to clearly communicate the vision and live the vision, "leadership is caught not taught" (p. 163).

Applying The Law Of The Picture To Your Life:

List your values. Reflect on your life and actions over the past few weeks, do your actions reflect your values? Are there any situations that contradict your values? Do not make excuses and work on changing your actions/attitude to reflect your core values.

Have someone you trust observe you for a minimum of one week, observing what you teach and how you act. Ask them to record any contradictions. Meet to discuss the results. You can ask questions for clarity but you may not make excuse or speak in defense. Develop a plan to make your values and your actions consistent.

List 3-5 things you desire the people you lead to do better than they are doing right now.

Then, rate your own performance in each of those areas and have someone else rate you as well. If you score low, you must first change yourself. If your scores are high, ensure you are modeling your actions to those you lead.

LEADER + VISION



Followers are always watching what you do
It is easier to teach what is right, than to do what is right
We should work on changing ourselves before
trying to improve others

The most valuable gift a leader can give is being a good example

LAW #14 THE LAW OF BUY-IN

People Buy into the Leader, Then the Vision

When people believe in their leader, they are willing to support the leader's vision, "People don't at first follow worthy causes. They follow worthy leaders who promote causes they can believe in" (p. 171). People will only follow a leader whose vision they do not support if the leader has leverage over them. When people believe in the vision, they will seek another leader if they do not like the leader. Being visionary and pursuing worthy causes will not cause people to follow. Leaders must be able to get their followers to buy-into who they are as a leader. Leaders must take time to develop credibility with those they lead before attempting to "sell" their vision.

Don't buy in

Don't buy in

Buy in

Buy in

Applying The Law Of Buy-In To Your Life:

Ask yourself why you lead? What is your vision? Create a vision statement. Is your vision worthy of your time and effort? Consider those you lead. Do they buy-in to your leadership? Rate each person's "buy-in" from 1-10. If those you lead do not buy in to you, they will seek the leadership of someone else, even if they believe in your vision.

Consider how you can improve/earn credibility with those you lead. This can be done by: developing strong relationships, being open and honest, modeling your expectations, holding yourself to high standards, supporting them in ways to help them improve, helping them accomplish their personal goals, mentoring their leadership development.



RESULT

Get another leader

Get another leader

Get another leader

Get behind the leader

Don't buy in

Buy in

Buy in

Don't buy in

LAW #15 THE LAW OF VICTORY

Leaders Find a Way for the Team to Win

Successful leaders are bound by a common thread—they refuse to accept defeat. They problem solve and pursue a plan of action to win. It times of intensity, great leaders do not buckle, they are at their best. The core of who they are rises to meet the challenge.

Applying The Law Of Victory To Your Life:

As a leader you must be responsible for the success of those you lead. It must become highly personal and your dedication and passion must be obvious.

You can only have victory if you have the right players. List the skills needed to achieve your goals. Are there people on your team capable of achieving these? If not, you need to develop the skills in them or hire members who have the skills.

Unity of vision is vital to victory. Question your members, ask them to share the vision or mission of the team. If the answers are not similar, you must spend time developing the vision and its clarity with your team.

Caption describing picture or graphic

7 Facts About Momentum...Momentum is...

-the great exaggerator-success is exaggerated by momentum

-makes leaders look better than they are-people see the leaders as a genius

-helps followers perform better than they are-people are inspired to achieve and become better than they are

-is easier to steer than to start-once you are going forward, you can accomplish incredible things

-is the most powerful change agent-with momentum almost any kind of change becomes possible

-is the leaders responsibility-a leader creates momentum with a vision, the ability to develop a strong team and the ability to motivate. Followers catch momentum

Components to Victory

(p. 185-186).

Unity of vision

Diversity of skills

A leader dedicated to

victory and raising players to their potential

LAW #16 THE LAW OF THE BIG MO

Momentum Is A Leader's Best Friend

Without momentum, the smallest jobs or goals become unreachable or appear impossible. Culture and group morale are depleted and hope is dismal. In contrast, momentum makes barriers small and people believe they can be overcome. Hope and the future fuel desire and people rise to meet challenges.

Applying The Law Of MO To Your Life:

Ask yourself if you model enthusiasm daily. Do you demonstrate passion for the vision? As a leader you are responsible for modeling the traits your desire in others to those you lead. Maxwell defined this as, "character leadership".

Motivation is a vital component to the creation of momentum. However, you must first remove those factors or people who cause "demotivation".

Recognize effort and reward accomplishments of your people—it will cause them to strive for accomplishment and it will fuel momentum.

LAW #17 THE LAW OF PRIORITIES

Leaders Understand That Activity Is Not Necessarily Accomplishment.

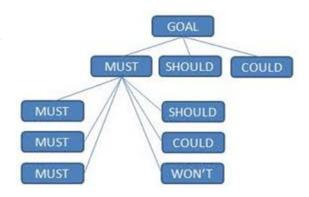
A common myth is that being busy equates accomplishment. However, being busy does mean productivity. The role of leadership requires prioritizing, constantly reflecting, constantly thinking ahead and tracking how everything feeds into the vision. It requires leaders who are willing to work hard and make tough or painful decisions.



A Guideline for Prioritizing—The Pareto Principle

"If you focus on your attention on the activities that rank in the top 20 percent in terms of importance, you will have 80% return on your effort" (p. 209).

The Three R's for Evaluating Priorities--Leaders organize priorities according to the following: What is Required?



Applying The Law Of Priorities To Your Life:

Are you willing to step out of your comfort zone to achieve priorities? Reflect on your current situation...what is one thing that is not working? Think about why. Problem solve or realign priorities accordingly.

Write out your response to the three R's. Respond in three aspects of your life (career, family and other aspects of your life). Then, list things you are doing that do not align with the three R's—delegate or remove these things accordingly.

Ask yourself if you have taken personal responsibility for prioritizing in the area you lead. Do you have time set aside to regularly reflect on the priorities for that area? Ensure you are not only focused on your own success, but on developing the success of those you lead.

LAW #18 THE LAW OF SACRIFICE

A Leader Must Give Up to Go Up

The greater the leader, the more the leader must sacrifice or give up. Leadership comes with a price and leaders must be willing to sacrifice, "the heart of good leadership is sacrifice" (p. 222).

Applying The Law Of Sacrifice To Your Life:

Are you willing to sacrifice and give up your rights for those you lead? After you reflect on this, create two separate lists. On the first list, list the things you are willing to give up in order to go up. On the second list, list the things you are unwilling to sacrifice to go up.

The law of sacrifice often requires the leader to give up or trade something of value in order to obtain something more valuable. What do you have of value to trade? What are you willing to trade?

Be wary of what Maxwell terms "destination disease". This encompasses the belief some leaders have that if they are willing to sacrifice for a short time, they can then stop sacrificing once they "arrive". Reflect on areas you may be at risk of "destination disease" and create a statement for each area, stating how you will continue to grow in that area once you "arrive".

LAW #19 THE LAW OF TIMING

When to Lead Is As Important As What to Do and Where to Go

It is not enough to effectively read a situation and know how to act. Great leaders pay close attention to timing and have a feel for timing.

Each time a leader acts, there are four possible outcomes:

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

The right action at the right time results in success

Applying The Law Of Timing To Your Life:

"Managers do things right, while leaders do the right thing" (p. 242). The law of timing requires leaders to do the right thing at the right time. Consider how much attention you pay to timing. Reflect on major things you have done, how important was timing to your action?

Reflect on failed initiatives you have observed in your organization. Was the failure due to poor action or poor timing?

Use the factors of good leadership when you plan future initiatives.

Factors of Good Leadership Timing Requires (p. 237):

Understanding- clear understanding of the situation

Maturity-leaders must have the right motives

Confidence-people follow confident leaders who trust in their own decisions

Decisiveness-wishy-washy leaders create wishy-washy followers

Experience-if leaders lack experience, they must seek advice from those who have it

Intuition-timing relies on momentum and morale

Preparation-if the right conditions don't exist, leaders are responsible to create the conditions

LAW #20 THE LAW OF EXPLOSIVE GROWTH

To Add Growth, Lead Followers—To Multiply, Lead Leaders

"If you develop yourself, you can experience personal success. If you develop a team, your organization can experience growth. If you develop leaders, your organization can achieve explosive growth" (p. 249).

However, developing leaders requires the leader to invest their time, energy and resources. The value is found in reaching many by helping one.

Leaders who develop leaders...

-want to be succeeded -treat individuals differently

-develop the top 20% -invest time in others

-focus on strengths -grow by multiplication

-impact people beyond their reach



THE 21 IRREFUTABLE LAWS OF LEADERSHIP

Applying The Law Of Explosive Growth To Your Life:

Consider what stage of leadership development you yourself are in:

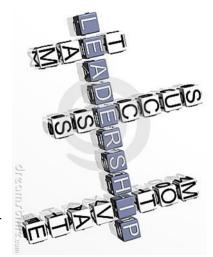
Stage One: Developing yourself
Stage Two: Developing your team
Stage three: Developing leaders

If you are not at the stage where you are developing leaders, create an action plan of

steps you need to take in order to begin

What is your plan for finding or recruiting leaders? If you do not have one, create one

What is your plan for recruiting and retaining leaders? Is the climate in your organization one in which leaders can achieve and grow in? Are the empowered to be creative and lead? Do you ensure they have responsibilities and supports to increase their re-



LAW #21 THE LAW OF LEGACY

A Leader's Lasting Value is Measured By Succession

One of the most powerful and insightful questions leaders must reflect on is, "What do you want people to say at your funeral? Leaders must develop their own legacy purposefully. The greatest leaders plan for the future, mentoring those they choose to carry on their legacy, "You and I will be judged by how well the people we invested in carried on after we are gone" (p. 264).

Applying The Law Of Legacy To Your Life:

Reflect on the legacy you wish to leave. Why do you lead?

Why were you put on this earth? What gifts and talents were you instilled with?

Who can you impact through your leadership?

Once you have considered the legacy you wish to leave, ensure your actions reflect the legacy you wish to leave.

Who will you pass the baton too? Who will you spend time, effort and energy on mentor for succession?

Don't wait to start mentoring your successors, do it today.

Steps to developing a purposeful legacy:

Know the legacy you want to leave
Live the legacy you want to leave
Choose who you want to carry on your legacy
Make sure you pass the baton

Irrefutable Reasons to Read Maxwell's Work:

I have admired Maxwell's leadership style and passion for many years. As a "leader in the making", I found his book, The 21 Irrefutable Laws of Leadership, invaluable. It was practical, clear, and very applicable to any level/area of leadership. Maxwell's laws are grounded in strong ethics and truly reflect core leadership truths that must be imprinted on the heart of every leader. He uses real-life examples and stories from his own life, and the lives of other leaders. He shares his personal successes and failures (and those of others), candidly expressing what he has learned about leadership through reflection on each situation. The laws, leadership stories and life-lessons Maxwell shared allow for tremendous leadership development. He included practical suggestions for applying each law to personal leadership situations. Maxwell's book is a worthwhile investment for any leader. As leaders, or those who desire a leadership role, it is vital that value-based leadership development be passionately pursued. When reading this book, one could easily read one chapter per week (or more) and make a goal/challenge to apply what has been-learned the following week. This book was an opportunity to be mentored one on one by Maxwell—it was a valuable investment and tool for personal and leadership growth!

Reference:

Maxwell, J. C. (2007). The 21 irrefutable laws of leadership; follow them and people will follow you..

Thomas Nelson, Nashville, TN.