

LESSONS IN LEADERSHIP - Module 5

Leadership Excellence



Marty M. Fahncke: Hello everybody and thank you for joining us. My name is Marty M. Fahncke and on behalf of The Business Source, I would like to welcome you to our interview today with Dr. John C. Maxwell.

Dr. Maxwell is an internationally recognized leadership expert, speaker and author, who has sold over 16,000,000 books including his latest bestseller, The 21 Irrefutable Laws of Leadership. His organizations have trained more than two million leaders worldwide.

Dr. Maxwell was named the top leadership guru by www.LeadershipGurus.net. He was also one of only 25 people named to www.Amazon.com's 10th Anniversary Hall of Fame. There are so many more accomplishments we could mention, but clearly, Dr. Maxwell is a true leadership master and someone who can teach us a lot about becoming a leader.

Welcome, John.

Dr. John C.

Maxwell: I'm just delighted to be here Marty with you and all of your people that subscribe and take things that you give them that add value to their life.

Marty: We appreciate having you and we're honored that you've taken some time to share with our readers. To get started, in The 21 Irrefutable Laws of Leadership, you eloquently discuss the keys to leadership success and you say that the true measure of leadership is influence, nothing more and nothing less.

Can you tell us a story or give us an example of someone who is a master in influence?

John: Sure, Marty. First of all, when I started as a young leader, I didn't realize this. I thought leadership was position. I thought it was title. I thought that if you walked into a place and you had a title or a position of a leader that made you a leader.

I did not realize that there is a lot of difference between being a leader and having a leadership position. A lot of people have leadership positions, but they are not good leaders. Having a leadership position doesn't make you a leader. It just gives you leadership position.

Sometimes I say it this way, Marty, that the position doesn't make the leader, the leader makes the position. When I began, erroneously I thought that if I had a leadership position or I had a leadership title, people would follow me,



only to find out that that wasn't true.

They would follow me if I had certain "rights" over them, they would follow me because they had to, but there wasn't any legitimacy in my leadership. They didn't maybe like me or they didn't perhaps want to follow me, they just had to follow me.

I very quickly began to understand that if I was going to be a good leader, I was going to have to have more than a position. I think what I really want all the people to understand today is that this is key – a position of leadership will give you maybe an opportunity to try your leadership, but if you aren't any good, then people won't want to follow you.

It is the beginning step. It is the first step. It is kind of like a baby step to leadership, but it is not leadership. Leadership is a verb, not a noun. For a long time I thought it was a noun, so therefore, I wasn't very successful in the beginning part of my leadership.

I kept saying, "Okay, folks, listen to me. I'm the leader. Follow me."
[laughter]

It is kind of like if you have to tell people that you are the leader, you are not. It is kind of a funny thing now that I look back at it. I was very sincere and I was very frustrated as a very young person trying to lead because I was relying upon my title. I was relying upon my position to provide leadership.

I looked around and there was a person who was in our organization that wasn't the positional leader that I was, but had the influence. People followed him and people listened to him. People wanted to be with him. They didn't want to be with me; they wanted to be with him.

All of a sudden I began to understand that the difference was he had influence with the people and over the people, and I didn't. I began to realize that a position of leadership doesn't give you true influence with people.

As I began to study it and think it through, I began to realize that leadership was really not title or position only; it is really the ability to influence people.

The moment that I came across that concept, the moment that I bought into that idea, my whole view of leadership changed. Instead of saying,



“How can I power up on people?” or, “How can I get in a higher position? How can I ‘climb a ladder’?” I began to really ask myself a very simple question: “How can I influence people?” If I can influence people, they’re going to follow me.

In fact, Marty, a book I wrote about three years ago -- it was the business book of the year in America - titled The 360 Degree Leader.

I wrote that book because of what we are talking about right now. People would come up to me; they would say, “John, I love your leadership principles. I love your leadership teaching, but I’m not the leader.”

I would say, “What do you mean, ‘You’re not the leader’?”

They’d say, “Well, I’m not the head of my department. I’m not my supervisor. I’m not the CEO,” or whatever. All of a sudden I realized I had to teach people that leadership is all about influence.

When I wrote The 360 Degree Leader, basically I wrote a book that teaches people how to influence people above them, how to influence people beside them, how to influence people beneath them. And there is the concept of 360 – above, beside and below – going literally full circle.

I have now begun to understand even better, and now I’ve begun to teach people more effectively how to truly do this.

Marty, you asked for examples of influences as far as leadership. If you look back at the last generation, in fact, go back even farther – go back to the last century. The great leaders, Marty, those great leaders had major influence. Many of them didn’t have title or position.

Maybe the greatest leader of the last century was Martin Luther King, and yet, he was never a president, never a senator, governor, or congressman. But he sure had influence. He sensed where the people were, where the African American people were, and spoke to their journey and connected with them.

Maybe the greatest leader of the last century was Mother Teresa. She certainly had no position. I’ve been to Calcutta. I’ve been to her place there in Calcutta. It is small and it is not impressive at all, and yet kings and presidents listened to her and asked for audiences with her. She had a major influence upon this world, and yet she never had a great title or position.



Maybe, in the last century, maybe the greatest leader was Mahatma Gandhi. Again, here is a person, an individual, who never had a big leadership position, and yet, changed the whole country of India. I think I've given enough examples, but it is very obvious to me the more I watch leadership and teach leadership to others and write on it, that the ability to influence people is what a person really wants to begin to learn how to do if they really want to be an effective leader.

Then, if you have a leadership position, and you know how to influence people, you are going to become a very effective leader. A couple of years ago I was at West Point and they asked me to come in and do some leadership training because in their curriculum they use The 21 Irrefutable Laws of Leadership, which is the book we're talking about now, and a couple of my other books there.

I went in and General Brooks asked me to talk to the faculty about the five levels of leadership or the five levels of influence. I could talk to you more in depth about that a little bit later if you want. I did, and I talked to them about how to influence people and how to take these steps and how to take these levels.

When I finished, of course, where was I speaking? I was speaking at West Point Military School, officer training, position is everything. The rank - that is the whole culture of West Point and the Army. Yet, when I finished, General Brooks said to the rest of the academy, "I asked John to do this because I wanted us to realize that our position alone is not enough."

Yes, it will get a salute, and yes, they'll obey an order, but if we really want to have great leadership, we need to go beyond our position and not rely on it just to become a person of influence.

When I talk about the law of influence, I'm very passionate about it because I think leadership is greatly misunderstood. I think most people miss it right here. When I travel internationally, in fact, next week I'll do a three-week tour of Asia, Dubai and Cairo and then come back in the States.

When I'm traveling internationally, the biggest challenge I always have when I do this is to help people understand that leadership is more than position.

Marty: Martin Luther King, Gandhi, Mother Teresa - each of them certainly

changed the world with their leadership example. None of them had any money or any titles or anything else. What do you see as the core essence that we can follow in their examples that the average everyday person can take from there to start down the road of leadership?

John: One thing that is very obvious is all three of those leaders spoke to a need that was felt by many people. They just flushed it out. They incarnated it. Martin Luther King, when he started talking about human dignity and freedom, was speaking something that was at the very core of the African American community.

They just needed a spokesman, somebody who was a visual example for them, and a leader. The same can be said about Mahatma Gandhi and Mother Teresa.

To gain the influence worldwide that they did and be the acclaimed leaders that they were, obviously they had to connect with people. Again, in The 21 Irrefutable Laws of Leadership, Marty, one of the laws is the Law of Connection.

The Law of Connection says that leaders touch a heart before they ask for a hand. In other words, before they ask anybody to do something, they connect with them emotionally, heart to heart. That is what these leaders did. They knew how to connect.

What I have observed about all great leaders is they connect. They do a great job of walking slowly through the crowd. They do a great job of listening. In fact, I think you could say that all of these leaders listened, learned, and then they led.

Leaders are activists. We are all activists if we are leaders. We want to get with it. We want to move something. We want to go somewhere. Again, I think that our tendency to be action oriented causes us at times not to understand that before we move people, especially, we need to connect with them.

We need to touch their heart, and then they are ready emotionally, as well as physically, to move. I think that these three leaders did that because they understood to influence people you have to understand people, and to understand people you have to listen to people. When you listen to people you find out where they are. I think that was very obvious in their leadership styles – they listened, learned and then they led.



I tell young leaders all the time when they go into new roles, as far as maybe graduating with an MBA - or whatever they go into the business community with - they say, "I'm young and how will I get respect? How will I get influence over the people? How will I lead people when many of them are older than my dad?"

I say to them, "At all times, listen. Understand the process of influence. Go listen to them; learn from them; and then start leading. Don't go in and demand your rights. Don't go in and say, 'Hey, I'm the leader; follow me.' Go in with what I would consider a more humble servant mindset and listen to them; learn from them. You are going to find out that if you listen and learn really well, you are going to find out what their emotional keys are that you can begin to turn."

I think that is a key for all people, but especially for younger leaders that would be getting some advice or counsel from this interview, that they just need to understand if they are patient and they listen and learn, then their leadership will be a lot more effective.

Marty: You talked a little bit about respect. We're not going to cover all 21 laws on this recording, but we are going to touch on a few of them. One of them that we wanted to address was #7, The Law of Respect.

What do you consider the most important steps to take to become more respected in the eyes of our team and our managers?

John: That's a great question Marty, and it really feeds well off of what I just said when I was talking about younger people coming into an organization or company, and wanting to be a leader, but being young and not really sure that they are getting the 'respect' they need to pull off leadership.

I think the Law of Respect is a great law because I think too many people misunderstand respect and think that it is something that should be given to them. In other words, "I have this leadership position, so you need to give me respect."

I don't look at respect that way at all. I look at respect as something that needs to be earned. It is like the old commercial, I think it was Smith Barney or somebody, "We do it the hard way one step at a time," or something like that. I can't remember it exactly.

Respect has to be earned. Here's the phrase I use with respect. Respect is gained on difficult ground. In other words, you have to work for this. You



have to prove yourself. It is not something that should just be given to me because I came to the company and I have a supervisor position over you, so I'm your supervisor now, so give me respect.

Again, this will maybe help the people who are listening to this interview or reading it. Respect is not based on the position; it is based on the person. The person is what gives respect to the position if they do it well.

There are three things, Marty, that I really think have to be attained or earned or proven to gain respect. One of them is character which is basically who we are. One is competence, which is pretty much what we do. And the other is consistency, which is how we do it.

Those three things have to be in the mix to get respect. Let me back up - I won't take long on it - but just kind of review. When I talk about being a person of character or a person of integrity, what I'm really saying is that you are the real deal. You are authentic.

What you say and what you do is consistent. There is no inconsistency or incongruence in that area. It is very easy to tell people what to do. It is very difficult to do it yourself. In fact, one of the things that I teach in leadership is, "Don't ask people to do something that you cannot or will not do your self."

Leadership is visual. People do what people see. For them to be able to do what they see, you have to be an example. Well, an example is the most powerful influential part of leadership. When you are fleshing out for people visually what they are to do because they see it in you, how they are to act because they see it in you, how they are to live because they see it in you, that becomes very impacting in people's lives.

Eighty-nine percent of what we know - we know visually; ten percent audio; and one percent through other senses. Most of our learning is visual. It is very important for the leader to be a person of integrity, a person of character.

I wrote a book for Time Warner a few years ago called Ethics 101. It is really based on the Golden Rule which pretty much says, "Do unto others as you would have them do unto you." In other words, treat people right; treat people like you would want to be treated yourself.

What's interesting is the Golden Rule is in every culture. Every religion has the core Golden Rule within it that basically says, "Treat others as



you would want to be treated.” I have discovered that leaders - the good leaders - are people of integrity. They are people of character.

That is very important in getting respect from people because we respect as much, if not more, for who they are than what they do.

Although that is one of the things that brings respect, it is not the only thing. Competence is also a key to respect. You have to be good at what you're doing. You have to be a good leader.

What I always say is that you can't have one without the other and expect to be effective. In other words, I know a lot of people who have great character. They are just good people, solid people, trustworthy people, but they are not competent, Marty.

The great news is you can trust them; the bad news is that they are not effective. They don't know how to lead. They aren't going to get you to where you need to go.

If you have character but you don't have competence, you aren't going to get respect - not the respect you deserve - because you aren't bringing home the bacon. You aren't delivering for people. You aren't getting them to their destination.

Just as if you have competence, and you are a very competent leader, you have the answers, you have good vision, you see well, you know how to deliver, but you don't have any character. Who wants to follow somebody who can produce but you can't trust them?

The moment that you turn your back they are going to do something that is not going to be in your best interest. That's not right. So it is not either/or, it is both ends.

It is not like, “I have character, so follow me,” well, if you are not competent, why should I follow you? I trust you, but I'm not going to follow you. It is not like, “I have competence, so follow me.” Why should I follow someone I can't trust?

So it is both. It is character and competence. As I've really studied this issue of earning respect from others, I think there is a third ingredient. It may not be as deserving as the first two as far as the same level, but awfully close maybe right underneath it is this area of consistency.



I know a lot of people that have great competency, they have great character, but they just don't consistently deliver. If they are wanting to, or the need is appropriate, they do.

But I find that people in leadership really need to be consistent, the same every day, because the follower becomes very tentative if the leader doesn't give a consistent kind of behavior and a consistent environment, that engenders trust and engenders empowerment.

When people say, "I want respect," I look at them and say, "We all want respect. That doesn't mean you are going to get it. You have to earn respect. You don't get it because you have a position or title."

You earn it. You earn it the hard way – character, competence and consistency. When those three come together, then I think that respect becomes a by-product.

Marty: Well, that is a great explanation on the Law of Respect and how to earn and gain respect.

The Law of Explosive Growth states that as you develop yourself you can experience personal success. If you develop a team, your organization can experience growth. But if you develop leaders, your organization can achieve explosive growth.

People understand how to develop themselves and they may even understand how to develop a team. But they may not understand how to develop leaders. Can you talk a little bit about that?

John: I'd love to. This law always excites me, Marty. I hope I can do a good job on this interview, if I can teach this well for the next few minutes, because it is so life-changing..

I want to give some background. Let's just do a little bit of that in setting context for this law. Marty, in the 1980's if you and I went into a bookstore and we had a business or small company or whatever, what we would pick up would not be leadership books in the 80's; we'd pick up management books.

Peter Drucker, the great management guru, who I had the privilege of not only knowing, but I had the privilege of having some mentoring time with him. I so greatly admire and respect what he did. It was management – it really wasn't leadership.



If you had gone in the bookstores in the 1980's there might have been something on leadership, but it would have been 90% management. Interestingly enough, by the next decade, the 1990's, if you went into the store, you would see a lot more leadership books and a lot less management books.

What happened? Well, what happened very simply is that things began to move so quickly and change began to happen so fast that we needed to get in front of it. We needed to learn how to lead instead of how to manage.

Management assumes everything will stay the same. Leadership assumes everything will change. We manage something that isn't moving much very well, because it is easy to manage. It is not going anywhere fast so therefore we can kind of tweak it.

By the 1990's things were moving quickly. The economy was booming. All of a sudden we said, "We can't just manage it. These are moving parts. We've got to lead it. We have to cast vision. We have to create a leadership culture."

We have to do all kinds of things that we didn't have to do in the 80's so leadership books began to happen. In fact I have to be privileged to be writing leadership books in the first part of the 90's. I wrote a book called Developing the Leader within You in 1992, which was maybe the first breakthrough book in leadership that said you could develop leaders.

Up until that time, we kind of thought that the leaders were born so therefore you either had it or you didn't have it. If you had it you became a leader. If you didn't have it you just kind of got in line and hoped.

We discovered, and I taught, that no, you can really train people to lead. The reason I knew that you could develop leaders was one, I was doing it, and number two is leadership is influence. You can literally train people or teach people to increase their influence.

If you teach them how to increase their influence, they increase their leadership capacity and their leadership influence to leads others.

We went from management in the 80's to leadership in the 90's. Now that we are in another decade, another century, I can tell you it is evolving again. It is evolving now into not only developing leaders, but into developing leadership teams.



Leadership has changed a lot in the last seven or eight years. We are not so much top down; we are more empowerment, we are more in consensus in our leadership thinking.

We have discovered that not one person has all the answers. It is not like one person is the leader and 99 are the followers if you have 100 people. You want to train them all how to lead, but out of that you want to develop a leadership team of maybe ten or a dozen that can complete and complement each other.

The reason for that, Marty, is when I wrote The 21 Irrefutable Laws of Leadership, it became very apparent to the reader that they don't do all 21 things extremely well.

In fact, let me use myself as an example. I wrote the book and there are five of those laws that I am average or below average in. Now, five out of 21 laws of which I'm not really good at. But what does that mean?

For example, the Law of Navigation – I'm not really a good navigator. I'm a big picture person, but navigation is basically a day to day process. It is a step by step kind of hands-on leadership. I am more the 'big picture.' I'm more conceptual.

So what do I do if I'm not a good navigator as a leader, which I'm not? Am I going to insist that people follow me day to day and let me do the navigation even though I'm not good at it, and the people know that I'm not effective at it? So therefore, we're not good as a team – no, no, I'm not going to do that. What am I going to do?

I find somebody who has strength in navigation and bring them on my leadership team. When we have to navigate, I turn the ball over to them. A leader is like a quarterback. A quarterback doesn't get paid to run the ball. A quarterback gets paid to put the ball in the right hands to gain yardage.

Therefore, if it is third down and a yard, usually you put the flankers and the receivers and the fast kids on the bench, and you bring in the tight ends and you give the ball to a big back and you kind of knock the opposing team back a couple of yards to get your first down.

If it is third down and fifteen, what do you do? You get rid of all the big boys and you put in the fast boys because you are going to pass. A leader has to understand the situation and realize it. When a leader calls that



play in the huddle, that leader is calling the play that best gives the team an opportunity to advance the ball given the conditions that prevail at that moment.

That is good leadership. That is understanding that I don't have to have all the answers; I don't have to do all the leading. I just have to know who has the answers and who can lead. That causes me to want to develop a leadership team, not just a team that supports me. I'm talking about a team that leads with me.

When I wrote The 21 Irrefutable Laws of Leadership, people began to say, "Well, I don't do all 21 things well. What do I do?" Well, go get people not to compete with you but to complete you, to complement you. That's what a leadership team is all about.

Now I'm doing my best to even teach it more. In the Law of Explosive Growth, pretty much what I'm saying is, "You can either do followers' math, or you can do leaders' math." Followers' math is basically one leader and a lot of followers. That will add – that will give you some addition. You'll get some growth. You'll get some movement.

But if you do leaders' math, you are going to go from addition to multiplication because this whole issue of developing leaders and letting them have levels of influence, now all of a sudden you not only are better in your leadership because you are using the best people for the best times in whatever the situation calls for in the huddle to create the leadership momentum that you need, but you are also getting people now who know how to multiply other people.

If you only have followers, followers can't reproduce leaders; leaders have to reproduce leaders. Therefore, you have to go to leaders who can reproduce leaders so you can multiply versus just having a following because there is no continued growth to that.

Followers may go get other followers, but followers won't reproduce leaders. When I talk about the Law of Explosive Growth, one of the things that I did in that law is I began to settle them and help people begin to understand that to lead leaders, you had to do a different kind of leadership.

For example, followers want security. Potential leaders want opportunity. If you are leading followers, what you want to do is just make them secure. Tuck them into bed every night. Make sure that they have their food and



the basics of life and they will just kind of be grateful their entire life. And they'll thank you for it, but they won't grow. They won't reproduce. They won't develop leaders.

If you want to develop leaders, you have to worry less about giving them security and you have to give them opportunity. So I began to really lay out in the Law of Explosive Growth the different kinds of leadership that you have to do for leaders that you want to reproduce themselves versus followers who you just want to have follow.

What I would say to those who are a part of this interview is very, very simple. If you want to just grow slowly then all you have to do is get people to pretty much follow you. But if you want to grow exponentially, then what you need to do is go develop and find leaders and produce and give them exposure and empowerment. Then all of a sudden the growth will be just unbelievable.

If developing leaders is where the explosive growth is going to be, then I think the question that needs to be asked is, "How do I do that?" I think that is a real legitimate question.

I was doing a national conference a couple of years ago for Chick-fil-A, a very, very successful company. We were doing a Q&A and one of the restaurant managers asked me, "John, you talk a lot about developing leaders. How do I do that?"

And my answer to that question was, "You have to find potential leaders." Everybody kind of laughed.

The kid raised his hand again and said, "Okay, now that you said that I have to find potential leaders, how do I do that?" He was just really asking the questions that he should be asking.

If developing leaders is important, well, then how do I do that? I have to find potential leaders. Well, how do I do that? The key, Marty, is to find potential leaders, you have to know what they look like. The mistake we make in building our organizations is we do not have a clear picture of what we're looking for.

Let me illustrate here. First of all, in matters of choice, we can have rapid amazing growth. For example, with attitude – my attitude, your attitude, Marty - it's choice. It's choice.

I can have a bad attitude and overnight realize that this isn't getting me



anywhere and I can start to change it. You and I have both seen, and so have those people who are part of this interview, we have seen people go from a one to a ten in attitude almost overnight. They change and we say, “Wow! What happened?”

Well, it was a choice. You can have rapid growth. You can have quick growth and you can have great growth in matters of choice. In matters of ability, growth is slower and it is less.

You can go from a one to a ten in matters of choice. In matter of skill, ability, giftedness, you can only increase two or three numbers. That is essential for people to understand. For many years I did not understand this so therefore I would take somebody and try to develop them when really they didn't have the capacity.

I would be frustrated. The person I was trying to develop would be frustrated. In fact, as I'm on this issue right now, my newest book that has just been out six weeks is called Leadership Gold, which is the 26 most important lessons I've ever learned as a leader.

I call it my old man's book because I said I wouldn't write it until I was 60 because I wanted to make sure that when I wrote it I gave the best lessons I ever learned.

In Leadership Gold each lesson is a chapter, and one of my chapters and lessons is, “Don't send your ducks to eagle school.” It is an amazing chapter. It is a very clear picture of the fact that if you send your ducks to eagle school, you won't get eagles. Ducks are ducks and eagles are eagles.

You don't take a duck and make a duck an eagle just because you are teaching it eagle principles. You have to be able to discern capacity and a person's ability. That is what I'm talking about in developing leaders. If you are going to have explosive growth, Marty, you have to be able to do this.

You have to be able to look at a person and say, “Does this person have potential leadership within them?” Everybody has a degree of influence so everybody can lead, but not everybody can lead on the same level.

For example, going back to the number scale for a second, from a one to a ten, you want to find somebody that is a six. They are already kind of an average or maybe above average leader. They have capacity.

Now if they develop a six, you can make them a seven, you can make



them an eight, and maybe you can make them a nine. If you get a person up in the eight and nine level or ten level, you have a very effective person in skill level.

If I don't know what that leader looks like, I may go out and find a person who is a two. Now, what am I going to do? Am I going to take them to a three and we'll take them to a four - I still don't have a good leader. I've developed them; I've worked hard and I've tried my best. They've probably done their best, but I don't have a good leader.

So how do I develop leaders? I have to know what they look like. When people pick me up at an airport when I go to speak for a company and they don't know who I am or they haven't seen me before, there are two kinds of people who pick me up at the airport.

One is a person who after I get through security, they have a sign with my name on it. Basically saying here's your name, look at all the signs, pick your name out, find it, come over and introduce yourself to me and I'll take you to where you need to go.

This is the way most people go about looking for leaders. They just put a leadership sign in the air and they basically hope that somebody will come by and say, "I think I want to be one of those." They basically do all the work and you just kind of put them in the car and take them where they need to go.

The other kind of person who picks me up at the airport is a person who has never seen me before either, but they have maybe one of my books. They look in the back of the book where my picture is. So when people are coming through they are looking at my picture and they are looking at the people coming through.

When they see a person coming through that looks like the picture, they say, "Oh, there he is," and they get me and off we go.

A person who develops leaders has to have a clear picture of what they're looking for. I know that because for many years I didn't have a clear picture. I was frustrated and I frustrated the people I tried to develop into a leadership team.

One day I sat down and I thought, "John, if you are going to develop leaders, you have to know what they look like so you can pick them out of a crowd." That was the catalyst for me writing the book, almost ten years



ago, The 21 Qualities of a Leader.

All that the 21 qualities of a leader are is a picture book. It is a photo album. If you want to know what a leader looks like, go through that book and look at those qualities.

What I tell people that are in hiring is take the 21 qualities and put them down on a piece of paper. Put it on your desk and when you are interviewing potential leaders or you are looking at potential leaders in your own organization or company that maybe you want to put on your leadership team, go down and check off the qualities that they have.

If you have someone who has 14 or 15 of those 21 qualities, you probably have somebody who with a little bit of development and work, you could develop into a very good leader. Now you have somebody who could really help reproduce yourself.

I really appreciate you giving me an extra five minutes on that, Marty, because as I was talking about developing leaders, all of a sudden I felt kind of like a pang. "Oh my goodness, I really haven't done a very good job of fleshing out what it means to develop a leader."

What it means is, "Number one, you have to know what they look like," and, "Number two, you have to develop and train them in leadership material to get them to where they want to go."

Marty: Thank you for expanding on that. Your airport analogy was very good. It really brings the visual to mind of how to find the leaders with the skills to build your team.

I'd like to circle back around a little bit to Law #2, the Law of Influence. You touched on this earlier in our conversation, but I understand that you have some specific laws of influence that are sort of subsets of that overall law.

Can you touch on the Law of Influence a little bit more for me?

John: I'd be glad to Marty. I call them levels of influence. If leadership is influence, the question is then, "How do I develop influence?" I think there are five levels of influence. This is a long lecture I give when I speak to companies and it can go two or three hours.

Let me break it down to two or three minutes. I think all the people who

are part of this interview are probably smarter than the average bear and they can figure this out pretty quickly anyway.

The five levels of influence are very simple. The first level is the position level. That is the beginning. We get a title, we get a position. The key word is rights. People follow us at level #1 because they have to.

Level #2 is the position level of influence. The key word is relationships. People follow us here because they want to. There is a big difference between following somebody because you have to in the position level and following people because you want to, which is the relationship level.

This is where you like people; people like you. This is where the Law of Connection of the 21 Laws begins to come into play.

The third level of influence is the production level. The key word here is the fact that you have produced on the production level. At this level people follow you because of what you've done in the organization. You've done so well – you're a star.

The bottom line is proof because sales are up because of you. It is just a wonderful level to be on. It is at level three that you begin to develop credibility. People not only like you, which is level #2, but they admire you because you are not only likeable, you are good.

With each level, Marty, as you go up, you gain more influence. You literally layer your influence. Level #4 is the level I always try to get people to go to. It is basically why I write all my books and speak and do DVDs and training manuals and kits. I want to get them to level #4.

Level #4 is what I call the reproduction level or the people development level. This is where you are developing people. You are reproducing; you are starting to multiply. It gets back to the explosive growth and people follow you at level #4 because of what you've done for them.

In other words, loyalty kicks in at level #4. Marty, let's say that you've been my leader and you've helped me. You have mentored me and you've reproduced yourself in me and you've developed me. You are a level #4 leader to me and I'm very loyal to you.

I say, "I'm not only more effective on the job here, but I'm more effective at home. I'm more effective in my community. I'm a better dad. In other words, you've taught me how to live effectively and productively." That is level #4.



The last level I call the personhood level. The key word there is respect. Basically, you've done it so well with so many for so long you just become bigger than life. In the world of business, that might be a Jack Welch who for many years did General Electric and became like a business icon, that type of thing.

You've done it so well with so many that you are much admired.

Those are the five levels of influence Marty. I don't have time today, but what I teach people is that you can go from one level to the next. What you have to understand is that the higher the level you go then the more influence you have.

You don't leave the previous levels; you build on those previous levels. People follow you based upon what level you are on. If you are only level one with people, they are not going to give you a lot of commitment. They aren't going to give you a lot of energy. They aren't going to give you a lot of extra effort because you don't have enough influence yet.

I teach those five levels of influence to help people to know how to gain more influence, because again leadership is influence – nothing more, nothing less.

Marty: Thank you for that. That puts some great clarity on the Law of Influence. I appreciate it. We have time to talk about one more law. I'd like to talk about Law #21 - the Law of Legacy.

That is really such an important law because it is really the bottom line. It ties all the other laws together. What is this all about? Why do we want to prospective leaders and where does this all take us to in the end?

I'd love it if you could share with us and give us an example of someone who created a lasting legacy, and how we might be able to create legacies of our own.

John: It's a great question. Marty, I'm 61 and I've spent a lot of time with this law. Let me teach the law by going to another book for a moment. My newest book, Leadership Gold, one of the chapters or lessons is along the same Law of Legacy. .



The chapter in Leadership Gold is entitled "People will Summarize Your Life in One Sentence: Pick it now." What is wonderful is all of those who are part of this interview, Marty, they have an opportunity to choose their

legacy. They have an opportunity to pick out what people will say of them when they are gone and what will be lasting. That is a tremendous privilege that we are given. I think some people think it is luck. It is not luck at all.

What I tell people is to be very intentional in this area because you don't want them to come to your funeral and have them try to guess about your life and what you left, and did we leave anything of value.

The first thing I would say about the Law of Legacy is that it evolves. In my life, mine has evolved a half a dozen times. I don't think that when we are young we really have it all figured out. What we want to be is the thing that we leave that has contributing, lasting value to the people who we leave behind.

I think we have ideas. I think we have dreams, but I think it evolves. Mine has over the years. If a person that is part of this interview doesn't really have theirs as succinct as mine, I don't want them to be discouraged and say, "Dear Lord, I don't have anything to leave anybody." That's not really true. It's just not been formed correctly.

Maybe you've not had enough time. Let me tell you what mine is and then I'll tell you how I got to it and maybe that will help the people. When I die, I would like people to say about me that I added value to leaders who multiplied value to others.

That's my legacy. That's why I write leadership books. That's why I speak for companies and travel internationally and do leadership conferences. I want to add value to leaders. That's why I'm doing this interview with you today, Marty.

If I can add value to the leaders who are part of this interview, the business people who are part of this organization, if I can add value to them, then I know they will multiply value because leaders always go to more people than themselves.

Leaders have influence. If you tell a leader, then you influence a lot of people. For example, let's say I'm talking to a hundred leaders, I'm not talking to a hundred people; I may be talking to 5,000 or 10,000 people. All those leaders influence a bunch of other people. That's why they are leaders - a lot of people follow them.

I decided that my legacy should be that I am just going to add value



to leaders who will then multiply value to the followers. I'm not going to speak to a lot of followers. Just the other day I was talking to the Chairman's Circle at State Farm. They had thousands and thousands of people in the company and I spoke to about 1,200, but they were the best of the best.

I think they were three percent, and when I finished speaking to them, I knew that I had touched the whole company, and I touched even beyond the whole company because I talked to the very best.

That is my legacy statement because leadership is my thing. The day that I realized that everything rises and falls on leadership, and that our success is going to be more determined by our ability to lead and influence people than anything else, I became committed to training, teaching, and writing on leadership. That is my passion.

So that is my legacy. That won't be someone else's. In fact, for a person to discover their legacy, I want them to know that it will take time and it will evolve, but there are two things that they want to look at.

One is, "What is my passion?" That is not 100% accurate, but it will get them 70% down the road. What are you passionate about? What you leave to others that is a contributing factor and value to them is going to be something you are passionate about.

You have to be doing it your whole life, and you are only going to do something for your whole life that you are passionate about.

The second thing is, "What is my strength? What am I gifted at? What are my abilities?" That is even more going to get you on track because whatever you are gifted at, that is what your legacy is going to be. You are only going to leave to others what is lasting in the areas that you are good at.

Again, that hopefully will help the person who is part of this interview. Say, "Okay, what is my passion? What would be my giftedness?" It is in those two questions that you are going to find that you are to give that which is to live beyond yourself and add value to many, many people. That is what legacy is all about.

Marty: So looking at your passion, looking at your gifts, which aren't always the same things, I would suppose.

John: No, no, no. It isn't the same thing. If you think your passion and your

giftedness is the same thing, then all you have to do is watch all the things where people are trying out for American Idol. All you have to do is listen to people who can't sing who think they can sing.

They are passionate about it, and everyone else knows they can't, but they don't. No, no, you could be passionate about something you are not good at. But when you find something that you are good at that you are passionate about also, boy that is a double shot.

Now you are in your sweet spot and now you are going to be able to do something your entire life that is going to produce your legacy.

Marty: That is fantastic. In the very short time that we have left, Dr. Maxwell, I'd love it if you could give us some practical first steps. We have many, many people listening to this recording and I'd like them to be able to go away from it and say, "Okay, what can I do right now or first thing tomorrow morning to start down the path of successful leadership?" Can you give us a few first steps?

John: I'd be glad to Marty. Thanks for the question. I have two questions that I think every person that is part of this interview should ask themselves.

Question #1 is, "What am I doing to invest in myself?"

Question #2 is, "What am I doing to invest in others?"

And you need to ask the first question first, "What am I doing to invest in myself?" Not because you are selfish, not because you are greedy, but you cannot give what you do not have.

What I tell leaders is that the first person they should lead is themselves. The first person they should grow is themselves. The first person they should teach is themselves. Nothing is sadder than a person who has a leadership position but doesn't have anything to supply or resource to give to their people.

We teach what we know, but we reproduce what we are. The first thing I would say to anybody who is a part of this interview is, "What are you doing to invest in yourself? What are you doing to make yourself better, to make yourself a better leader?"

If leadership is what you want to learn, then what books are you reading? What resources are you applying to your life? What training are you going



through right now? That is essential to your personal growth. The greatest mentors I've ever had - most of them I've never met, Marty. I just read their books. A lot of you have said, "If I could just meet somebody and spend some time with them, my life could be changed." No, that is not going to happen with the big people.

Normally, what you need to do is just read their books. Or go to their seminars, or take their training, and this has been huge in my life.

In 1974 I had a fellow tell me something that was life changing. He said, "John, growth is not an automatic process. You and I don't grow automatically. If we grow, it has to be intentionally." So I have to intentionally invest in myself.

The first thing that I would say to anybody who is a part of this interview is if you want to be a better leader, start reading some good leadership books, start listening to some good leadership people. This is absolutely huge.

I have a CD program that is listened to every month by hundreds of thousands of people. It is my monthly leadership teaching. It is 40 minutes of me teaching leadership. I just did a lesson the other day entitled "Change is Good: You Go First." It is just practical stuff that helps people understand how to lead.

A hundred thousand people every month say, "Hey, this helps me." Again, invest in yourself and then you turn around and invest in others. Don't try to give something that you don't have. Don't try to be a travel agent leader and send them where you haven't been. Investing in yourself is absolutely essential.

Marty, if they want to know more about my books or my training material or my monthly maximum impact club that goes out to so many people as far as the CD, they just go to www.JohnCMaxwell.com and they can pick up anything they want and find out anything they desire there.

Marty: So, www.JohnCMaxwell.com, and that will give them access to your books and your audio training and everything else.

John: Yes, we have training programs on my 21 Laws of Leadership. We've got different DVD kits and workbooks and things like that. We also do corporate training. We're here to add value to people. That's why I do what I do. There are so many other great books besides mine, but that's

what I have to offer as far as adding value to people.

I do know this - the secret of a person's success is determined by their daily agenda. Everyday I read on leadership. Everyday I practice leadership. That's how you get good. It is not mystical. It is not going to happen someday down the road by a lottery deal. It's the daily stuff that we do.

I wrote a book called Today Matters which basically just says that after you make important decisions, the key to those decisions of arriving there is the management of those decisions.

I think decision making is overrated. I think decision managing is underrated. Of course, that is another interview for another day. If you are going to grow, you have to do it on a daily deal.

To coin a corny joke: How do you eat an elephant? One bite at a time. How do you become a leader? One day at a time.

Marty: That's fantastic. Do you have any closing words for our audience today on the topic of leadership?

John: No, Marty, I hope I've done well. The closing words are that I hope I added value to them because that is the only reason to be a part of the interview and that is the only reason for me to be a part of it.

I thank you Marty for taking time and your organization for making this available to so many people. I think it is wonderful what you do. You are adding value to a lot of people's lives.

Marty: Well, Dr. Maxwell, you did achieve your goal of adding value. I was copiously taking notes as we were talking and I almost forgot to ask you questions because I was writing as you were talking

I know all of our listeners and readers at The Business Source are going to appreciate it. I just want to thank you again for your time and your knowledge and your sharing heart and the information you've given us today. I just really appreciate it.

You have been listening to Dr. John C. Maxwell who has been talking about The 21 Irrefutable Laws of Leadership. This interview has been brought to you by The Business Source.

My name is Marty M. Fahncke. On behalf of The Business Source and on

behalf of Dr. John C. Maxwell, we thank you for listening.

