

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

- Scheiber lived on Social Security and small monthly pension, died at 101, and was never promoted after working for IRS, making on \$3,150 a year, donated her will to Yeshiva University (totally to \$22 million)
- Invested \$500 and invested money in stocks, then valued it to \$10,000, then \$7.5 million - spent most of her life building her worth - Never cashed out
- Leadership is like investing - It compounds
- A person's personal agenda reveals priorities, passion, abilities, relationships, attitude, personal disciplines, vision, and influence.
- When Maxwell had first leadership position, he used charisma and energy to encourage people to join, but when he left the organization, the crowd dispersed (personality always takes shortcuts)
- GOOD LEADERSHIP IS BEING BIGGER THAN ONE PERSON
- "It is the capacity to develop and improve their skills that distinguishes leaders from their followers"
- Most people overestimate importance of events and underestimate power of processes
- An Event (encourages decisions, motivates people, is a calendar issue, challenges people, is easy) vs A Process (encourages development, matures people, is a culture issue, changes people, is difficult)
- Consistency Compounds (ice freezing → physical change not apparent until it lowers on 32.)
- "Long-term consistency trumps short-term intensity." (pg32)
- "Secret of success in life is for a man to be ready for his time when it comes"
- Champions don't become champions in the ring - they are merely recognized there
- Roosevelt was described as "the ablest man to sit in the White House since Lincoln; the most vigorous since Jackson; the most bookish since John Quincy Adams."
- When Roosevelt was on a walk with French ambassador, a stream was in the way so Roosevelt ripped off his clothes and jumped in, expecting the ambassador to follow
- Roosevelt's father told him when he was young, "You have the mind, but you have not the body, and without the help of the body, the mind cannot go as far as it should. You must *make* the body."

Applying the Law of Process to Your Life

1. How to grow as a leader? Select material...
2. Make providing opportunities for growth your responsibility for employees/people you work with
3. Create culture of growth

The Law of Navigation: *Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course*

- Roald Amundsen set to be the first person to reach the North pole and began his trip by considering every part of the journey (including time layout, transport, etc.) and itemizing his goals
- Separate team pioneered by Scott who didn't double check all the routes of navigation and ended up having ponies killed, motors dying, and the depots of materials running low (died on return to base camp)
- "Because Robert Falcon Scott was unable to live by the law of navigation, he and his companion died by it (42)".
- Navigators see the trip ahead (leaders must be able to clearly see ahead → failure evidenced by Titanic because crew members were unable to see far enough ahead.)
 - Four military planes flying together; true whether the lead soars in clouds or smashes into mountain stops

Steps to give trip best to success:

1. Navigators Keep Their Emotions from Clouding Their Vision (C.S. Lewis describes the situation of the atomic bomb as not that dire comparatively to situations in the past - No matter the conditions we face, leaders must not panic (44) - "Image life as a large wagon ... If we

emotionally live on the outer rim, then as the wheel turns, we'll be spun around to extreme highs and lows in rapid and dizzying succession. But if we can learn to move closer in toward the mid point of the hub, we become much more centered. The wheel will still spin, but we won't be so dramatically thrown by its motion. That's a position of power")

2. Navigators Draw on Past Experience (failure → learning, reflective thinking gives true perspective, emotional integrity, increases confidence, clarifies big picture, takes good experience and makes it valuable)
3. Navigators examine conditions before committing (finances, resources, and talent AND timing, morale, momentum, culture, etc.)
4. Navigators Listen to Others (Before Amundsen's expedition, learned from group of Native Americans in Canada regarding warm clothing and survival techniques - No matter how much you learn from the past, it will never tell you all you need to know for the present)
5. Navigators Balance Both Fact and Faith (Stockdale Paradox - You must retain faith that you will prevail in the end and you must also confront the most brutal facts of your current reality.)

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

- In the end, it's not the size of the project that determines its acceptance, support, and success. It's the size of the leader.

- Mark Cole canceling convention in order for people to get their money back, creating online training system to cope with loss

Applying the Law of Navigation to Your Life

1. Regular practice to reflect on your positive and negative experiences?
2. Intentional conversations with experts + team members to gather information and examine current condition
3. Embrace both faith and facts

The Law of Addition: Leaders Add Value by Serving Others

- Sinegal cofounder and former CEO of Costco

- Wasn't interested in perks of leadership

Adding Profits by Adding Value

- "You get good people and good productivity" (54)
- Open door policy with everyone
- Only real criticism came from wallstreet; "I just think that if you're going to try to run an organization that's very cost-conscious, then you can't have those disparities. Having an individual who is making 100 or 200 or 300 times more than the average person working on the floor is wrong"

Motives Matter (there are quite a few)

- Be in charge
- Make the organization run smoothly

- Make money for shareholders
- Build a great company
- Make his organization better than the competition
- Win

Do the Math

- "The bottom line in leadership isn't how far we advance ourselves, but how far we advance others"
- 90% of people who take more than they give do so unintentionally while 90% of people who add value to others do so intentionally

Adding value, changing lives

1. Truly value others

Be open, trusting, caring, offering their help, and willing to be vulnerable

2. Make ourselves more valuable to others

3. Know and relate to what others value

"Inexperienced leaders are quick to lead before knowing anything about the people they intend to lead. But mature leaders listen, learn, and then lead."

The Math That Doesn't Add Up

1. I thought adding value to others was what I *should* do: But I got a heart that valued people
 - a. Fixing others vs. serving others
2. I thought adding value to help others be successful was person: but it was contagious
3. I thought significance would come late in life: but significance came early
4. I thought adding value would have little return: But I discovered the return is amazing
 - a. "You cannot help someone else get up a hill without getting closer to the top yourself"

Applying the Law of Addition to Your Life

1. Servant's attitude when it comes to leadership
2. Value what the people closest to your value
3. Make adding value part of lifestyle

The Law of Solid Ground: Trust Is the Foundation of Leadership

- The Beginning of the End of Trust

- 50s and 60s, people had confidence in political leaders and fed government - now, only 24% trust their federal government (derived from Vietnam War)

First Trust, then Support

- More and more men were being drafted and sent to Vietnam ... "Whenever a leader breaks the Law of Solid Ground, he pays a price in his leadership"

The Keys to Trust

- "People will tolerate honest mistakes, but if you violate their trust you will find it very difficult to ever regain their confidence. That is one reason that you need to treat trust as your most precious asset. You may fool your boss but you can never fool your colleagues or subordinates"
- Role of character always has been key factor in rise and fall of nations
- Character communications: Character makes trust possible. And trust makes leadership possible. That is the Law of Solid Ground.

Character communicates many things:

- Character communicates consistency
 - "You can't get too much done in your life if you only work on the days when you feel good" (72)
- Character communicates potential

- “No man can climb out beyond the limitations of his own character”
- Character communicates respect

Applying the Law of Solid Ground to Your Life:

- Measure people’s trust in you
- How to improve character
- Broken trust? Redeeming self

The Law of Respect: *People Naturally Follow Better Leaders Than Themselves*

- Harriet Tubman did not have the general “look” of a leader who deserves respect; often dishelved and jumping between apartments painted Tubman as someone who did not seem together
 - A Leader By Any Other Name: “I had reasoned this out in my mind: there was one of two things I had a right to, liberty or death. If I could not have one, I would have the other, for no man should take me alive. I should fight for my liberty as my strength lasted” (80)
 - A Leader of Steele: “Dead folks tell no tales; you go on or die” (81)
 - Increasing Respect: “was a better officer than most whom he had seen and could command an army as successfully as she had led her small parties of fugitives” (82)
 - A test of leadership → labored in a community where women didn’t have the right to vote
- It’s not a guessing game: “The most leadership ability a person has, the more quickly they recognize leadership-or its lack- in others.”

Top seven ways that leaders gain respect:

1. Natural Leadership Ability
2. Respect for Others
 - a. “When people respect you as a person, they admire you. When they respect you as a friend, they love you. When they respect you as a leader, they follow you.” (86)
3. Difficulties Overcome
4. Courage
5. Success
6. Loyalty
7. Value added to others

Measure your level of respect

- “One measure of leadership is the caliber of people who choose to follow you” (89)

A Respect Leader steps down

- 1997 retirement of Dean Smith as head basketball coach
- Biden in democratic race

Respect Carried On

Applying the Law of Respect to Your Life

1. How readily to people follow your requests?
2. 1-10 numbers about following qualities: natural leadership ability, respect for others, difficulties overcome, courage, success, loyalty, value added to others
3. Ask people closest to you what they most respect about you and where you need to grow.

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

Following Her Gut

- Kern Lima created her cosmetics company IT in 2008 because she couldn’t find makeup that would cover the red blotches on her face caused by rosacea; filled with a determined idea; “Even if it failed and I lost my chance to succeed at QVC ... I was not going to throw away my shot” (97)

More Than Facts: Leadership decision after gathering only 40-60% of the information that could be obtained

How Leaders Think:

- Leaders are readers of their situations
 - “Natural ability and learned skills create an informed intuition that makes leadership issues jump out at leaders” (99)
- Leaders are readers of Trends
- Leaders are readers of their resources
 - “Leaders who want to succeed maximize every asset and resource they have for the benefit of their organization”
- Leaders are readers of people
 - “... you don’t belong in politics if you can’t tell who’s for you and who’s against you” (101)
- Leaders are readers of themselves
 - “No one can produce great things who is not thoroughly sincere in dealing with himself” (101)

How to Develop Leadership Intuition

1. What do I feel?
2. What Do I know?
3. What Do I think?
 - a. Rely on 20% on how you feel, and put 80% of trust in what you know and think
4. What Should I do?
 - a. Running for the 2016 election (104-105)

Leaders Solve Problems Using the Law of Intuition

- Apple going public
- Reinventing Apple
 - “Improvement is impossible without a change” (106)
 - “Leadership is really more art than science” (107)

Applying The Law of Intuition to Your Life

1. Compare intuition with positive and negative associations of choices
2. Trust your intuition by asking four questions
 - a. What do I feel?
 - b. What do I know?
 - c. What do I think?
 - d. What should I do?
3. Reading other people

The Law of Magnetism: *Who You Are Is Who You Attract*

- Consider qualities of ideal people you want → who you attract is not determined by what you want, but rather who you are

- 2011 John Maxwell Teams had importance for values and importance:

- Valuing People, Maintaining a Positive Attitude, Growing Daily, Leading by Example, Living with Intentionality, Exceeding Clients’ Expectations, Equipping Others, Being Catalysts for Transformation, Leaving Room for Faith

- Where do they match up?

- Generation
- Attitude
- Background

- Values
 - Values of negatives leaders like Hitler and Stalin
- Energy
- Giftedness
- Leadership Ability

Going Against the Grain

- "I'm not crazy about the people I'm attracting. Am I stuck with my situation?" → "I like who I am, and I like the kind of people I attract" (116)

Applying The Law of Magnetism to Your Life

1. Qualities you desire in team members
2. Grow in areas of leadership based on areas
3. Work on people who will grow new leadership

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

A Connection Made

- Bush visited Ground Zero and specifically listened and worked with the people on the ground; cameras caught him interacting → "I can hear you. The rest of the world hears you. And the people who knocked down these buildings down will hear all of us soon"

Nobody's Home

- Didn't stop by downfall of Hurricane Katrina and levees in New Orleans broke and water flooded into the city; Bush flew over and looked through windows

The Heart Comes First

- "The heart comes before the head... You can't move people to action unless you first move them with emotion"

The Great Connection

- "People don't care how much you know until they know how much you care" - "The stronger the relationship and connection between individuals, the more likely the follower will want to help the leader" (127)

Connect with People One at a Time'

- "To connect with people in a group, relate to them as individuals" (128)

What People Need to Know: You Believe In Them

What People Need to See: You Will Be an Example

What People Need to Feel: You Value Them

The Tougher the Challenge, the Greater the Connection

Applying the Law of Connection to Your Life

1. How dedicated are you to believing in people?
2. Learn to walk slowly through the crowd
3. Good leaders are good communicators