THE 21 IRREFUTABLE LAWS OF LEADERSHIP

Lunch and Learn Script

Open

[SMILE!!] Well good afternoon everybody… as [PERSON INTRODUCING] said… my name is [NAME] and it's great to be here with you today and to have the opportunity to spend … the next 30 minutes or so… talking about a topic that… I think is just so fascinating … and a topic that makes such an enormous difference to the results of any organization … or any individual for that matter … and that's the topic of leadership

Now … I don't think there is any part of an organization … or any part of your life … that leadership doesn't affect … whether it's leadership of self … or leadership of others … or leadership of leaders … it applies to everything … and if you think about it … strong leadership is probably at the heart of every sizable human achievement … and it always has been

Everything rises or falls with leadership.

Squeeze & Tease and Hook; and Credibility

Now … this is obviously a huge topic … it would take years not minutes to do it justice … but … I know you're busy and that your time is precious … so it's my goal today … even though we don't have that long together … to leave you thinking that this was the best 30 minutes you ever spent … I want to give you as much value as I possibly can in that short time. We'll cover some tried and tested and proven ideas that … when they're applied … really make a difference to our results … by developing our leadership skills.

Now leadership is absolutely a teachable skill … leadership is predictable … leadership operates by laws … learn the laws … and you learn to lead … but if you ignore the laws … then you're always going to struggle with leadership … it's always going to be a source of frustration.

The core leadership philosophy that I'm going to talk about today … the key concepts … come from John Maxwell's internationally best-selling book … The 21 Irrefutable Laws of Leadership. It's a book that's been translated into 47 languages around the world and sold millions of copies … and has become … the leadership bible for many organizations.

… now, John has written around 60 books … sold around 20 million of them … he has consistently been voted … year on year … the world's No.1 leadership guru … so he's produced a string of best-selling books on leadership … but the 21 Laws is probably his most popular book.

And I think … one of the reasons that it's been and continues to be so successful … is the information is very accessible. It's not some intellectual thesis on leadership … it's very simple, practical steps … easy to understand … easy to implement …butthat make a huge difference … right away … to your results.

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Now … unfortunately … we are not going to be able to cover all 21 laws in such a short space of time. … we're going to look at just three of them … but for those of you that want to know more … then I'll show you a couple of different ways at the end … that you can dig into these concepts in more detail … does that sound ok?

What is Leadership?

So what is leadership then?

Well leadership encompasses far more than most people initially think .. it starts with leadership of self .. then leadership of others .. then leadership of leaders .. of business .. and at the highest levels .. the statesmanship of enterprise level leadership .. or country level leadership.

Leadership is the facilitation of the process of the crystallisation of potential into desired results through the systematic organization of talent.

See .. we are all born with different God given talents .. but that's not enough .. talent does not equal results .. otherwise all successful people would be talented .. and they're not .. and all unsuccessful people would be untalented .. and they're not.

And you know from your own observations that this is just not true. Do you know any talented people who don't seem to get the results they deserve? Of course you do .. you probably know dozens. Do you know any successful people who seem to lack talent? Again, they're everywhere aren't they?

Talent will help .. sure .. it will help .. but it's not enough on its own .. something else is needed .. and that catalyst necessary to crystallise potential into results .. is leadership. One of my Favorite books of John's is called Talent Is Never Enough .. and I've taken this slide from that book .. take a look at this:

- More than 50% of all CEOs of Fortune 500 companies had C or C - averages in college
- 65% of all US senators came from the bottom half of their school classes
- 75% of US presidents were in the lower half club in school
- More than 50% of millionaire entrepreneurs never finished college

So .. as you can see .. some of our beliefs around why people are successful need to be re-examined .. there has to be more to it than talent .. talent is given but we must earn success

Eduard Pailleron said 'have success and there will always be fools to say you have talent'

Peter Drucker said 'there seems to be little correlation between a man's effectiveness and his intelligence, imagination or his knowledge'

When we look into this .. we see that .. it's leadership that makes the difference .. everything rises and falls with leadership.

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Summary of Lid, Influence & Process	Now I said we're just going to take a look at 3 of these laws .. and you can see on the slide there .. we're going to look at the law of the lid .. the law of influence .. and the law of process. Let me start with giving you a summary of all three How well you lead determines how successful you're going to be (law of the lid) .. leadership is influence .. nothing more nothing less (law of influence) .. and leadership develops day by day not in a day (law of process) So .. I've chosen these three because when we realize that we'll only be as successful as our ability to lead .. that leadership is influence .. and our influence with people and therefore our ability to lead develops through a process, evolves day by day .. when we see this .. it gives us something to immediately set to work on .. the process of developing our ability to influence.
Law of the Lid	Ok .. first of all then .. let's look at the law of the lid in a little more detail .. how well you lead determines how successful you are .. simple as that .. how well you lead .. determines how successful you are. Look at it this way .. if this hand is my leadership lid and this hand is my business .. my results can rise to reach my leadership lid .. but they will not rise any higher. In other words .. whatever my leadership skills and ability are at this moment .. that's the lid on my business potential. So your leadership lid in this context is .. your ability to cast vision for the business .. get a team of like minded individuals to gether .. to unite those people in a common purpose behind that vision .. to help them all see how their own goals are in alignment with the team goals .. to get the right people on the bus to quote Jim Collins .. and to get the wrong people off the bus .. and to get the right people in the right seats on the bus .. then get the bus going in the right direction. It's easy to see how leadership ability will limit the potential of the business isn't it? The problem of neglect of leadership in most organizations is a systemic problem that self perpetuates itself .. think of how most people get leadership positions .. they're not selected for their leadership ability .. they're often chosen for their technical ability in a certain area. So the best accountant in the team becomes the team leader. Now that seems to make sense .. until you realize that leadership is a TOTALLY different skill set .. then it's easy to see what really happens .. you lose a good technician and gain a bad manager. Now the company .. the new leader and the team .. they're all unhappy. The law of the lid is never more evident than in this scenario .. because the lack of leadership ability is a serious limit to the productivity of that team. This is so common .. it

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cont. **Law of the Lid**	really is .. we see this over and over again. How many of you know what I'm talking about .. how many of you have ever had a bad boss in the past? How many of you are sitting beside them right now? The team could be a talented group of people .. but their achievements will not rise beyond the leadership lid of the leader. What doesn't happen .. is business ability doesn't rise beyond leadership ability .. it doesn't happen .. it's not going to happen to me and it's not going to happen to you.
Infinite Potential	Now .. it's important that we don't mix up leadership lid with limited potential .. our leadership lid limits our effectivene ss .. but we have all the potential we're ever going to need .. way more than we're ever going to make use of in this lifetime .. in fact .. Abraham Maslow came to the conclusion that our potential is unlimited .. it's unlimited. This is an example someone shared with me some years ago .. and I found it really useful to understand this idea of infinite potential .. they said .. Imagine Roddy .. that there is a bedside lamp plugged into the main electricity right in front of me here .. think of your potential like the electricity .. you are the lamp and the light generated by the bulb .. that's your results .. Now .. we all get different results, don't we .. we all light up our surroundings to different degrees .. some people are very bright aren't they .. but some people are .. really dim! But either way .. the source .. the power is unlimited .. your potential is always ready to flow through you .. and into your results .. the limitation is not in the supply .. it's in the bulb. Now .. if you didn't understand how it works .. you'd look at the bulb and say that the power is in the bulb .. the magic is in the bulb .. but understanding tells us the power is in the electricity .. The more of the power the bulb allows to flow through it .. the brighter the results. Well our leadership lid throttles our potential in the same way .. turn in a brighter bulb .. more power flows through .. you're go ing to get more light .. turn in some new ideas .. raise your leadership lid .. and much more of your potential will flow through you .. and show up .. in your results. So what am I saying .. wherever your leadership abilities are right now .. they literally are the lid on your potential .. and that leadership lid is being reflected in your results .. everyday.

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cont. **Infinite Potential**	So let's say I'm an average leader .. I'm a 5 .. my lid is a 5 .. my business is a going to be a 4 .. or a 3 maybe .. at absolutely best 5 .. but it's not going to go beyond that .. personal and organizational effectiveness is proportionate to the strength of leadership. The potential is there to go higher .. but the lid caps the potential.
Leadership is Influence	Now even if I don't think of myself as a traditional leader .. I am only going to be as successful as my ability to lead. Every interaction we have with another human being is an attempt to influence them. A mother in the home .. is she a leader? Is she attempting to influence her children? She spends all day doing nothing but leading doesn't she. I've got three young children .. and everything is a negotiation .. everything is an attempt to influence them .. put these socks on .. get in the car .. please don't put your fingers in that. Leadership is influence .. it's as simple as that .. leadership is influence .. we are all leading .. whether we realize it or not .. every second of every minute .. of every day. Now .. an important aspect of this to understand .. is that you cannot lead any more people than your ability to influence .. leadership is influence. 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. If you doubt the importance of leadership .. think of what you want to achieve out of life .. what are your key goals or objectives .. and then think about who can help you achieve those goals .. think about who or what could get in the way .. how is it going to affect the other people in your life .. who's going to look after the kids if you spend your time working on this .. who is impacted by success or failure of your goal? As soon as you start thinking about everything you do .. you realize that in some way .. other people are instrumental in how you live your life .. and to be successful .. we need to lead .. and to lead .. we need to influence.
Leadership is a Learnable Skill	But here's the good news .. you can learn to lead .. people can learn that leadership is influence .. and the ability to influence people is a result of adding value to people. When I first saw that .. adding value to people .. when I first saw that I thought .. that's brilliant .. it immediately changes the context doesn't it? And then it's easy to see that .. anyone can learn to intentionally add value to others, can't they? .. therefore, anyone can learn to influence more people ..

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cont.
Leadership is a Learnable Skill

and influencing more people gives you a greater leadership lid.

I remember as a young leader .. I made the classic text book school boy error of assuming that because I had the position .. I was a leader. But the position didn't make me a leader .. actually the position made some people hate me .. because they thought they should have the position. Now I worked hard but they never really accepted me as a leader .. I didn't have any real influence with them .. until I changed the context of my leadership .. until I shifted my focus from me .. to them .. until I said, how are you? .. what can I do for you? .. what problems are you facing?, and how can I help? .. I thought it was all about me .. how much I knew .. if I can impress them with what I know, surely they'll listen to my ideas then .. but you know what .. more often than not .. that just pushes people away .. we don't actually want to listen to other people tell us how much they know.

People aren't really that interested in what you know .. people don't care how much you know until they know how much you care. Influen e is

not about position .. it's about caring for other people .. adding value to them.

I learned the hard way .. over a long period of time .. that if you don't have influence .. you will never be able to lead others.

So .. if you're going to be successful in life .. the first place you work on to help yourself really grow and develop is in the area of your leadership lid.

And the pareto principle .. really does apply here .. a little bit goes a long way .. the minute that you begin to grow and develop your leadership lid .. all of a sudden your results will begin to change.

Leadership really is that important .. everything rises and falls with leadership

Now I said at the beginning .. leadership is more than gathering experience .. you do gather experience with age .. but unless you learn from it .. it's not necessarily of any use to you .. we all have experiences but don't all necessarily gain insight from them .. some people keep having the same experiences over and over again.

What do they say .. those who don't learn from history are doomed to repeat it?

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Experience and Insight

We all experience life automatically .. you're going to experience life everyday till it's time to leave .. you don't have a choice in that .. experience is automatic .. but you don't get insight automatically .. you need to reflect to gain insight .. and you do have a choice in that .. you need to allow time for your experience to marinate .. reflection and contemplation are necessary to learn from experience .. otherwise it's just stuff that happens to you .. and if we don't learn from it .. we're doomed to repeat it .. until we do we learn from it.

I remember listening to Jim Rohns a few years back .. and he said something that really caught my attention .. he said .. don't take too long to learn life's lessons .. if you've been doing it wrong now for 10 years .. that's long enough!

How do you Raise your Lid?

OK .. so how can you raise your lid?

It certainly starts with an intention to do so .. to recognize the importance of leadership .. to see it as a learnable skill and to set about developing that skill. Many organizations spend fortunes recruiting the best people .. the most talented people .. the most in demand people .. and then

leave them in poorly performing teams with terrible leadership .. not through malice or indifference .. simply because they don't understand or they misunderstand the importance of leadership.

Leadership training is either ignored completely or limited to training on how to fill out the annual review form.

But if you see a leaders role as delivering results .. personally or organizationally .. delivering results through others .. if they have a low leadership lid .. they're not going to be very productive .. it's a simple as that. And the more people they're leading .. the bigger the problem.

Raising your lid is a process like any others .. you've got to grow .. and to grow .. you've got to get in the growth zone .. and unfortunately .. the growth zone is not the comfort zone .. growth takes place outside the comfort zone .. not in it. It's an active pursuit .. it's intentionality. It's a contract you make with yourself really .. it's an inside thing .. not somewhere you necessarily go to grow.

We have the option in every moment really .. to choose growth.

And .. what I find a great comfort really .. is that the perfect curriculum for our personal growth .. are the circumstances we find ourselves in .. right now .. we don't need to wait for anything .. or anyone .. or go anywhere .. but we do have to opt in .. we've got to choose to capitalize on the situations .. to extract the learning .. to extract the growth.

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cont. **How do you Raise your Lid?**	So the leadership opportunities to grow exist every day .. it comes down to awareness and a willingness to learn and to grow. We have to choose growth over comfort .. and that means getting out of the comfort zone regularly .. and getting out of the comfort zone regularly .. is a great way to raise your leadership lid. Getting around people who think differently is another great way to raise your lid. And it's the same in anything isn't it .. if you want to play a better golf game .. stop playing with your friends and seek out better players. If you want to be a better leader .. get around better leaders.
Language of the Lid	Ok .. here are a few things to look out for in the language of people around you .. because .. once you start digging into these laws .. you 're going to see opportunities to help the people around you learn these laws .. and you'll start to see them .. everywhere. And when you see them .. you're going to want to start helping those people. When you hear these things you'll know it's an opportunity to teach the law of the lid. I'm stuck .. I'm maxed out .. I'm stressed .. they're really saying teach me the law of the lid. Here's another one .. No matter what I do .. it's never enough. There aren't enough hours in the day .. now .. it's tempting to think that sometimes, isn't it? .. but it's not a problem with time .. all of us have all there is .. we all have the same 24hours in a day .. it's what people do with it that makes the difference .. it's not a problem of time .. it's a problem of leadership. Here's another one .. I've taken this as far as it can go .. have you? The McDonald brothers thought the same thing .. till Ray Kroc came along and said thanks guys, I'll take it from here. The rest is history .. he took a comparatively tiny business and turned it into something on an entirely different scale. The McDonald brothers were happy to sell Ray Kroc the franchising rights .. because they knew their restaurant couldn't be franchised, they'd already tried. Ray Kroc was a leader on another level wasn't he .. entirely different leadership lid. When someone says they've taken it as far as it can go .. they're saying teach me the law of the lid.

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Law of Influence

Let's take a look at the next law then .. the law of influence .. because leadership is not title .. or position .. it's influence.

Margaret Thatcher said .. 'being in power is like being a lady .. if you have to tell people you are .. you're not!'

If there are low levels of influence .. then there are low levels of leadership. Leadership is influence and influence comes from valuing people.

People don't care how much you know .. until they know how much you care .. that's so true. If you take a genuine interest in people .. if you truly care .. then your influence with those people grows in like measure.

I used to think leadership was all about me .. then I shifted .. and pretended it was all about them .. but I still secretly thought it was all about me .. then many years later .. I realized it was all about them .. it's influence .. and that comes from adding value .. from really caring.

Zig Ziglar summed it up nicely when he said .. 'you can have what you want .. if you will help enough other people get what they want' .. lot of people don't understand that.

A subtle shift in language in our interact ions is to ask .. how can I help you? When the leader's focus shifts from .. what have you done for me .. to asking them what can I do for you .. to asking .. are you getting all the support from me you need? What support do you need from me? How can I help you grow? As soon as that shift takes place your influence begins to leap forward.

When you ask your children the same thing .. what can I do to help .. your influence with them grows.

I think one of the problems with leadership .. is there are so many myths .. particularly with influence.

The Myths of Influence

Look at these 5 myths of influence .. see if you recognize any of them.

The management myth

I think people often get management and leadership mixed up .. management can be a part of leadership .. but just because you can manage something efficiently .. doesn't mean you can lead. Management is doing things right .. leadership is doing the right things .. management is efficiency .. control .. managed risks .. leadership is direction .. enthusiasm .. inspiration .. influence. People often think they're the same thing .. but they're really not .. monitoring what time people come in to work .. how long they have for lunch .. that sort of thing .. it's not the same thing as leading an inspired team ..united in pursuit of a challenging goal is it?

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cont.
The Myths of Influence

Another myth is the entrepreneur myth

Simply put that entrepreneurs make great leaders .. but if you stop and think about it .. that makes no logical sense whatsoever .. just because someone identified a gap in the market .. moved quickly to exploit an opportunity .. that's a totally different skill set to leadership isn't it. They could be brilliant .. but that's not leadership .. you have to care.

What about the knowledge myth

This is a classic .. information is power .. and therefore whoever has the power is a great leader .. because leadership equals power. But it doesn't .. leadership equals influence .. you can't force people follow you . .they have to want to.

Next there's the pioneer myth

This again is a popular fallacy .. just because someone got there first .. or is out in front .. that they are a leader .. as I said .. once you appreciate that leadership is a separate skill set .. then this is easy to see through isn't it.

And finally .. my favorite .. **the position myth** .. this is the biggest misconception of all I think .. and the most dangerous .. this is so common it's scary .. somany people think that it's position that makes you a leader .. give me the position .. give me a title .. give me the corner office .. then people will listen to me .. but it's not position that makes the leader it's the leader that makes the position. If you have the position .. it might give you a temporary head start when you first meet new people .. but not for long .. if you don't have influence .. you can't lead .. you can't be effective.

Leadership is influence .. nothing more nothing less. This is such a simple point when you stop and think about it .. but it's so easy to miss until you do. To be a leader .. you have to have followers .. and in today's world .. people aren't going to follow you .. unless they want to. Perhaps with the possible partial exception of the military .. but even then there's great leaders and poor leaders .. even where you can command people to follow you .. order them!

But outside of the military .. leadership comes down to influence and the more effective you want to be .. the more influence you need.

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Language of Lack of Influence

As I said .. it's scary how many people don't understand this .. and again .. you can tell by their language .. do you ever hear any of these things?

I've tried to make changes but I just don't seem to have a voice.

I keep saying the same things over and over but nobody's listening.

Give me the title .. or the position .. or the corner office .. that's somebody that doesn't understand leadership.

Do you know how many people when they're promoted .. the first thought on their mind is .. can I have new business cards .. the ego jumps in centre stage and demands to be recognized. But leadership is not about our own ego is it .. it's about valuing other people.

Before people are interested in following a leader .. there's 3 questions that they need answered .. do you care for me? .. can you help me? .. can I trust you?

The Law of Process

So leadership is a learnable skill .. that's what the John Maxwell Team specializes in .. we operate in 40 countries around the world .. teaching John Maxwell's principles of leadership .. and it's absolutely a learnable skill. But like all complex skills .. it evolves over time .. leadership skills develop day by day .. they don't develop in a day.

This is true for the development of any skill really .. and it's particularly true of leadership .. it's a process .. it evolves .. you don't read one book and become a great leader overnight. You don't attend one training program and become a great leader overnight. It takes time and commitment and a certain investment in yourself to develop your leadership skills .. but if you make that investment then guess what .. your leadership skills develop.

Anyone that has ever learned to play a musical instrument .. or play a sport like golf or tennis .. or learn a language .. or learn to read or write .. if they stop and think about it .. they know the law of process.

When we stop and think about the athletes competing in the Olympics .. we see evidence of this first hand don't we. But it's easy to misunderstand what we're seeing. When we see a world class, champion athlete doing their thing .. the first thing that comes to mind is .. aren't they talented. Often people will make very little acknowledgement of the years of training that goes in to the short perform ance you see on the world stage.

Dennis Waitley who was the former head of psychology for the US Olympic team said that at the highest level .. talent is equal .. they're all really talented .. that isn't the determining factor .. at the highest level .. there's something else that separates the winners from the losers.

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cont. **The Law of Process**	John says something I really like in one of his books .. he says .. if I want to be motivated .. I attend an event .. if I want to grow .. I engage in a process. I love that .. but I think the thing that really strikes me about that .. is that a process takes time. You've got to evolve through the process .. before .. the opportunity appears .. if you wait for the opportunity to start the process .. it's gone before you've even begun. We can't wait to develop our leadership skills .. we need to start right now .. we need to be prepared for the opportunity when it comes. It's an old saying but it's every bit as true today as it's always been .. success occurs when preparation meets opportunity. Some of you will have heard the story of a woman who sat in the audience and watched an expert pianist play a concert .. and afterwards she went up to speak to her and said .. I'd give anything to play like you do .. and the pianist looked at her and said .. no you wouldn't .. or you already would have. Sure you'd give anything .. except 8 hours practice a day for 20 years .. anything apart from that. If you gave what I have given then you would play pretty much as well as I do .. maybe a little less .. maybe a little better .. but pretty much the same. When we see someone who's mastered something through an orderly process of growth .. we think .. oh aren't they lucky .. aren't they talented .. but talent is a small part of their mastery. When all is said and done .. personal and organizational success comes down to leadership .. everything rises and falls with leadership.
Close	Well we're coming to the end of the 30 minutes now .. and I wish we had more time together so we could dig into some more of these laws .. but let me finish up by saying that .. leadership is a learnable skill .. some people are more naturally gifted than others .. of course .. but overall .. it's more of a learnable skill than a natural talent. And everything .. really does .. rise and fall with leadership. Now .. as I said at the beginning .. for those of you that want to find out more .. here's a couple of simple ways that you can do that. Change starts with awareness .. and .. to facilitate the raising of awareness .. we offer a mastermind program for groups like this .. where I come and facilitate a meeting once a week .. for 10 weeks .. and we study and discuss the 21 laws .. it's free .. all it will cost you is the price of a book. How many of you have found this information useful? Ok .. so for you then .. this is a no brainer really .. so as a minimum you're probably going to want to do this.

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cont.
Close

But for those of you who want to dig in a bit deeper and are interested in working one on one with me and you want a faster track to developing your leadership skills .. I have a coaching program on the laws .. it's much more intensive .. again it's a 10 week program .. but it's tailored for each individual leader's personal transformation .. in the areas most relevant to them.

If you want to see results quickly .. if you or someone in your team needs a swift contextual shift in their leadership philosophy .. then this is the program to go for.

And we can also combine these programs into a bespoke 12 month cultural change program for larger companies.

Ladies and gentlemen .. it's been a real pleasure to be here with you today .. it's been a pleasure to share some of these ideas with you .. and I know it will be pleasure to work with you again in the future .. thank you.

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