



LEADERSHIP

10 THOUGHTS ABOUT LEADERSHIP by Jon Gordon

Below I've shared some of my thoughts on leadership from my book Soup. Whether you are a leader of a business, team, hospital, sports team, classroom, church or home, I hope you'll be encouraged to be a better leader.

1. People follow the leader first and the leader's vision second - It doesn't matter if the leader shares a powerful vision, if the leader is not someone who people will follow the vision will never be realized. As a leader, who you are makes a difference. The most important message you can share is yourself.

2. Trust is the force that connects people to the leader and his/her vision - Without trust there is a huge gap between the leader and the vision. Without trust people will stay off the bus. However if people trust the leader they will hop on the bus with the leader and help move the bus forward towards the vision.

3. Leadership is not just about what you do but what you can inspire, encourage and empower others to do.

4. A leader brings out the best within others by sharing the best within themselves.

5. Just because you're driving the bus doesn't mean you have the right to run people over - Abraham Lincoln said "Most anyone can stand adversity, but to test a man's character give him power." The more power you are granted the more it is your responsibility to serve, develop and empower others. When you help them grow they'll help you grow.

6. "Rules without Relationship Leads to Rebellion" - Andy Stanley said this and it's one of my favorite quotes. As a leader you can have all the rules you want but if you don't invest in your people and develop a relationship with them they will rebel. This applies amazingly to children as well. It's all about relationships.

7. Lead with optimism, enthusiasm and positive energy, guard against pessimism and weed out negativity.

8. Great Leaders know they don't have all the answers - Rather they build a team of people who either know the answers or will find them.

9. Leaders inspire and teach their people to focus on solutions, not complaints. (The No Complaining Rule)

10. Great leaders know that success is a process not a destination - One of my heroes John Wooden, the legendary UCLA basketball coach, never focused on winning. He knew that winning was the by-product of great leadership, teamwork, focus, commitment and execution of the fundamentals. As a leader focus on your people and process, not the outcome.



Marine Corps Recruiting Command



Dunn's Rules

1. Get **Organized**
2. Dress and wear your **uniform and clothes** with the expectation that you will run into someone and want to impress/engage with self-confidence
3. **Make the most** of every single day-tomorrow is not promised. Enjoy what you do
4. If you can do nothing else, set a **good example**, someone is watching
5. Never do anything that would make your mother ashamed "**Remember Mom**"
6. Sometimes you must **stand alone** to stand tall
7. No Marine wants to stand out for the wrong reason
8. Keep **God** in your life. He makes a difference
9. The saddest tale is the "**I wish I had...**" tale
10. The person that wakes you up at **3am** is the real you
11. Knowing the **right thing to do** is easy, the hard part is doing it
12. Always **give** more than you take
13. Give your family "**first class**" treatment, they are your lasting legacy
14. **Unexpected gifts** come when you look to serve others
15. And don't ever **cheat** the Marine Corps-Lives Depend on it

LOBO INSTITUTE FOR EXCELLENCE

LEADERS ARE, CAN, & THINK

LEADERS ARE... (TOP CHARACTERISTICS)	LEADERS CAN... (TOP ABILITIES)	LEADERS THINK... (TOP BELIEFS)
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.

Based on your TOP CHARACTERISTICS of a Leader answer the following questions:

1. Does each of the characteristics you listed describe you as a leader? Why or why not?
2. How would you rate yourself according to your top leadership characteristics that you listed?
3. Which one of the characteristics best describes you and which one least describes you?
4. What is one thing you need to do to improve in this area?

Based on your TOP ABILITIES of a Leader answer the following questions:

5. Does each of the abilities you listed describe you as a leader? Why or why not?
6. How would you rate yourself according to your top leadership abilities that you listed?
7. Which one of the abilities best describes you and which one least describes you?
8. What is one thing you need to do to improve in this area?

Based on your TOP BELIEFS of a Leader answer the following questions:

9. Does each of the beliefs you listed describe you as a leader? Why or why not?
10. How would you rate yourself according to your top leadership beliefs that you listed?
11. Which one of the beliefs best describes you and which one least describes you?
12. What is one thing you need to do to improve in this area?

LEADERSHIP STARTS WITH YOU, BUT IT'S NOT ABOUT YOU!

LOBO INSTITUTE FOR EXCELLENCE
Admiral William H. McRaven, Commander, United States Special Operations Command,
Navy Seal

Commencement Address to University of Texas Class of 2014, abridged

The average American will meet 10,000 people in their lifetime. If we each change the lives of 10 people, and they change the lives of 10 people, and they all change the lives of 10 people, and so on, in 5 generations, the 30 people in our Family will have changed the lives of 300,000 people.

Lives can be changed anywhere, and by anyone.

The Navy SEALs seek to find individuals that can lead in an environment of constant stress, hardships, chaos, and failure. While the stakes are not the same, do we not perform in an environment of stress, hardships, chaos, and failure? We need to develop the same qualities in our Family as that of highly trained military personnel.

10 Lessons From Navy SEAL Training to Help Us Change the World

1. Make your bed, and make it well. If you accomplish a small task to begin your day, you will have completed one task well, and it will encourage you to complete another task, then another, and another. Reinforce the fact that **THE LITTLE THINGS MATTER**. If we can't do the little things, we will never do the big things. **If you want to change the world, make your bed.**
2. Every morning, trainees would paddle their boat through the San Diego surf, and then swim to their final destination. They had to all paddle, in unison, at the coxswain's direction. In life, we cannot change the world alone. We need the help of Family, friends, colleagues, and complete strangers, and a strong coxswain to lead us. **If you want to change the world, find someone to help you paddle.**
3. During Admiral McRaven's training, the strongest boat crew was a group of men, all under 5-foot 5. The crew was an American Indian, African American, Polish American, Greek American, Italian American, and two tough kids from the Midwest. They outpaddled, outswam, and outran all the other boat crews, while being mocked for their "tiny little flippers". Nothing matters but your will to succeed. Not your size, your ethnic background, or your socioeconomic status. **If you want to change the world, measure a person by the size of their heart, not the size of their flippers.**
4. Trainees have routine uniform inspections. No matter how hard they tried to have a perfect uniform, instructors found imperfections. They were not going to let trainees succeed. An imperfect uniform meant jumping into the freezing cold ocean, clothes on, and rolling around in the sand, until their entire body was covered. They earned the name "sugar cookie". Sometimes, no matter how hard

- you work, how hard you prepare, you won't succeed. **If you want to change the world, get over being a sugar cookie, and keep moving forward.**
5. Trainees had routine fitness challenge tests. If they didn't make their times, they would get 2 extra hours of calisthenics, called "circuses". Guys who had a lot of circuses, but didn't quit, and kept working hard, got stronger, faster, and built inner toughness. You will find you will fail. You will fail often. It will be painful. It will be discouraging. At times, it will test you to your very core. **If you want to change the world, don't be afraid of the circuses.**
 6. They had an obstacle course that they kept times on, and a record that had stood for years. One obstacle required you to hang from all fours from a rope and ease yourself down, hand over hand, from one tower to another. One trainee, determined to break the record, went down the rope head first, doing it in half the time as everyone else. It was a dangerous move that could have resulted in serious injury. He broke the record. **If you want to change the world, sometimes you have to slide down obstacles head first.**
 7. During night swims they had to swim in an area known to have high shark activity. If they were circled by a shark, they were instructed to remain calm, don't get scared, and if the shark came at them, punch it in the snout and it would swim away. There are a lot of sharks in the world. You will have to deal with them. **If you want to change the world, don't back down from the sharks.**
 8. One of their missions involved swimming underwater for 2 miles, to find the keel of a large ship. Once they got under the ship, all light was blocked out. They couldn't see their hand in front of their face. The noise from the ship's machinery was deafening. It was easy to become disoriented and panic. During times of great tension around you, you must remain calm. **If you want to change the world, you must be your very best in the darkest moments.**
 9. During Hell Week, on a Wednesday, they were taken out to the mud flats. After a minor violation, they were all ordered into the flats, literally up to their neck in freezing mud. They had to remain in the mud overnight. They were told if 5 people quit, they could get out. The sound of chattering teeth was loud around them. All of a sudden, one trainee began to sing. Then another, and another, until the whole group was singing. The mud didn't seem as cold anymore. Give people hope. The power of hope, the power of one person, can change the world by giving people hope. **If you want to change the world, start singing if you're up to your neck in mud.**
 10. There was a large bell in the center of the SEAL training compound. If a recruit wanted to quit, they would ring the bell and leave. **If you want to change the world, don't ever, EVER, ring the bell.**

Start each day with a task completed, find someone to help you through each season, respect everyone, know basketball is not fair and you will fail often. But, if you take some risks, step up when times are toughest, face down the bullies, lift up the downtrodden, and never, ever give up, then our program will be far better when you leave than it was when you got here.

LOBO INSTITUTE FOR EXCELLENCE

WHEN PLAYERS NEED YOU THE MOST

By Mike Neighbors

Have you ever wondered if you were supposed to be a coach?

Sacramento, California... ARCO Arena... March 29th, 2010... NCAA Elite 8... Stanford (34-1) vs. Xavier (30-3) Winner advances to the Final Four... Stanford had won their first three tourney games by a combined 98 points... Xavier attempting to be first non-BCS school to advance to Final Four in 11 years...

20.6 seconds to play... 51-51 tie game... Xavier ball on the side coming out of a timeout... Shot clock is off... Ball inbounded safely... All-American Amber Harris cuts off a high cross screen and draws a double team from Stanford All-Americans, Nneka Ogwumike and Kayla Pedersen... Harris finds a wide open Dee Dee Jernigan behind the defense... Amber fires a bullet pass to block... Dee Dee can't convert the wide open two footer... Harris alertly scrambles for the rebound which she secures... As she dribbles to get space, she finds Dee Dee again even more open and closer to bucket than the first time with 9.5 to play...she misses again... and this time Stanford's Kayla Pedersen rebounds...

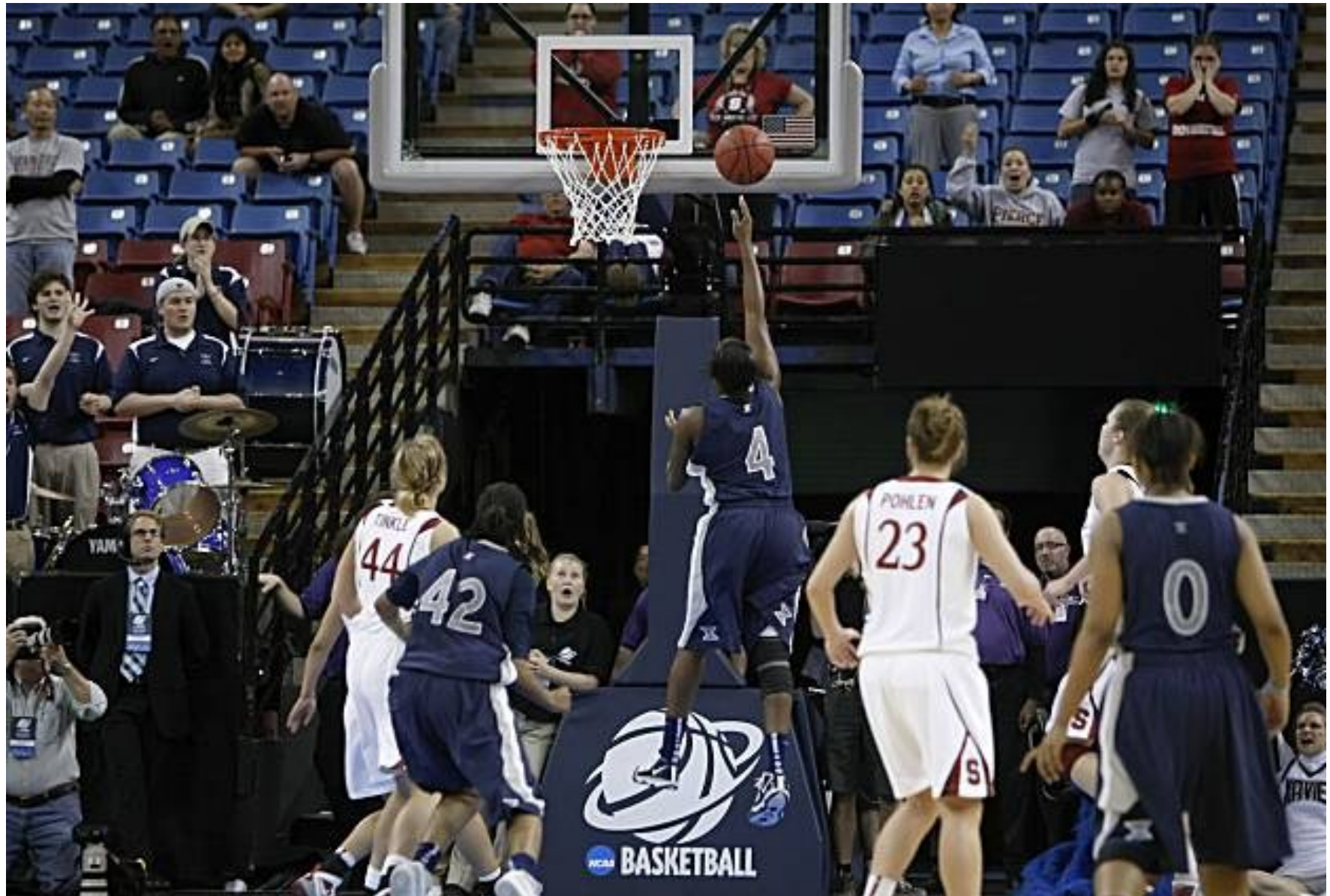
This was the moment I knew I was supposed to be a coach.

If you don't remember the play or have never seen it, check out this link to hear Stuart Scott's ESPN call of the action and also what followed in the final 4.4 seconds before you read on.

<http://www.youtube.com/watch?v=M5JeoludNqA&feature=related>



LOBO INSTITUTE FOR EXCELLENCE



LOBO INSTITUTE FOR EXCELLENCE

So much of our daily routine as a coach is spent doing things in an office. We are on the computer researching opponents or recruits. We are manning a remote control watching film in preparation for an upcoming game or one of our own games/practices. We are on our phone chatting with other coaches about the latest gossip or news of the day. We are filing out paper work for an upcoming road trip. On top of that high school coaches are grading papers, filling out absentee forms, doing lunch duty, or meeting with a parent about a student's generally poor attitude in your math class.

While vital to execution of our jobs, it is NOT what our players really need from us. If you as a coach can't perform the necessary duties of your job without tiring out or burning out, you will never be there when your players truly need you.

I learned this one the hard way over the years. I found myself so wrapped up in "doing my job" that most times I wasn't there to do my real job. Sure, I had some highlights. I was there at times, but wow did I miss out on so many more.

Over the last two years since that Stanford game, I have been trying to collect all the times I was there when a player needed me as well as the times I wasn't. With help from other Newsletter group members and coaching colleagues input, I hope we can share a piece that will help young coaches from having to learn these lessons the hard way.

I can assure that your boss will never be upset if "your TPS reports are late" if you are tending to the welfare of one of your players. (Office Space reference for you non-movie buff basketball heads)

As with some previous Newsletter pieces, these are in no particular order of importance... just ramblings...

LOBO INSTITUTE FOR EXCELLENCE

When they miss the game winning shot... We have all seen videos of coaches reacting to game winning shots running wildly around the floor looking for someone to high five or jump on. Most of the times there is no one there. You know why? It's because the players don't need you then!! They are mobbing each other and many times the cheerleaders and fans too.

Your player needs you the most, when they miss the game winning free throw and other people are afraid to be around them. They need you when they dribble the ball off their foot when they are driving for the winning basket. They need you when they get back-door cut on defense for the winning basket even though you told them during the timeout it was coming.

When they don't play well...this is similar to the first one but not the same. This can be after a win or a loss. But your players need you when they don't have a career night. Sure it's fun and necessary to high five those kids and congratulate them on their success, but every coach does that. If you want to be different than most, seek out that player that didn't play well and make sure they go home that night just as important to your team as the Player of Game. It's a pet peeve of mine to especially to see a player who played poorly sulking after a team win and hope it is one of yours too. It's always tempting to call that person out in front of team but only in certain situations would I recommend it. Be there for that player before they put themselves in that situation in front of their teammates... "shout praise/whisper criticism method"

When they don't play at all... Here I am speaking to that player who has played in all your pre-season scrimmages. They had a role in some early non-conference games. But invariably, there comes a game, that for whatever the circumstance, their number isn't called. This player needs you after the game. There certainly probably wasn't a plan to NOT play them. It just happened. There surely wasn't time to explain it as it was happening. But your player needs to hear from you before they leave the locker room that night. Maybe even before they go into the locker room. Even your "best team player" will need you. Apart from their own questions, they know they are going to be explaining it to family, friends, and others. Give them a few minutes of your time and help them through this situation.

LOBO INSTITUTE FOR EXCELLENCE

When they are in a shooting slump... the very best shooters in the world have these. Your shooter needs you when they are in one. My experience that just the slightest mention of something technical whether it is true or not helps snap them out of it. A reminder of their overall shooting % sometimes put a short slump in perspective too. One thing, I have rarely seen work is ignoring it. Sure we want our shooters to have A.D.D. when it comes to misses in a game, when that slump continues, they need you. You know your player better than anyone and you can sense the proper time to approach them. Your ability to take players “out of the moment” will separate you from coaches who don’t have relationships with their players.

When they foul out...this is a situational one. We all have that player that fouls out routinely. Those kids probably can be handled with a tap on the head or a high five. But when that player that “never fouls out” does, she needs you. Most likely she has seldom not been on the floor late in games. She doesn’t even know where to sit much less how to act. Grab them and sit them with you. Don’t let them sit on the end with their head draped in a towel covering their frustration (or tears if it’s a tourney game). The players who are used to being on the bench at that time of a game don’t want them there anyway. It changes the way they act too. So, keep them with you. You still need them. If the game is still in question, they can still be a positive. If you are there when they need you most, they will at least not be a distraction.

When they are thrust into a leadership role... This isn’t necessarily something that happens during a game although it could be at times. It could be the day a senior leader graduates. It could be the day after a star player/leader quits because you took the “fun” out of the game. Whenever the time comes, your player needs you to be there. It’s not easy to be a leader on a team. It causes you to lose people you thought were your friends due to jealousy. It invests you deeper than ever. It is NOT easy. Your player needs your help. They need resources to help them navigate in the locker room. They need your support when they are forced to be a leader on the back of the bus. They need your time to talk because they don’t have as many people to talk to as they did before they became a leader. Check out Jeff Janssen’s book **THE TEAM CAPTAIN’S LEADERSHIP MANUAL** if you want to put a resource in their hand. Good for every coach to have in the arsenal as well.

LOBO INSTITUTE FOR EXCELLENCE

When they call/text to ask you to shoot with them... this was one I failed at many times in my years. I can't tell you how many times I made up excuses to open the gym. It was inconvenient and almost never failed the call came when I was in the middle of an urgent project. It wasn't long before players stopped asking me...mission accomplished!! Wrong...mission failure. What I learned was that 99.9% of players who ask you to shoot with them are actually saying "hey coach, I just want to talk to you about something and I am using getting some shots up as a way to break the ice." They can shoot with anyone. In fact, what they are really saying is they want you to REBOUND/PASS for them. Some do it to prove to you that they are working extra. Fine. DO IT!! Get off your butt and work later on your project. I never miss a chance to "shoot" with players now. This request could also be disguised as "watch film", "work on Free throws", "improve ballhandling".

When they lose a loved one ...if this list were in order, this one would/should be #1. No basketball related situation trumps being there for a player when they lose someone they love. Outside of their loved one they just lost, there is a solid chance that you spend more time with them than anyone. And if they just lost that person, they need YOU!!

When they have a relationship go bad... This one can be touchy. Depending on the relationship you might be the LAST person they want to talk to. You don't need details. You don't need to offer a bunch of unsolicited advice. But, you do need them to let you know you are there for them IF they need you. Simply recognizing the situation is enough with this situation in most instances.

When they screw up...This is a broad encompassing one. It covers miss class, fail a test, late for bus, bomb a project, forget their shoes, pack the wrong uniform, break a team rule, get in trouble with law for being in wrong place at wrong time...etc. Again, your role is not necessarily to fix their problem. We tell our players all the time there is NOTHING we can do if you break the law or school policy. It doesn't mean that we can't be there for them though.

LOBO INSTITUTE FOR EXCELLENCE

When they are injured... if a player plays this game long enough they will miss some time from practice or some games. It could be a sprained ankle that they need a couple of days to recover or an ACL that sidelines them for a year. They need you. They need to hear that you have a plan for them to recover and still contribute to the team while they are out. They need a role. They need to hear success stories about injured players returning better than ever. They also need to hear the reality of what happens to some players upon return that don't properly rehab. Be there if they have surgery. Be there when they do some rehab. Be there when they can't practice or play.

When they rehab...this is a goes with above. But needs to be said. Injured players want a plan to win their rehab just like a healthy player wants a plan to win the game. You need to get them with a trusted physician and a trusted athletic trainer to develop that plan. Not only will this help their rehab, it will strengthen your connection to that player when they return to the court. Go with them to a scheduled re-hab appointment. That small effort will have a ripple effect on your relationship with that player that will spread throughout your entire team/program.

When they are sitting out in red-shirt ... This one probably pertains more to college players but more and more states are also forcing players to sit if they transfer districts. These players need you. While they are practicing with you daily, they can't dress out and play in the games. On game days, we work our red-shirts out before the game. They come in 30 minutes before rest of players report and we get after em on the game court. The opponents are usually making their way to the court. There they are busting it!! I've seen opposing players literally stop their routine and watch our kid being worked out. While the purpose really isn't to intimidate or distract an opponent, it is kinda fun. After they workout, then they have time to clean up while rest of team is warming up and join them for the game if allowed by rules. They need you throughout the year to keep them posted as they have no real way to gauge their improvement. They don't have the chance to compete nightly, so you need to give them that outlet to keep them motivated.

LOBO INSTITUTE FOR EXCELLENCE

When they have car trouble... Even though I am from Arkansas, I know NOTHING about cars. NOTHING!! But you can make a huge impact on players when you are there for them when they break down. I always hope for a flat tire because I do know how to change those. I can usually pull off a dead battery jump too. But after that, just being there is about all I can do. I can get them calmed down and pointed in the right direction. I have more “thank you” cards in my file for this one than any other. Just showing up is 95%!!

When they graduate... So many coaches lose contact with players after they are “done with them”. Rationalizers will say they “have a new group of players to be there for”. Wrong. You just have more. You must continue to be there for your players after they are “gone”. They might not reach out to you as often, so you actually have to do more work. You have to initiate the contact. You have to reach out. They will need you for recommendation letters. They will want to use you as a reference. I always write in our players graduation cards that they had better keep me posted so I CAN write those for them. Yes, you will spend more money on baby showers, wedding gifts, and the such. But for all they sacrificed for you, it’s a small price.

When they have a rumor going around about them... This one WILL happen, so be ready. It could be from inside the team or just a general rumor going around. It might also involve a facebook stalker!! Don’t laugh, with social media like it is these days you better be prepared for the “someone posted a pic of me on facebook” dilemma.

When they visit a new place... I just added this one today because a player just left my office. She came in and said “coach, I know you travel a lot. My family is going to _____” what should we do? If your player comes to for non-basketball stuff/regular human being stuff, take the time to share your experiences. They may or may not even hear your feedback but them talking to you about LIFE stuff is a big step for many young people.

LOBO INSTITUTE FOR EXCELLENCE

This is certainly not an inclusive list. Just like on the court, try to be prepared for as many situations as you can so you can properly handle the ones you haven't prepared for.

Ideally this list sparked memories of times you have been there for your players. But if all you do is pat yourself on the back for those times, you are only getting half the benefit. You should also try to think about the opportunities you have missed out on. This is where true growth will occur. I caught myself feeling sorry for some of the players I had coached in the past. If you do to, reach out to them now. Explain that you weren't a very good coach back then. They may not respond but they will appreciate it.

We can't be there every time. Circumstances just don't allow it. But the goal is to minimize the times we can't be and maximize the times we can be. You and your program will experience a compounding effect for every time you can be.

Hopefully you'll never have to be there for a player who misses critical shots. If you are, make her a video of all the plays she made in the game that helped put your team in a position to be there. Make a video of the critical plays she made in the Sweet 16 game to get you to that game. Have her team mates list ways her play got them to that point. Talk to her. Don't let her go through it alone. Let her absorb the situation. NOTHING will seem like it helps at that very moment. NOTHING. You will feel helpless. But in time, it will help her. In time, she will see the team going 1-17 from the three point line when they normally shot 35% from the arc or missing 5 free throws in last two minutes was a bigger reason for the loss.

And it will help YOU be prepared for when you get a text saying your top recruit was just diagnosed with Leukemia on your campus during her official visit.

That's another future Newsletter mail out.

LOBO INSTITUTE FOR EXCELLENCE

Book Recommendations

A Coach's Life	Dean	Smith/	John	Kilgo
A Game Plan For Life	John	Wooden	Don	Yaeger
A Good Walk Spoiled	John	Feinstein		
A Higher Call	Adam	Makos/	Larry	Alexander
A Season On the Brink	John	Feinstein		
Against Tall Odds	Matt	Roloff		
Are You Smart Enough to Work at Google	William	Poundstone		
Basketball: The American Game	Joe	Jares		
Basketball And Philosophy	Jerry	Walls/	Gregory	Basham
Basketball Building the Complete Program	Norm	Stewart		
Bench Rules	Kevin	Christensen		
Beyond the Absolute Limit	Stan	Kellner		
Blue Ocean Strategy	Kim	Mauborgne		
Blink	Malcolm	Gladwell		
Boring Meetings Suck	Jon	Petz		
Boundaries For Leaders	Dr. Henry	Cloud		
Burn Your Goals	Joshua	Medcalf/	Jamie	Gilbert
Change the Culture, Change the Game	Roger	Connors/	Tom	Smith
Class Acts	Mary	Mitchell		
Coach Wooden's Leadership Game Plan for Success	John	Wooden/	Steve	Jamison
Competitive Fire	Michael	Clarkson		
Contagious	Jonah	Berger		
Crazy Is a Compliment	Linda	Rottenberg		
Crucial Conversations	Kerry	Patterson/		
David and Goliath	Malcolm	Gladwell		
Decision Points	George	Bush		
Decisive	Dan	Heath/	Chip	Heath
Designing Effective Practices for Team Sports	Kevin	Sivils		
Developing the Leader Within You	John	Maxwell		
Developing the Leades Around You	John	Maxwell		
Developing Sport Expertise	Various			
Die Empty	Todd	Henry		
Dream Big Dreams: The Jack Donohue Story	Mike	Hickey		
Drive	Daniel	Pink		
Duty	Robert	Gates		
Earn the Right to Win	Tom	Coughlin		
Fear Your Strengths	Robert	Kaiser		
Feeling Smart	Eyal	Winter		
Finerman Rules: Secrets I'd Only Tell My Daughter	Karen	Finerman		
Finishing The Job	Rich	Hoyt		
FISH	Lundin/	Paul/	Christensen	
Five Smooth Stones	Phil	Farver		
Focus	Heidi	Holvorsen/	Tory	Higgins
Four Seconds	Peter	Bregman		
Freakonomics				
Full Court Pressure	Rick	Pitino	Dick	Weiss
Generation iY	Tim	Elmore		
Geno: In Pursuit of Perfection	Geno	Auriemma	Jackie	MacMullan
Geronimo	Mike	Leach		
Give and Take	Adam	Grant		
Golf Is Not a Game of Perfect	Bob	Rotella		

Good To Great	Jim	Collins		
Great By Choice	Jim	Collins		
Great Trilogy: Og Mandino	Og	Mandino		
Greatness: The 16 Characteristics of True Champions	Don	Yaeger		
Hardwork: Roy Williams A Life On and Off the Court	Tim	Crothers		
Heir To A Dream	Pete	Maravich/	Darrel	Campbell
Help the Helper	Kevin	Pritchard/	John	Eliot
Hoop Dreams	Ben	Joravsky		
How Did That Happen?	Roger	Connors/	Tom	Smith
How Full Is Your Bucket	Tom	Rath		
How Good Do You Want To Be	Nick	Saban		
How Great Leaders Think	Lee	Bolman/	Terrence	Deal
How Lucky Can You Be	Buster	Olney		
How To Build and Sustain A Championship Culture	Jeff	Janssen		
How We Learn	Bendict	Carey		
Huskymania	Jim	Shea		
I Love Charts		Oberholtzer		
I Suck at Girls	Justin	Halpern		
If At First you Don't Succeed...	Brent	Bowers		
If Success Is A Game, These Are the Rules	Cherie	Carter-Scott		
Influencer	Kerry	Patterson/	Joseph	Grenny
Insanely Simple	Ken	Segall		
Inside Out Coaching	Joe	Ehrmann		
Intelligent Leadership	Jim	Mattone		
It's Called Work For a Reason	Larry	Winget		
It's So Easy	Duff	McKagan		
It's Not About the Shark	David	Niven		
Jump The Shark	Jon	Hein		
Law of Simplicity	John	Maeda		
Lead for God's Sake	Todd	Gongwer		
Leadership Gold	John	Maxwell		
Leaders Eat Last	Simon	Sinek		
Leading With the Heart	Mike	Krzysewski		
Leave Your Legacy	Ben	Newman		
Let Me Off At The Top	Ron	Burgundy		
Let Me Tell You A Story	John	Feinstein		
MacGregor Basketball Series Vol. 1	Various			
MacGregor Basketball Series Vol. 1o	Various			
MacGregor Basketball Series Vol. 4	Various			
Made To Stick	Chip	Heath/	Dan	Heath
Magic Words	Tim	David		
Man's Search For Meaning	Viktor	Frankl		
Maravich	Wayne	Federman/	Marshall	Terrill
March to Madness	John	Feinstein		
Mastery	Robert	Greene		
Mentor Leader	Tony	Dungy		
Mindgym	Sebastian	Bailey/	Octavius	Black
Mindset	Carol	Dweck		
Miracle on 49th Street	Mike	Lupica		
Multipliers	Liz	Wiseman/	Greg	McKeown
Muscle and a Shovel	Michael	Shank		
Net Prospect	Lisa	Becker		
Never Eat Alone	Keith	Ferrazzi		

No Complaining Rule	Jon	Gordon		
Nudge	Richard	Thaler/	Cass	Sunstein
One Day Contract	Rick	Pitino		
Outliers	Malcolm	Gladwell		
Paddle Your Own Canoe	Nick	Offerman		
Parcels	Bill	Parcels/	Nunyo	Demasio
Patton on Leadership	Jim	Axelrod		
Perfect Practice	Doug	LeMov		
Performing Under Pressure	Hendrie	Weisinger/	JP	Pawliw-Fry
Pitch Perfect	Bill	McGowan/	Alisa	Bowman
Players First	John	Calapari/	Michael	Sokolove
Pop: Stand Out in Any Crowd	Sam	Horn		
Power of Simplicity	Jack	Trout		
Practical Modern Basketball	John	Wooden		
Preparing for Special Situations	Herb	Brown		
Presenting To Win	Jerry	Weissman		
Put Your Dream to the Test	John	Maxwell		
Quick Team Building Activities		Miller		
Raise the Roof	Pat	Summit		
Raving Fans	Ken	Blanchard/	Sheldon	Bowles
Reach the Summit	Summit/	Jenkins		
Rebound Rules	Rick	Pitino		
Rebounders: How Winners Pivot from Setback to Success	Rick	Newman		
Red and Me	Bill	Russell		
Refuse to Lose	John	Calapari/	Dick	Weiss
Relentless	Tim	Grover		
ReThinking Positive Thinking	Gabriele	Oettingen		
Risk Savvy	Gerd	Gigerenzer		
Rock Breaks Scissors	William	Pounstone		
Rookie Smarts	Liz	Wiseman		
Russell Rules	Bill	Russell/	David	Falkner
Sam Walton: Made in America	Sam	Walton/	John	Huey
Same Kind of Different As Me	Denver	Moore		
Saving Your Assets	Henry	Simon Jr		
Seed	Jon	Gordon		
Shattering The Glass	Pamela	Grundy/	Susan	Shackleford
She Got Game	Cynthia	Cooper		
Smart Tribes: How Teams Become Brilliant Together	Christine	Comaford		
Sometimes You Win Sometimes You Learn	John	Maxwell		
Soup	Jon	Gordon		
Special Situations	Bob	Huggins		
Sports Illustrated College Basketball				
Spy the Lie	Phillip	Houston/	Michael	Floyd/
Start	Jon	Acuff		
Start With the Answer	Bob	Seelart		
Steve Jobs	Walter	Issacson		
Subliminal	Leonard	Mlodinow		
Success is a Choice	Rick	Pitino/	Bill	Reynolds
Sum It Up	Pat	Summit		
SuperSurvivors	David	Feldman/	Lee	Kravetz
Surviving The Serengetti	Stefan	Swanepoel		
Suspicious Minds	John	Gold/	Ian	Gold
Switch	Chip	Heath/	Dan	Heath

Taking People With You	David Novak			
Talent Code	Daniel Coyle			
Talk Like Ted	Carmine Gallo			
Thanks for the Feedback	Douglas Stone/	Sheila		Heen
The 10 Rules of Sam Walton	Michael Bergdahl			
The 17 Essential Qualities of a Team Player	John Maxwell			
The 17 Indisputable Laws of Teamwork	John Maxwell			
The 360 Degree Leader	John Maxwell			
The Advantage	Patrick Lencioni			
The Blind Side	Michael Lewis			
The Book of Awesome	Neil Pasricha			
The Book of Basketball	Bill Simmons			
The Carolina Way	Dean Smith/	Gerald		Bell
The Carpenter	Jon Gordon			
The Champions Mind	Jim Afremov			
The Definitive Book of Body Language	Allan Pease/	Barbara		Pease
The Difference Maker	John Maxwell			
The Education of A Coach	David Halberstam			
The Essential Wooden	John Wooden/	Steven		Jamison
The Facebook Effect	David Kirkpatrick			
The First 90 Days	Michael Watkins			
The Five Languages of Love	Gary Chapman			
The Five Languages of Love in the Workplace	Gary Chapman			
The Genius In All of Us	David Shenk			
The Greatest Salesman In the World	Og Mandino			
The (Honest) Truth About Dishonesty	Dan Ariely			
The Hoops Whisperer	Ivan Ravin			
The In-Your Face Basketball Book	Wiegus/			
The Leaders Code	Donovan Campbell			
The Little Book of Big Things	Tom Peters			
The Little Book of Talent	Daniel Coyle			
The Marshmellow Effect	Walter Mischel			
The Matheny Manifesto	Mike Matheny			
The Men of March	Brian Curtis			
The Most Important Thing I Know About the Spirit of Sport	Lorne Anderson			
The Plateau Effect	Bob Sullivan/	Hugh		Thompson
The One Day Contract	Rick Pitino			
The One Thing	Gary Keller			
The Performance Factor	Pat MacMillan			
The Power of Less	Leo Babauta			
The Power of Noticing	Max Bazerman			
The Power of Habit	Charles Duhigg			
The Power of Simplicity	Jack Trout			
The Servant	James C. Hunter			
The Smart Take From the Strong	Pete Carill			
The Speed of Trust	Stephen Covey			
The Talent Code	Daniel Coyle			
The Team Captains Leadership Manual	Jeff Janssen			
The Tipping Point	Malcolm Gladwell			
The Top Ten Mistakes Leaders Make	Hans Finzel			
The Truth About Trust	David DeSteno			
The Winning Point	Loren Fogelman			
The Wisdom of Steve Jobs	Carol Kelly-Gangi			

They Call Me Coach	John	Wooden		
They Gave Me a Lifetime Contract Then Declared Me Dead	Jim	Valvano/	Curry	Kirkpatrick
Think Like A Freak	Steven	Levitt/	Stephen	Dubner
Three Paths to Glory	Barry	Jacobs		
Tipping Sacred Cows	Jake	Breeden		
To Sell Is Human	Daniel	Pink		
Toughness	Jay	Bilas		
Training Camp	Jon	Gordon		
Trust Works	Ken	Blanchard		
Unbroken	Laura	Hildebrand		
Uncertainty	Jonathan	Fields		
UnThink	Erik	Wahl		
USA Coaches Clinic Instant Review Vol. 2	Various			
USA Coaches Clinic Instant Review Vol. 6	Various			
Values of the Game	Bill	Bradley		
What the Dog Saw	Malcolm	Gladwell		
What Got you Here, Won't Get you There	Marshall	Goldman		
What Would Google Do	Jeff	Jarvis		
When March Went Mad	Seth	Davis		
Who Kidnapped Excellence	Harry	Paul/	John	Britt
Why Good Coaches Quit	John	Anderson/	Rick	Aberman
Williams: Hardwork	Roy	Williams/	Tim	Crothers
Win Forever	Pete	Carroll		
Winning Every Day	Lou	Holtz		
Wooden	Seth	Davis		
Wooden on Leadership	Wooden/	Jamison		
Work Like A Spy	JC	Carleson		
You Can't Fire Everyone	Hank	Gilman		
15 Invaluable Laws of Growth	John	Maxwell		
212 The Extra Degree	Sam	Parker/	Mac	Anderson
1001 Smartest Things Ever Said	Steven	Price		

14 THOUGHTS ABOUT BUILDING A GREAT CULTURE

1. Great leaders build and drive great cultures. They know it's their number one priority. They can't delegate it. They must lead and be engaged in the process.
2. Culture is the reason why great organizations have sustained success. Culture drives expectations and beliefs. Expectations and beliefs drive behavior. Behavior drives habits. Habits create the future.
3. Culture beats strategy. Strategy is important but it is your culture that will determine whether your strategy is successful.
4. If you focus on the fruit of the tree (outcomes and numbers) and ignore the root (culture) your tree will die. But if you focus on and nourish the root you always have a great supply of fruit.
5. When building a team and organization you must shape your culture before it shapes you. A culture is forming whether you like it or not. The key is to identify what you want your culture and organization to stand for. Once you know the values and principles that you stand for, every decision is easy to make; including the people you recruit and hire.
6. A culture of greatness doesn't happen by accident. It happens when a leader expects greatness and each person in the organization builds it, lives it, values it, reinforces it and fights for it.
7. Culture is dynamic, not static. Everyone in your organization creates your culture by what they think, say and do each day. Culture is lead from the top down but it comes to life from the bottom up.
8. Your culture is not just your tradition. It is the people in your building who carry it on. –Brad Stevens, Head Coach, Boston Celtics
9. When leading a new team or organization, it will take longer to build a new culture if you allow negative people from the previous culture to contaminate the process.
10. When you build a strong, positive culture most of the energy vampires will leave by themselves because they don't fit in. But you may also have to let a few energy vampires off the bus.
11. Creating a culture where people are afraid to fail leads to failure. Allowing people to fail and learn from failure ultimately leads to success.
12. Change is a part of every culture and organization. Embracing change and innovating will ensure that your organization thrives.
13. Progress is important but when innovating and driving change make sure you honor your tradition, purpose and culture. This generates power from your past to create your future.
14. Culture is like a tree. It takes years to cultivate and grow and yet it can be chopped down in a minute. Protect your culture.

teams—you realize that culture not only beats strategy, but it also fuels it and drives people and organizations to record growth and performance.

Know What You Stand For

You might be wondering where to start when driving and building a culture. I believe it starts with two questions: 1) What do we stand for? 2) What do we want to be known for? While visiting Hendrick Automotive, I asked several of Rick's leaders what they stood for, and they all said *servant leadership*. They told me that Rick leads the way and, in doing so, puts himself last in every decision he makes for his organization. He is very focused on making sure everyone's voice is heard because it is the team that shapes the company today, tomorrow, and in the future. His executive staff knows that Rick expects them to serve the people they lead in the same way. Teamwork through trust and respect is also one of Hendrick's core organizational values. One of Rick's mantras is "*None of us is as smart as all of us.*" He constantly states, "People are our biggest asset! If we take care of our people they will take care of our customers, and if we work together we will all accomplish more." This principle comes to life through weekly and monthly meetings where employees share best practices. Having the high performers share how they win in the market lifts the whole company.

As you would expect, Rick is all about integrity and doing the right thing, doing what you say you will do, and being honest and telling the truth regardless of the situation. Leaders at Hendrick Automotive and Hendrick Motorsports also told me

The first step in uniting people and being a leader is not saying, "Follow me." It's being someone your team wants to follow. You can have the greatest vision and mission statement in the world and be optimistic and positive, but if you are not someone people want to follow, they are not getting on your bus. People follow the leader first and their vision second. What you say is important, but who you are is even more important. Leading is more than sharing a vision and being optimistic. It's more than talking and thinking. It's also about investing in relationships, bringing out the best in others, coaching, encouraging, serving, caring, and being someone that your team can trust. The two questions that the people you lead are asking are, "Can I trust you?" and "Do you care about me?" To be someone who people want to follow, you have to be someone they can trust—someone who cares about the people you lead. To unite others, you have to be someone people want to rally around. To connect with others, you have to be someone who creates connections.

Love Does

Leadership begins with love. Bob Goff, the author of *Love Does*, says that love is not a noun. It's a verb. It's about leading with

what you want and the grit to keep going must be greater than all the negativity and naysayers. Sara Blakely said that she must have gotten hundreds of NO's along the way, but that didn't stop her. She knew what she wanted to create, believed in it, and kept working until people finally saw what she saw and understood her brilliant idea.

Know Your Why

In the last chapter we discussed the power of purpose. Well, it not only fuels positivity, but it also drives grit in a big way. When you know your *why*, you won't let obstacles get in your way. When your purpose is greater than your challenges, you won't give up. My dad was a New York City police officer. Each day he left the house, my mom feared that he wouldn't come home. He risked his life every day. Why? Was it the paycheck?

Excellence or Success

During the past few months I had the opportunity to speak to the University of Clemson football team, the University of Oklahoma Women's basketball team and The Atlanta Falcons. In my talks I shared that the best of the best make their life and work a quest for excellence and that there is a difference between success and excellence.

Success is often measured by comparison to others. *Excellence*, on the other hand, is all about being the best we can be and maximizing our gifts, talents and abilities to perform at our highest potential.

We live in a world that loves to focus on success and loves to compare. We are all guilty of doing this. However, I believe that to be our best we must focus more on excellence and less on success. We must focus on being the best we can be and realize that our greatest competition is not someone else but ourselves.

For example, coaching legend John Wooden often wouldn't tell his players who they were playing each game. He felt that knowing the competition was irrelevant. He believed that if his team played to the best of their ability they would be happy with the outcome. In fact, John Wooden never focused on winning. He had his team focus on teamwork, mastering the fundamentals, daily improvement and the process that excellence requires. As a result he and his teams won A LOT.

A focus on excellence was also the key for golfing legend Jack Nicklaus. His secret was to play the course not the competition. He simply focused on playing the best he could play against the course he was playing. While others were competing against Jack, he was competing against the course and himself.

The same can be said for Apple's approach with the iPod, iPhone and iPad. When they created these products they didn't focus on the competition. Instead they focused on creating the best product they could create. As a result, rather than measuring themselves against others they have become the measuring stick.

We have a choice as individuals, organizations and teams. We can focus on success and spend our life looking around to see how our competition is doing, or we can look straight ahead towards the vision of greatness we have for ourselves and our teams. We can look at competition as the standard or as an indicator of our progress towards our own standards. We can chase success or we can embark on a quest for excellence and focus 100% of our energy to become our best... and let success find us.

Ironically, when our goal is excellence the outcome and byproduct is often success.

Do you agree that there is a difference between success and excellence?
Leave a comment [on our blog](#) or [Facebook page](#).

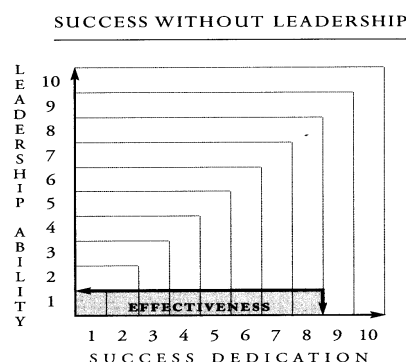
-Jon Gordon

The 21 Irrefutable Laws of Leadership

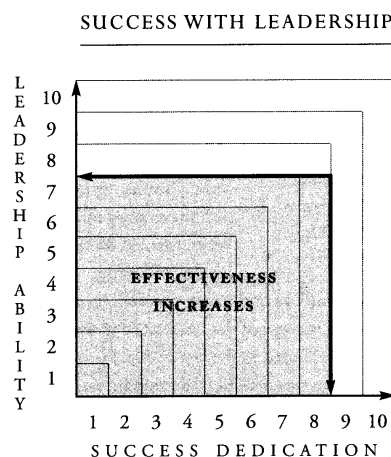
By John C. Maxwell

1. *The Law of the Lid* – Leadership Ability Determines a Person's Level of Effectiveness

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



- Let's say you become a real student of leadership and you maximize your potential, taking it all the way up to a 7. Visually it would look like this:



- By raising your leadership ability – without increasing your dedication at all – you can increase your original effectiveness by 600 percent. Leadership has a multiplying effect.

- Smart, talented people are able to go so far because of the limitations of their leadership. To reach the highest level of effectiveness, you have to raise your leadership lid.

2. *The Law of Influence – The True Measure of Leadership is Influence – Nothing More, Nothing Less*

- True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated. It must be earned.
- Five Myths About Leadership
 - 1) **The Management Myth** – that leading and managing are the same. Leadership is about influencing people to follow, while management focuses on maintaining systems and processes. Managers can maintain direction; to move people you need influence.
 - 2) **The Entrepreneur Myth** – entrepreneurs are skilled at seeing opportunities and going after them. But not all of them are good with leading people in their vision.
 - 3) **The Knowledge Myth** – neither IQ nor education necessarily equates to leadership.
 - 4) **The Pioneer Myth** – being a trendsetter is not the same as being a leader. To be a leader, a person has to not only be out in front, but also has to have people following his lead.
 - 5) **The Position Myth** – leadership is not based on rank or title. It's not the position that makes the leader; it's the leader that makes the position.
- Several Factors That Make a Leader
 - 1) **Character – Who They Are** – true leadership always begins with the inner person. People can sense the depth of a person's character.
 - 2) **Relationships – Who They Know** – with deep relationships with the right people you can become the real leader in an organization.
 - 3) **Knowledge – What They Know** – information is vital. You need a grasp of the facts to develop an accurate vision for the future.
 - 4) **Intuition – What They Feel** – leaders seek to recognize and influence intangibles such as energy, morale, timing and momentum.
 - 5) **Experience – Where They've Been** – the greater your past challenges, the more likely followers will be willing to let you lead.

- 6) **Ability – What They Can Do** – the bottom line is followers want to know whether you can lead them to victory. As soon as they no longer believe you can deliver, they will stop following.

3. The Law of Process – Leadership Develops Daily, Not in a Day

- Leaders require seasoning to be effective. If you continually invest in your leadership development, the inevitable is growth over time.
- The relationship between growth and leadership: It's the capacity to develop and improve one's skills that distinguishes leaders from their followers.
- Successful leaders are learners. And the learning process is ongoing, a result of self-discipline and perseverance.
- The Phases of Leadership Growth

Phase 1: I Don't Know What I Don't Know – few think of themselves as leaders and as long as a person doesn't know the importance of leadership he isn't going to grow.

Phase 2: I Know That I Need to Know – at some point we discover we need to learn how to lead.

Phase 3: I Know What I Don't Know – if we don't get better at leadership, our careers will eventually get bogged down. In this phase you develop a plan for personal growth on areas you need improvement.

Phase 4: I Know and Grow and It Starts to Show – when you recognize your lack of skill and begin the daily discipline of personal growth, exciting things start to happen. You start becoming an effective leader but you have to think about every move you make.

Phase 5: I Simply Go Because of What I Know – your ability to lead becomes almost automatic. You develop great instincts which results in incredible payoffs. But the only way to get there is to obey the Law of Process and pay the price.

- Benjamin Disraeli asserted, "The secret of success in life is for a man to be ready for his time when it comes."
- There is an old saying: champions don't become champions in the ring – they are merely recognized there. That's true. If you want to see where someone develops into a champion, look at his daily routine.

4. The Law of Navigation – Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course

- First-rate navigators always have in mind that other people are depending on them and their ability to chart a good course.

- Before good leaders take their people on a journey, they go through a process in order to give the trip the best chance of being a success:
 - **Navigators Draw on Past Experience** – every past success and failure you've experienced can be a valuable source of information and wisdom. Success teaches you what you're capable of doing and gives you confidence. However, your failures can often teach greater lessons, if you allow them to. If you fail to learn from your mistakes, you're going to fail again and again.
 - **Navigators Examine the Conditions Before Making Commitments** – No good leader plans a course of action without paying attention to current conditions. Good navigators count the cost before making commitments for themselves and others.
 - **Navigators Listen To What Others Have to Say** – Navigating leaders get ideas from many sources. They listen to members of their leadership team. They spend time with leaders of other organizations who can mentor them. They always think in terms of relying on a team, not just themselves.
 - **Navigators Make Sure Their Conclusions Represent Both Faith and Fact** – A leader has to possess a positive attitude. If you can't confidently make the trip in your mind, you're not going to be able to take it in real life. On the other hand, you also have to be able to see the facts realistically. If you don't go in with your eyes wide open, you're going to get blindsided. Balancing optimism and realism, faith and fact can be very difficult.
- **Charting A Course with A Navigation Strategy** – here's an acrostic that the author used repeatedly in his leadership.
 - 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.
- The secret to the Law of Navigation is preparation. When you prepare well, you convey confidence and trust to people. Leaders who are good navigators are capable of taking their people just about anywhere.

5. The Law of Addition – Leaders Add Value by Serving Others

- **Adding Profits by Adding Value** – Costco's CEO, Jim Sinegal, believes the success of Costco comes from treating his employees well.

- Costco employees are paid an average of 42% more than the company's chief rival and they also receive generous health care coverage.
 - Sinegal shows he cares and respects his employees – he has an open-door policy. He is on a first-name basis with everyone.
 - Sinegal's salary is well below what other CEO's of similar size company's make because he is more focused on serving his employees than making an exorbitant salary.
 - The result: Costco has by far the lowest employee turnover rate in all of retailing.
- The bottom line in leadership isn't how far we advance ourselves but how far we advance others.
- There is one critical question: *Are you making things better for the people who follow you?*
 - If you can't answer with an unhesitant yes, then you likely aren't.
 - 90% of all people who add value to others do so intentionally. Why do I say that? Because human beings are naturally selfish. Being an adder requires me to think about adding value to others.
- **Adding Value, Changing Lives** – four guidelines for adding value to others.
 - 1) **Truly Value Others** – effective leaders go beyond not harming others, they intentionally help others. They must value people and demonstrate they care in such a way that their followers know it.
 - 2) **Make Yourself More Valuable To Others** – the more intentionally you have been in growing personally, the more you have to offer your followers.
 - 3) **Know and Relate to What Others Value** – this can only come by listening to your people's stories, their hopes and dreams. Learn what is valuable to them and then lead based on what you've learned.
 - 4) **Do Things That God Values** – God desires us not only to treat people with respect, but also to actively reach out to them and serve them.
- The attitude of the leader affects the atmosphere of the office. If you desire to add value by serving others, you will become a better leader. And your people will achieve more, develop more loyalty, and have a better time getting things done than you ever thought possible. That's the power of the Law of Addition.

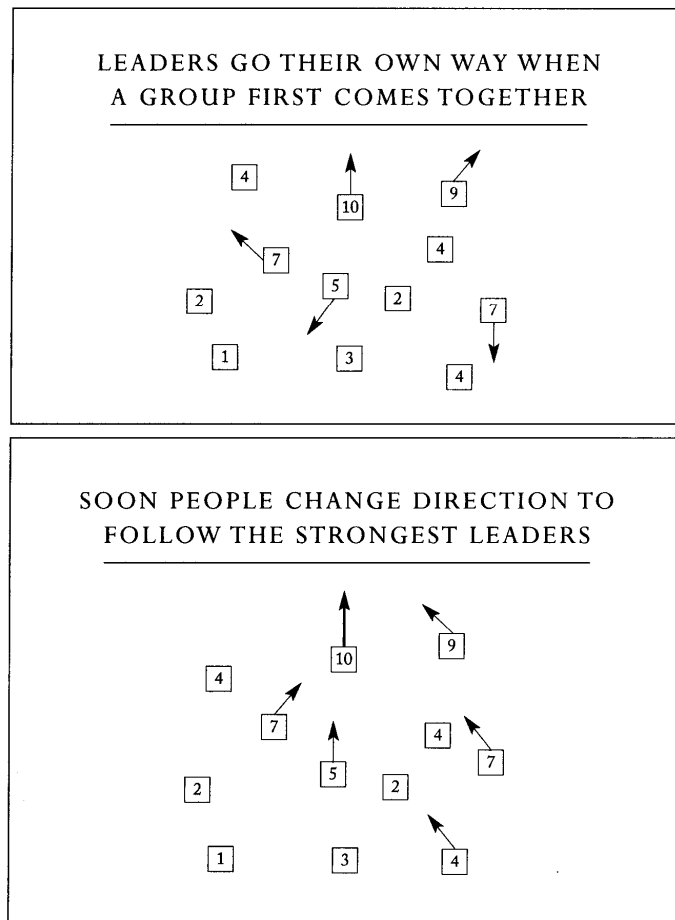
6. *The Law of Solid Ground – Trust Is the Foundation of Leadership*

- Trust is the foundation of leadership. It is the most important thing. Leaders cannot repeatedly break trust with people and continue to influence them.
- Your people know when you make mistakes. The real question is whether you're going to fess up. If you do, you can often regain their trust.
- How does a leader build trust? By consistently exemplifying competence, connection and character. People will forgive occasional mistakes on ability. And they will give you time to connect. But they won't trust someone who has slips in character.
- Character Communicates – a person's character quickly communicates many things to others. Here are the most important ones:
 - **Character Communicates Consistency** – leaders without inner strength can't be counted on day after day because their ability to perform changes constantly.
 - **Character Communicates Potential** – weak character is limiting. Who do you think has the greater potential to achieve great dreams: someone who is honest, disciplined, and hardworking or someone who is deceitful, impulsive and lazy?
 - **Character Communicates Respect** – When you don't have character within, you can't earn respect without. How do leaders earn respect? By making sound decisions, by admitting their mistakes, and by putting what's best for their followers and the organization ahead of their personal agendas.
- No leader can break trust with his people and expect to keep influencing them. Trust is the foundation of leadership. Violate the Law of Solid Ground, and you diminish your influence as a leader.

7. *The Law of Respect – People Naturally Follow Leaders Stronger Than Themselves*

- People naturally follow leaders stronger than themselves. That's how the Law of Respect works.
- People don't follow others by accident. People who are an 8 in leadership don't look for a 6 to follow – they naturally follow a 9 or 10. The less skilled follow the more highly skilled and gifted.
- Occasionally, a strong leader may choose to follow someone weaker than himself. But when that happens, it's for a reason. For example, the stronger leader may do it out of respect for the person's office or past accomplishments. Or he may be following the chain of command. In general though, followers are attracted to people who are better leaders than themselves.

- When people get together for the first time in a group, take a look at what happens. As they start interacting, the leaders in the group immediately take charge. But after the people get to know one another, it doesn't take long for them to recognize the strongest leaders and to start following them.



- In time, people in the group get on board and follow the strongest leaders. Either that or they leave the group to pursue their own agenda.
- Top Six Ways That Leaders Gain Others' Respect
 - 1) **Natural Leadership Ability** – if you possess it, people will want to follow you. They will become excited when you communicate vision.
 - 2) **Respect For Others** – when leaders show respect for others – especially for people who have less power or a lower position than theirs – they gain respect from others. If you continually respect others and consistently lead them well, you will continue to have followers.

- 3) **Courage** – Good leaders do what's right, even at the risk of failure, in the face of great danger and under the brunt of relentless criticism. Can you think of one great leader from history who was without courage? A leader's courage gives his followers hope.
- 4) **Success** – When leaders succeed in leading the team to victory, then followers believe they can do it again. As a result, followers follow them because they want to be part of success in the future.
- 5) **Loyalty** – When leaders stick with the team until the job is done and look out for their followers best interests even when it hurts them personally, followers will in turn learn to respect them.
- 6) **Value Added to Others** – Followers value leaders who add value to them and their respect for them carries on long after the relationship has ended.

8. *The Law of Intuition – Leaders Evaluate Everything with a Leadership Bias*

- The Law of Intuition is based on facts coupled with instincts plus other intangible factors, such as employee morale, organizational momentum, and relationship dynamics.
- The Law of Intuition often separates the great leaders from the merely good ones.
- Leadership intuition is the ability of a leader to read what's going on. For that reason, I say that leaders are readers:
 - 1) **Leaders Are Readers of Their Situation** – leaders pick up on details that might elude others. They sense people's attitudes. They are able to detect the chemistry of a team. They know the situation *before* they have all the facts.
 - 2) **Leaders Are Readers of Trends** – leaders discern where the organization is headed, often times they sense it first and find data later to explain it. Their intuition tells them that something is happening, that conditions are changing. Leaders must always be a few steps ahead of their people, or they're not really leading.
 - 3) **Leaders Are Readers of Their Resources** – leaders think in terms of resources and how to maximize them for the benefit of their organization. They are continually aware of what they have at their disposal.
 - 4) **Leaders Are Readers of People** – Intuition helps leaders sense what's happening among people and know their hopes, fears and concerns. Reading people is perhaps the most important intuitive skill leaders can possess.

- 5) **Leaders are Readers of Themselves** – leaders must know not only their own strengths and weaknesses, but also their current state of mind. Why? Because leaders can hinder progress just as easily as they can help create it.
- Without intuition, leaders get blindsided, and that's one of the worst things that can happen to a leader. If you want to lead well, and stay ahead of others, you've got to obey the Law of Intuition.

9. *The Law of Magnetism – Who You Are Is Who You Attract*

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

10. *The Law of Connection – Leaders Touch a Heart Before They Ask for a Hand*

- For leaders to be effective, they need to connect with people. All great leaders recognize this truth and act on it almost instinctively. You can't move people to action unless you first move them with emotion.
- "People don't care how much you know until they know how much you care." You develop credibility with people when you connect with them and show that you genuinely care and want to help them. And as a result, they usually respond in kind and want to help you.
- How do you connect with people?
 - 1) **Connect with Yourself** – If you don't believe in who you are and where you want to lead, work on that before doing anything else.
 - 2) **Communicate with Openness and Sincerity** – People can smell a phony a mile away. Authentic leaders connect.
 - 3) **Know Your Audience** – When you work with individuals, knowing your audience means learning people's names, finding out their histories, asking about their dreams. When you communicate to an audience, you learn about the organization and its goals. You want to speak about what they care about.
 - 4) **Live Your Message** – Practice what you preach. That's where credibility comes from.
 - 5) **Go to Where They Are** – Remove as many barriers to communication as possible. Try to be attuned to their culture, background, education, and so on. Adapt to others; don't expect them to adapt to me.

- 6) **Focus on Them, Not Yourself** – Focus on others, not yourself. That is the number one problem of inexperienced speakers and ineffective leaders.
 - 7) **Believe in Them** – It's one thing to communicate to people because you believe you have something of value to say. It's another to communicate with people because you believe they have value. People's opinions of us have less to do with what they see in us than with what we can help them see in themselves.
 - 8) **Give Them Hope** – French general Napoleon Bonaparte said, "Leaders are dealers in hope." When you give people hope, you give them a future.
- Successful leaders who obey the Law of Connection are always initiators. They take the first step with others and then make the effort to continue building relationships. It's not always easy, but it's important to the success of the organization. A leader has to do it, no matter how many obstacles there might be.
 - You connect with others when you learn their names, make yourself available to them, tell them how much you appreciate them, find out what they are doing, and most important, listen to them.
 - There's an old saying: To lead yourself, use your head; to lead others, use your heart. That's the nature of the Law of Connection. Always touch a person's heart before you ask for a hand.

11. *The Law of the Inner Circle – A Leader's Potential Is Determined by Those Closest to Him*

- Nobody does anything great alone, nor do leaders succeed alone. What makes the difference is the leader's inner circle.
- As you consider whether individuals should be in your inner circle, ask yourself the following questions. If you can answer yes to these questions, then they are excellent candidates for your inner circle:
 - 1) **Do They Have High Influence with Others?** – One key to successful leadership is the ability to influence the people who influence others. How do you do that? By drawing influencers into your inner circle.
 - 2) **Do They Bring a Complementary Gift to the Table?** – Bring a few key people into my inner circle who possess strengths in your areas of weakness.
 - 3) **Do They Hold a Strategic Position in the Organization?** – Some people belong in your inner circle because of their importance to the organization. If you and they are not working on the same page, the entire organization is in trouble.

- 4) **Do They Add Value to Me and to the Organization?** – The people in your inner circle must add value to you personally. They should also have a proven track record as assets to the organization. Seek for your inner circle people who help you improve.
 - 5) **Do They Positively Impact Other Inner Circle Members?** – Team chemistry is vital. You want your inner circle to have a good fit with one another. You also want inner circle members to make one another better, to raise one another's game.
- Once you've reached your capacity in time and energy, the only way you can increase your impact is through others. Surround yourself with high performers that extend your influence beyond your reach and help you to grow and become a better leader.

12. *The Law of Empowerment – Only Secure Leaders Give Power to Others*

- If you want to be successful, you have to be willing to empower others.
- Theodore Roosevelt once said: "The best executive is the one who has sense enough to pick good men to do what he wants done, and the self-restraint enough to keep from meddling with them while they do it."
- When leaders fail to empower others, it is usually due to three main reasons:
 - 1) **Desire for Job Security** – The number one enemy of empowerment is the fear of losing what we have. Weak leaders worry that if they help subordinates, they themselves will become dispensable. Rather they should realize that if the teams they lead always seem to succeed, people will figure out that they are leading them well.
 - 2) **Resistance to Change** – Most people don't like change. As a leader, you must train yourself to embrace change, to desire it, to make a way for it. Effective leaders are not only willing to change; they become change agents.
 - 3) **Lack of Self-Worth** – Self-conscious people are rarely good leaders. They focus on themselves, worrying how they look, what others think, whether they are liked. They can't give power to others because they feel that they have no power themselves. The best leaders have a strong self-worth. They believe in themselves, their mission and their people.
- Strange as it sounds, great leaders gain authority by giving it away. If you aspire to be a great leader, you must live by the Law of Empowerment.

13. *The Law of the Picture – People Do What People See*

- When leaders show the way with their right actions, their followers copy their good example and succeed.
- Great leaders are both highly visionary and highly practical. Their vision helps them see beyond the immediate. They can envision what's coming and what must be done. Leaders possess an understanding how:
 - Mission provides *purpose* – answering the question, *Why?*
 - Vision provides a *picture* – answering the question, *What?*
 - Strategy provides a *plan* – answering the question, *How?*
- As author Hans Finzel observed, “Leaders are paid to be dreamers. The higher you go in leadership, the more your work is about the future.”
- As you strive to become a better example to your followers, remember these things.
 - 1) **Followers Are Always Watching What You Do** – Just as children watch their parents and emulate their behavior, so do employees watch their bosses. If the boss comes in late, then employees feel they can too. Nothing is more convincing than living out what you say you believe.
 - 2) **It's Easier to Teach What's Right Than to Do What's Right** – Nothing is more convincing than people who give good advice and set a good example.
 - 3) **We Should Work on Changing Ourselves Before Trying to Improve Others** – A great danger to good leadership is the temptation to try to change others without first making changes to yourself. To remain a credible leader, you must always work first, hardest and longest on changing yourself; this is essential. If we work on improving ourselves our primary mission, then others are more likely to follow.
 - 4) **The Most Valuable Gift a Leader Can Give Is Being a Good Example** – More than anything else, employees want leaders whose beliefs and actions line up. Leadership is more caught than taught. How does one “catch” leadership? By watching good leaders in action.

14. *The Law of Buy-In – People Buy into the Leader, Then the Vision*

- The leader finds the dream and then the people. The people find the leader and then the dream. That's how the Law of Buy-In works.
- People don't at first follow worthy causes. They follow worthy leaders who promote worthy causes they can believe in. People buy into the leader first, then the leader's vision.

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

15. *The Law of Victory - Leaders Find a Way for the Team to Win*

- Victorious leaders have one thing in common: they share an unwillingness to accept defeat. The alternative to winning is totally unacceptable to them. As a result, they figure out what must be done to achieve victory.
- The best leaders feel compelled to rise to a challenge and do everything in their power to achieve victory for their people. In their view...
 - Losing is unacceptable.
 - Passion is unquenchable.
 - Quitting is unthinkable.
 - Commitment is unquestionable.
 - Victory is inevitable.
- With that mindset, they embrace the vision and approach the challenges with the resolve to take their people to victory.
- Three factors that contribute to a team's dedication to victory:
 - 1) **Unity of Vision** – Teams succeed only when the players have a unified vision, no matter how much talent or potential there is.
 - 2) **Diversity of Skills** – Every organization requires diverse talents to succeed.
 - 3) **A Leader Dedicated to Victory and Raising Players to Their Potential** – Unity of vision doesn't happen spontaneously. The right players with the proper diversity of talent don't come together on their own. It takes a leader to make those things happen. It takes a leader to provide the motivation, empowerment, and direction required to win.
- Leaders who practice the Law of Victory believe that anything less than success is unacceptable. And they have Plan B. That is why they keep fighting. And it's why they continue to win.
- How dedicated are you to winning the "fight"? Are you going to have the Law of Victory in your corner as you lead? Or when times get difficult, are you going to throw in the towel? Your answer to that question may determine whether you succeed or fail as a leader and whether your team wins or loses.

16. *The Law of the Big Mo – Momentum Is a Leader's Best Friend*

- If you've got all the passion, tools and people you need to fulfill a great vision, yet you can't seem to get your organization moving and going in the right direction, you're dead in the water as a leader. If you can't get things going, you will not succeed. You need to harness the power of the leader's best friend – momentum.
- When you have no momentum, even the simplest tasks seem impossible.
- On the other hand, when you have momentum on your side, the future looks bright, and obstacles appear small. An organization with momentum is like a train that's moving at sixty miles per hour.
- Truths About Momentum
 - 1) **Momentum is the Great Exaggerator** – momentum is like a magnifying glass; it makes things look bigger than they really are. Because momentum has such a great impact, leaders try to control it. When you have momentum, you don't worry about small problems and many larger ones seem to work themselves out.
 - 2) **Momentum Makes Leaders Look Better Than They Are** – When leaders have momentum on their side, people forget about their past mistakes. Once a leader creates some success for his organization, people give him more credit than he deserves. Momentum exaggerates a leader's success and makes him look better than he really is.
 - 3) **Momentum Helps Followers Perform Better Than They Are** – When momentum is strong, people are motivated to perform at higher levels, making all participants more successful than they would be otherwise.
 - 4) **Momentum Is Easier to Steer Than to Start** – Getting started is a struggle, but once you're moving forward, you can really start to do some amazing things.
 - 5) **Momentum Is the Most Powerful Change Agent** – Given enough momentum, nearly any kind of change is possible in an organization. Followers trust leaders with a proven track record. They accept changes from people when they have led them to victory before. Momentum puts victory within reach.
 - 6) **Momentum is the Leader's Responsibility** – It takes a leader to create momentum. Followers can catch it. But creating momentum requires someone who has vision, can assemble a good team, and motivates others. If the leader is waiting for the organization to develop momentum on its own, then the organization is in trouble.

- 7) **Momentum Begins Inside the Leader** – It starts with vision, passion, and enthusiasm. The leader must model those qualities to his people day in and day out, which will attract like-minded people to his team. Once you see forward progress, you will begin to generate momentum. Once you have it, you can do almost anything. That's the power of the Big Mo.

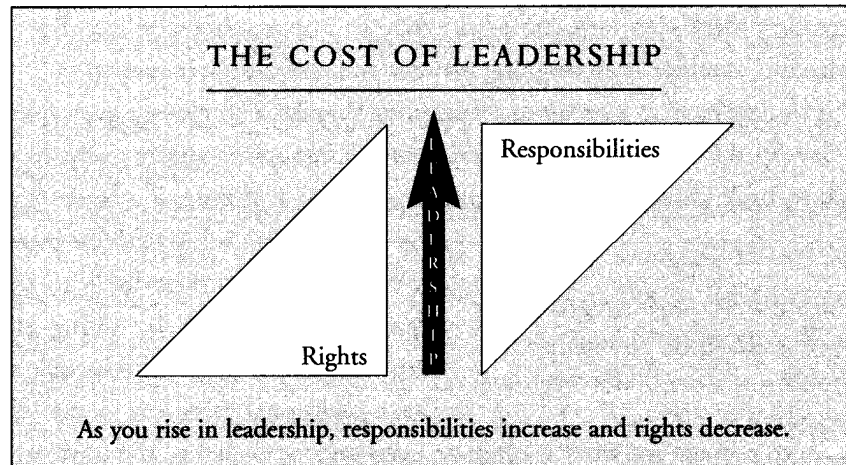
17. *The Law of Priorities – Leaders Understand That Activity Is Not Necessarily Accomplishment*

- Leaders never advance to a point where they no longer need to prioritize.
- Busyness does not equal productivity. Activity is not necessarily accomplishment. Prioritizing requires leaders to continually think ahead, to know what's important, to see how everything relates to the overall vision.
- **The Pareto Principle** – if you focus your attention on the activities that rank in the top 20 percent in terms of importance, you have an 80 percent return on your effort. For example if you 100 customers, the top 20 will provide you 80% of your business, so focus on them.
- **The Three R's** – requirement, return and reward. Leaders must order their lives according to these three questions:
 - 1) **What is Required?** Any list of priorities must begin with what is required of us. The question to ask yourself is, *"What must I do that nobody can or should do for me?"* If I'm doing something that is not necessary, I should eliminate it. If I'm doing something that's necessary but not required of me personally, I need to delegate it.
 - 2) **What Gives the Greatest Return?** As a leader, you should spend most of your time working in your areas of greatest strength. Ideally, leaders should get out of their comfort zone but stay in their strength zone. My rule of thumb: If something can be done 80 percent as well by someone else, I delegate it.
 - 3) **What Brings the Greatest Reward?** Life is too short not to do the things you love. Your personal interests energize you and keep you passionate. And passion provides the fuel in your life to keep you going.

18. *The Law of Sacrifice – A Leader Must Give Up to Go Up*

- If you desire to become the best leader you can be, then you need to be willing to make sacrifices in order to lead well. If that is your desire, then here are some things you need to know about the Law of Sacrifice.

- 1) **There Is No Success Without Sacrifice** – Every person who has achieve any success in life has made sacrifices to do so. Effective leaders sacrifice much that is good in order to dedicate themselves to what is best.
- 2) **Leaders Are Often Asked to Give Up More Than Others** – The heart of leadership to putting others ahead of yourself. It's doing what is best for the team. For that reason, leaders have to give up their rights.



The cost of leadership: Leaders must be willing to give up more than the people they lead. Leadership means sacrifice.

- 3) **You Must Keep Giving Up to Stay Up** – Leadership success requires continual change, constant improvement, and ongoing sacrifice.
- 4) **The Higher the Level of Leadership, the Greater the Sacrifice** – The higher you go, the more its going to cost you. And it doesn't matter what kind of leadership career you pick. You will have to make sacrifices. You will have to give up to go up.

19. The Law of Timing – When to Lead Is As Important As What to Do and Where to Go

- Timing is often the difference between success and failure in an endeavor. Every time a leader makes a move, there are really only four outcomes:
 - 1) **The Wrong Action at the Wrong Time Leads to Disaster** – If you take the wrong action at the wrong time, your people suffer and so will your leadership.
 - 2) **The Right Action at the Wrong Time Brings Resistance** – Having a vision for the right direction and knowing how to get there is not enough. If you take the right action but do it at the

wrong time, you may still be unsuccessful because the people you lead can become resistant. Good leadership timing requires many things:

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

3) **The Wrong Action at the Right Time is a Mistake** – the greatest mistake made by entrepreneurs is knowing when to cut their losses or when to increase their investment to maximize gains. Their mistakes come from taking the wrong action at the right time.

4) **The Right Action at the Right Time Results in Success** – When the right leader and the right timing come together an organization achieves its goals and reaps incredible rewards.

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

20. The Law of Explosive Growth – To Add Growth, Lead Followers – To Multiply, Lead Leaders

- You can grow by leading followers. But if you want to maximize your leadership and help your organization reach its potential, you need to develop leaders. There is no other way to experience explosive growth.
- Leaders who attract followers but never develop leaders get tired. Being able to impact only those people you can touch personally is very limiting.
- In contrast, leaders who develop leaders impact people far beyond their personal reach. Every time you develop leaders and help them increase their leadership ability, you make them capable of influencing an even greater number of people.

21. *The Law of Legacy* – A Leader's Lasting Value Is Measured by Succession

- What do you want people to say at your funeral? If you want your leadership to have real meaning, you need to take into account the Law of Legacy. A leader's lasting value is measured by succession.
- If you desire to make an impact as a leader on a future generation, then become highly intentional about your legacy. We have a choice about what legacy we will leave, and we must work and be intentional to leave the legacy we want. Here's how:
 - 1) **Know the Legacy You Want to Leave** – most people simply accept their lives – they don't lead them. I believe that people need to be proactive about how they live, and I believe that is especially true for leaders. Someday people will summarize your life in a single sentence. My advice: pick it now!
 - 2) **Live the Legacy You Want to Leave** – I believe that to have any credibility as a leader, you must live what you say you believe. If you want to create a legacy, you need to live it first.
 - 3) **Choose Who Will Carry on Your Legacy** – A legacy lives on in people, not things. Too often leaders put their energy into organizations, buildings or other lifeless objects. But only people live on after we are gone. Everything else is temporary.
 - 4) **Make Sure You Pass the Baton** – No matter how well you lead, if you don't make sure you pass the baton, you will not leave the legacy you desire.
- Our ability as leaders will not be measured by the buildings we build, or institutions we established. We will be judged by how well the people we invested in carried on after we are gone.
- Jackie Robinson observed, "A life isn't significant except for its impact on other lives." In the end we will be judged according to the Law of Legacy. A leader's lasting value is measured by succession.



**Life will only change
when you become
more committed to
your dreams than
you are to your
comfort zone.**

BILLY COX

foundr

