



Practical Leadership Strategies “21 Irrefutable Laws of Leadership”

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Personal Leadership Strategy

- Government Service – demanding, political challenges, highly regulated and people expect transparency
- People expect the best from us at all times!
 - **CHALLENGES**
 - **ACCOUNTABILITY**
 - **MOTIVATION**
 - **ETHICS**
- We need to engage in strong, thoughtful, and ethical leadership!

Personal Leadership Strategy

- **Leadership Journey**
 - Student
 - Practitioner
- **My leadership journey was filled with challenges, setbacks, and victories**
 - Encouragement
 - Practical applications
 - Success

Leadership Strategies

John C. Maxwell

“The 21 Irrefutable Laws Of Leadership” Workbook

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Personal Leadership Strategies

- The laws can be learned
 - *Some are easier to understand and apply than others, but every one of them can be acquired*
- The laws can stand alone
 - *Each law complements all the others, but you don't need one in order to learn the other*
- The laws carry consequences with them
 - *Apply the laws, and people will follow you, violate or ignore them, and you will not be able to lead others*
- These laws are the foundation of leadership
 - *Once you learn the principles, you will have to practice them and apply them to your life*

21 Irrefutable Laws of Leadership – Law 1

THE LAW OF THE LID

Leadership Ability Determines a Person's
Level of Effectiveness

Personal Leadership Strategies

- Whatever you will accomplish is restricted by your ability to lead others
 - Lower ability, lower impact
 - Higher ability, greater impact
- The greater the impact you want to make, the greater your influence needs to be!

Personal Leadership Strategies

➤ Take stock in what you do well?

- ❑ People skills, planning, strategic thinking, vision
- ❑ Take a leadership assessment test
- ❑ Interview someone that has a very high lid
- ❑ Ask people you trust for an honest assessment

➤ Identify the gaps!



Personal Leadership Strategies

➤ Improvement Strategies

- ❑ Close the gaps!
- ❑ Engage in activities that will help you improve
- ❑ Education, mentors, experience, activities*
- ❑ Decision-Making – Fast & Slow
- ❑ Decision Making Model
- ❑ Make bad decisions; people won't respect you!

Personal Leadership Strategies

- Determine what your long-term goals are?
 - Identify what you do best
 - Seek out the assistance of other leaders/personnel who can fill in the gaps you may have
 - By improving yourself and your team, you can raise the “Lid” of your organization

21 Irrefutable Laws of Leadership - Law 2

THE LAW OF INFLUENCE

The True Measure of Leadership is Influence-
Nothing More, Nothing Less

Personal Leadership Strategies

- Leadership is not a position; it is influence!
- Sometimes because of an assignment we believe that people are leaders, not always the case!
- True leadership cannot be awarded, appointed, or assigned; it must be earned!

Myths of Leadership

- Leadership and management are not the same
 - Management
 - *ensuring that processes are followed*
 - Expert knowledge is power
 - *not necessarily a leader*
 - Positional
 - *you may have it, not necessarily a leader*
 - Who do people listen to?
 - *When they speak, do people follow*

Myths of Leadership

- Why can some lead and others can't?
 - Character – who you are
 - Relationships – who you know
 - Knowledge – what you know, ability to grasp the facts
 - Intuition – what you feel - dealing with tangibles, morale, timing, and momentum
 - Experience – gives you a chance to prove you are capable
 - Past successes – what you've done
 - Ability - what you can do

Myths of Leadership

Dr. Harry A. Overstreet (psychologist)

“The very essence of all power to influence lies in getting the other person to participate”

If no one is following, you are not a leader!

21 Irrefutable Laws of Leadership – Law 3

THE LAW OF PROCESS

Leadership Develops Daily, Not in a Day

Law of Process

It is a process - one school doesn't hack it

- Difference between events and process
 - Events – things that occur that force us to make decisions
 - Processes – encourages development, to prepare for tomorrow
- The question you need to ask yourself

Will you be ready?

President Theodore Roosevelt

- A good example of the “Law of Process”
 - Roosevelt’s father – “you have the mind, but you have not the body, and without the help of the body the mind cannot go as far as it should”
 - Physical and mental preparation!
 - As a child he was timid and nervous – respected and admired those who were fearless and could hold their own in the world
 - Motivation!

President Theodore Roosevelt

- Physical Fitness Training
 - Weights
 - Ice Skating
 - Boxing
 - Rowing
 - Horseback riding
- Helped in changing his perspective and he developed confidence!

President Theodore Roosevelt

- Harvard, New York City Police Commissioner, Calvary Officer
- President of the United States
 - U.S. World Power – first-class Navy
 - Saw that the Panama Canal was built
 - Negotiated peace between Japan and Russia
 - Won the Nobel Peace Prize
- Expeditions to Africa and Brazil for the Smithsonian
- Shot while preparing for a speech, spoke for an hour with a bullet in his chest

President Theodore Roosevelt

- President Roosevelt died in his sleep
 - Vice President Marshall said – “Death had to take him sleeping for if Roosevelt had been awake, there would have been a fight.”
 - He never stopped learning; he had a book under his pillow!

President Theodore Roosevelt

- Champions don't become champions in the ring; they are merely recognized there!
- Sweat, blood, enthusiasm, and devotion!
- You don't get a re-do!
- The critics will always be with us!
 - Especially in today's environment
 - Social Media
 - Experts and Opinions

IT'S NOT THE CRITIC THAT COUNTS

Its not the critic who counts, not the man who points out how strong men stumble, or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again and again; who knows the great enthusiasms, the great devotions and spends himself in a worthy cause; who, at best, knows in the end the triumph of high achievement; and who, at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold timid souls who know neither victory nor defeat

Leadership Study - Warren Bennis & Burt Nanus

Conclusions

- There is a direct relationship between growth and leadership
- Capacity to develop and improve their skills that distinguish leaders from their followers
- Successful leaders are learners
 - Result of Self-Discipline and Perseverance
 - Get a little better each day!

Personal Leadership Strategies

- Phase 1 – I don't know what I don't know
- Phase 2 – I know what I don't know
- Phase 3 – I grow and know..and it starts to show
- Phase 4 – I simply go because of what I know

Continuous Improvement!

21 Irrefutable Laws of Leadership

- In today's world, people want instant gratification; it won't happen with leadership!
 - ❑ Leaders are learners
 - ❑ Self-discipline and perseverance
 - ❑ How many books do you read, what do you read?
 - ❑ Who do you follow?
 - ❑ How many courses have you taken?
 - ❑ Expand your outlook
 - ❑ Keep a journal on all things learned

21 Irrefutable Laws of Leadership – Law 4

The Law of Navigation

Anyone Can Steer the Ship, but it takes a
Leader to Chart the Course

21 Irrefutable Laws Of Leadership

The Quest to Reach the South Pole

Roald Amundsen

Sir Robert Falcon Scott

Law of Navigation

- Scott's final entry in his diary;

"We shall die like gentlemen. I think this will show that the spirit of pluck and power to endure has not passed our race"

- Scott had courage, but he couldn't navigate, he cost his team their lives!

The Law of Navigation

- Good navigators know that people are depending on them!
- Before you take your people on a journey, you should go through a process in order to give the trip the best chance of being a success

The Law of Navigation

- Navigators draw on past experiences
 - Past successes – good source of information, what we did right!
 - Failures – wrong assumptions and methods
 - Columbine? - Surround and contain versus confrontation
 - Must learn from mistakes; if not, we will fail again!
 - Doing the same thing over and over again expecting a different outcome is the definition of insanity

The Law of Navigation

- Navigators listen to what others have to say
 - Go through a decision-making process
 - SARA, OODA, Smart Choices
 - Gather the facts and talk with others!
 - Inside and outside of your organization
 - Chief William Moffet and Chief John Stollsteimer

The Law of Navigation

- Navigators examine the conditions before making commitments
 - Need to be conscious of their responsibilities
 - Think things through thoroughly
 - Linked decisions/silos of influence/repercussions
 - They count the costs before making a commitment for themselves and others

The Law of Navigation

- Navigators make sure their conclusions represent both faith and fact
 - Positive attitude
 - Faith that you can take your people all of the way
 - Don't minimize obstacles or rationalize your challenges
 - Realistic leaders are objective enough to minimize illusions
 - Balance – Faith versus Fact

The Law of Navigation

- Application: What can we do?
 - ❑ Lay out your goals, determine a course of action, adjust your priorities
 - ❑ Notify your key personnel, allow time for acceptance
 - ❑ Head into action
 - ❑ Expect problems
 - ❑ Always point to successes
 - ❑ Review your plans on a daily basis

21 Irrefutable Laws Of Leadership

- Example: Building Police Headquarters
 - Previous construction experience
 - Contacting and visiting agencies that recently built
 - Looking for details & developing a program
 - The architect was shocked that we included everyone in the process
 - Unions, units, staff, sworn, non-sworn personnel
 - Drew out personal experiences of incidents that occurred in headquarters (safety, processing, etc.)

21 Irrefutable Laws of Leadership – Law 5

THE LAW OF ADDITION

Leaders Add Value by Serving Others

Law of Addition

➤ Servant Leadership

- ❑ Leadership isn't how far we advance ourselves, but how far we advance others!
- ❑ Add value to their lives!

Law of Addition

- How do we treat our employees?
 - Do you care?
 - Do you go and see them?
 - Are they glad to see you?
- Interviewed for a position with another law enforcement agency
 - Care about my people and I am concerned about their well-being

Law of Addition

- Will you back them up on a call for service
 - Alarm call / Rookie
 - Man with gun / Off-duty / Rookie
- Do you give them credit, when credit is due
- How do you introduce them?
- Births, Birthdays, Marriages, and Deaths

Law of Addition

Remember that every interaction between every leader and follower is a relationship and all relationships either add to or subtract from a person's life!

Guidelines:

- We add value to others when we....Truly value others
 - When we intentionally help others, we demonstrate that we care
- We add value to others when we....Make ourselves more valuable to others
 - The idea is that we have something to offer
 - Acquired knowledge, experience, training
 - Personal growth

Guidelines:

- We add value to others when we....Know and Relate to what others value
 - Inexperienced leaders are quick to lead before knowing anything about their people
 - Mature leaders listen, learn, and then lead, what are their hopes and dreams
- Review your organizations Mission Statement
 - Personal Beliefs / Oath of Office
 - Commanded to treat people with respect!

Personal Leadership

- Ask yourself, do I have the Servant Leadership attitude?
 - ❑ Are you impatient?
 - ❑ Are you resentful?
 - ❑ Are there certain tasks that you believe are beneath your dignity or position?
- Example: Ignoring emergency calls for service*
Loss of respect, better than thou attitude, beneath my rank

21 Irrefutable Laws of Leadership – Law 6

THE LAW OF SOLID GROUND

Trust is the Foundation of Leadership

Law of Solid Ground

- People will tolerate honest mistakes, but if you violate their trust, you will find it very difficult to ever regain their confidence
- You must treat trust as your most precious asset
 - General Ulysses S. Grant
 - Vietnam – President Johnson & Robert McNamara, unwilling to admit mistakes
 - Watergate

Law of Solid Ground

- Character makes trust possible
 - Truthfulness, integrity, authenticity, discipline, consistency, hard working
 - Weak character is limiting – deceitful, impulsive, lazy
- Trust makes leadership possible
 - Whenever you lead people, it's as if they consent to take a journey with you
- Talent alone is not enough; it must be bolstered by character!

Law of Solid Ground

- Self-reflection

- Use of township/company equipment (Computer)
- Time: sick, vacation, comp / (OPRA) (CEPA)
- Personal business on duty
- Pressuring subordinates to supply goods for free
- Double dipping on court and overtime pay

- Look for lapses of judgment and correct them!

21 Irrefutable Laws of Leadership - Law 7

THE LAW OF RESPECT

People Naturally Follow Leaders Stronger
Than Themselves

Law of Respect

- There are three different levels of respect:
 - *When people respect you as a person, they admire you*
 - *When they respect you as a friend, they love you*
 - *When they respect you as a leader, they follow you*

Law of Respect

- If you want to influence others, you need to be respected as a leader!
 - Qualities that will help you gain respect:
 - Must prove your abilities
 - Respect others
 - Show courage
 - Record of success
 - Faithfulness
 - Value added to others

Law of Respect

People follow leaders whose leadership they respect

- Henry Kissinger – “A leader does not deserve the name unless he is willing occasionally to stand alone.”
- Good leaders do what is right, even at the risk of failure, and in the face of great danger, under the brunt of relentless criticism
- A leader’s courage has great value: it gives followers hope!

Law of Respect

- When respected leaders ask for change, followers are willing to embrace it
- When leaders are not respected, and they ask for commitment or change, people will have doubts, they will question the need for change, they will make excuses, or they will simply walk away

21 Irrefutable Laws of Leadership - Law 8

THE LAW OF INTUITION

Leaders Evaluate Everything with a Leadership Bias

Law of Intuition

- Leaders are readers of their situation
 - They capture the details that elude others
 - Linked decisions, resources, technology, personnel, etc.
- Leaders are readers of trends
 - Ability to step back, see where they and their people have gone and where they are headed in the future
 - What is the latest “Management Fad?”

Law of Intuition

➤ Leaders are readers of people!

- ❑ When you enter a room, do you know who is for you and who is against you?
 - ❑ Can you sense what is happening
 - ❑ Handshakes, comments, body language, first impressions
-
- ❑ Jail overcrowding – blame-storming the cops

Law of Intuition

- Leaders are readers of themselves
 - Ability to read yourself
 - Strengths and Weaknesses
 - Current State of Mind
 - John Russel Lowell said: “No one can produce great things who is not thoroughly sincere in dealing with himself.”

Law of Intuition

- Bad things can happen to good leaders!
- Be prepared, use your intuition!
 - There may come a time when a group or a person may attack your character, ethics, honesty, and integrity
 - Stay calm, take notes, gather any documentation they may have
 - Read the room, understand the issues, is someone in the room for you
 - Gather the facts from your sources
 - Plan your response, be systematic, explain the WHY!
 - Prove that their sources and allegations are misguided

Law of Intuition

- Don't blow up and retaliate!
- Questions they may ask
 - Why would they lie?
 - They have something to gain!
 - Why would I lie?
 - Do I have something to lose
 - If you are doing the right thing, you can rely on the truth at all times.

21 Irrefutable Laws of Leadership – Law 9

THE LAW OF MAGNETISM

Who You Are Is What You Attract

Law of Magnetism

- Attitude
 - People who see life as a series of opportunities and exciting challenges don't want to hear about how bad things are all the time
- Attraction
 - Generation, background, values, life experience, and ability

Law of Magnetism

- Who are we recruiting, entry-level and supervision
 - Good personnel is the key
- Think about and list out the qualities of the people you want
 - If you are weak in an area, find someone who you can learn from
 - Create a plan to improve yourself and your organization

Law of Magnetism

- In-Service Training Opportunities
- Interviews of potential candidates
- Beyond the formal interview - lunch or coffee
 - Listen to them
 - Explain your expectations
 - Realistic outlook
 - Upon appointment, I gave the officer a letter of expectation

21 Irrefutable Laws of Leadership – Law 10

THE LAW OF CONNECTION

Leaders Touch a Heart Before They Ask for a Hand

Law of Connection

- Communication is vital to leadership
- All great communicators practice the “Law of Connection”
- They know that you can’t move people to action unless you first move them with emotion

Law of Connection

- Keys to Connection
 - Personal authenticity
 - Be yourself, be candid, people can smell a phony
 - Know where you are going, people don't follow people who are full of uncertainty
 - Know Your Audience
 - Learning people's names
 - Finding out about their histories
 - Knowing what their goals are
 - Speak about what they care about

Law of Connection

- Live Your Message
 - Practice what you preach
 - That's where credibility comes from
- Go To Where They Are
 - Walking through police headquarters
 - Talking their language
- Focus On Them, Not Yourself
 - This is the number one problem of ineffective leaders
 - You will always connect faster when your focus on them and not on yourself

Law of Connection

- Believe In Them
 - Communicate with people because you believe they have value
 - People's opinion of us has less to do with what they see in us than it does with what we can help them see in themselves
- Offer Direction And Hope
 - Giving them a future
 - Slow walking the crowd
- People don't care how much you know until they know how much you care!

Law of Connection

- When a true leader has done the work to connect with their people, you can see it in the way the organization functions:
 - Loyalty
 - Strong work ethic
 - The leader's vision is embraced
 - The impact is incredible

21 Irrefutable Laws of Leadership – Law 11

THE LAW OF THE INNER CIRCLE

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

Law of the Inner Circle

- Five types of people you should try to bring into your inner circle
 - Do they have high influence with others
 - Ability to influence the people who influence others
 - Do they bring a complimentary gift to the table
 - Shared experiences and ask questions
 - Do they hold a strategic position in the organization
 - They lead for you and understand the mission

Law of the Inner Circle

- Five types of people you should try to bring into your inner circle
 - Do they add value to me and to the organization?
 - Adders and multipliers with proven track records
 - They should add value to you personally, it's lonely at the top, so you better bring someone with you "not a yes man" but a solid supporter
 - Do they positively impact other inner circle members?
 - Complimentary skills and compatible roles
 - Contribute but don't step on people's toes
 - Make everyone better, raise one another up

Law of the Inner Circle

- One more question you need to ask!
 - Do they display excellence, maturity, and good character in everything they do?
 - Make the choice
 - Identify
 - Cultivate
 - Recruit

Law of the Inner Circle

- **Be prepared for the challenges of the inner circle!**
 - Leaks
 - A-team versus B-team (In-groups and Out-groups)
 - Allegations of favoritism
 - Expectancy / Seniority
 - Whistleblowers
 - Sometimes we just say stupid things?
 - Brainstorming, thinking it through, bad ideas
 - Context?

21 Irrefutable Laws of Leadership – Law 12

THE LAW OF EMPOWERMENT

Only Secure Leaders Give Power to Others

Law of Empowerment

- We must overcome the barriers to empowerment
 - Henry Ford II
 - Lack of personal security, his leadership team was one of the best, but he undermined them and played them against each other
 - Keep them anxious and off balance
 - Don't let them get too comfortable
 - Do the opposite of what they expect

Law of Empowerment

- When leaders fail to empower others, it is usually due to three main reasons:
 - (1) The desire for job security
 - Number one enemy is the fear of losing what we have
 - Weak leaders worry that if they help their subordinates, they themselves will become dispensable
 - Your goal of raising up leaders is your value
 - (2) Resistance to Change
 - It's in our nature as we grow older to protest change
 - Empowering brings constant change

Law of Empowerment

- When leaders fail to empower others, it is usually due to three main reasons (continued):

(3) Lack of Self Worth

- Too self-conscious, focus on themselves, worry about how they look and what others think
- Can't give power to others because they feel they have no power themselves

Law of Empowerment

- Empower your people!
 - Find good leaders
 - Build them up
 - Give them the resources they need
 - Give them authority and responsibility
 - Turn them loose to achieve
 - SARA Programs
 - Problem-oriented policing, empowered them to create projects
 - Innovation projects
 - Failure was an option

21 Irrefutable Laws of Leadership – Law 13

THE LAW OF THE PICTURE

People Do What People See

Law of the Picture

- Mission provides purpose
 - Answers the question of why
- Vision provides a picture
 - Leaders are stewards of the vision
 - Good leaders communicate the vision clearly, creatively, and continually
- The Strategy provides a plan

Law of the Picture

- Modeling!

- Good leaders are always conscious of the fact that they are setting the example!
- It's easier to teach what's right than do what's right
- Show the way with right actions; followers will copy them and succeed
- We should work on changing ourselves before trying to improve others
- The most valuable gift a leader can give is being a good example

Law of the Picture

Opinion Research Corporation for Ajilon Finance

Asked American workers to select one trait that was most important for a person to lead them

- Number one answer - LEADING BY EXAMPLE
- Number two answer – STRONG ETHICS OR MORALS
- Number three answer – KNOWLEDGE OF THE BUSINESS

Law of the Picture

- If an oversight/expert consultant came in and investigated your organization, would you be able to show that your mission, vision, and strategies were sound?
 - Would your organization be a model for others to follow?
 - Go back and look at your decisions, statistics, and departmental performance and ask yourself, could I defend my department's actions?
 - Don't succumb to the latest fad, build an organization that looks at the big picture!

21 Irrefutable Laws of Leadership – Law 14

THE LAW OF BUY-IN

People Buy Into the Leader, Then the Vision

Law of Buy-In

- Do people buy into the vision, or do they buy into the leader?
 - People buy into the leader first, then the leader's vision!
 - You cannot separate leaders from the causes they promote

Law of Buy-In

- Challenges you may face!
 - Things that are not under your control?
 - Newly elected leaders
 - Economy, tax collection, department funding
 - Change in service philosophy
 - Personnel, scheduling, contract negotiations
 - Legislative and case law
 - FLMA
 - Law Against Discrimination and CEPA (Whistleblowers)

Law of Buy-In

- Reactions to these challenges that you need to be prepared for
 - When followers don't like the leader or the vision...they look for another leader
 - When followers don't like the leader, but they do like the vision...they look for another leader
 - When followers like the leader but not the vision...they change the vision
 - When followers like the leader and the vision...they get behind both

Law of Buy-In

- How can we apply the concept of “Buy-In”
 - Do you have a vision for your leadership and your organization?
 - Write it down and create a real vision statement
 - Are you willing to commit your career and life to it?
 - Identify your key personnel, do they buy into the vision?
 - If your people don't buy into you, they will not execute your vision

Law of Buy-In

- Take action - You don't get credit for being right
 - Your success is measured by your ability to actually take the people where they need to go!
- To accomplish this, you need to
 - Develop good relationships, be honest and authentic, hold yourself to a higher standard, give people the tools they need to do a better job, help people accomplish their personal goals, and develop leaders

Law of Buy-In

- If we surveyed your personnel, would they believe your vision of safety first?
 - How would they respond?
 - It's just a talking point, you don't really care
 - You're just covering yourself in case of a lawsuit
 - You're just trying to save money
- Create a new vision
 - Zero-Harm – Presence of Safety
 - Did we just get lucky or was there a real presence of safety
 - It shows that we care and creates buy-in

21 Irrefutable Laws of Leadership – Law 15

THE LAW OF VICTORY

Leaders Find a Way for the Team to Win

Law of Victory

- Every crisis has its own challenges, but victorious leaders share one thing in common; they share an unwillingness to accept defeat
 - The alternative to winning is totally unacceptable
 - They figure out what must be done to achieve victory

Law of Victory

- **Winston Churchill**

- Sounded the alarm about Hitler, Neville Chamberlain ignored it and did not make a stand
- Churchill built relationships with Stalin and Roosevelt
- Nazi Germany wanted to make a deal with Churchill
- Churchill refused, he spoke to his people, he kept them motivated, he helped Russia with supplies
- Pearl Harbor, Churchill slept soundly, he knew they would be victorious
- Never accepted defeat!

Law of Victory

- Three components that contribute to a team's dedication to victory
 - Unity of Vision
 - Teams don't win championships if its players are working from different agendas
 - Diversity of Skills
 - Need a diversity of skills to succeed
 - A Leader Dedicated to Victory and Raising Players to Their Potential
 - Recruiting and hiring the right personnel
 - Developing new leaders

Law of Victory

- Are you dedicated to leading your team to victory
 - Take responsibility for the success of your team
 - Identify the little wins along the way
 - Recognize them for their contributions and winsor
 - Are you pursuing the wrong vision
 - Are you in the wrong organization, or
 - Are you enjoying the big rocking chair?

21 Irrefutable Laws of Leadership – Law 16

THE LAW OF THE BIG MO

Momentum Is a Leader's Best Friend

Law of the Big Mo

- When you have no momentum small problems look like insurmountable obstacles
- When you have momentum on your side, the future looks bright, obstacles appear small, and troubles seem inconsequential

Law of the Big Mo

- Momentum makes the leader look better than they are!
 - They look past your shortcomings
 - They forget about the mistakes the leaders have made
 - Momentum changes everyone's perspective of the leader
 - Remember, people like to associate with winners!

Law of the Big Mo

- Momentum helps followers perform better than they are
 - People become inspired and perform at higher levels
 - Example: 1980 U.S. Olympic Hockey Team
 - They were good, but not good enough to win a gold medal

Law of the Big Mo

- Momentum is easier to steer than to start
 - Think about water skiing
 - It takes a lot of time and effort to get started, it will be a struggle, but once you're moving forward, you can do some amazing things

Law of the Big Mo

- Momentum is the most powerful change agent
 - Change is possible!
 - People like to get on a winning bandwagon
 - Followers like leaders with winning track records
 - They will accept changes from people who have led them to victory before

Law of the Big Mo

- Momentum is the leader's responsibility
 - It takes a leader to create momentum
 - Use it to your advantage
- Momentum begins inside the leader
 - Vision, passion, and enthusiasm
 - You must have it before you can create momentum in others

Law of the Big Mo

- Some ideas:
 - Never let a good crisis go without creating some momentum!
 - Budgets - you know what you need, but the timing may not be right
 - Make the presentation, accept the rejection
 - When a crisis occurs, act!
 - Find your best people, create momentum in them, support them, and set them loose and the momentum will become contagious

21 Irrefutable Laws of Leadership – Law 17

THE LAW OF PRIORITIES

Leaders Understand That Activity Is Not
Necessarily Accomplishment

Law of Priorities

- Prioritizing requires leaders to think ahead continually
 - Evaluate your priorities
 - To be effective, leaders must order their lives according to three questions

Law of Priorities

- What is required?
 - We're all accountable to somebody
 - The Governing body, Federal, State and County Prosecutor, Federal and State Legislature, Federal and State Courts, Personnel, Communities, etc.
 - Ask yourself this question
 - What must I do that nobody can or should do for me?
 - If I am doing something that is not necessary, eliminate it
 - If I am doing something that's necessary, but not required of me personally, I need to delegate it

Law of Priorities

- What gives the greatest return?
 - As a leader, spend most of your time working in your areas of greatest strength
 - If something can be done 80% as well by someone else in your organization, delegate it
 - If a responsibility could potentially meet that standard, then develop a person to handle it

Law of Priorities

- What brings the greatest reward?
 - What are you passionate about?
 - Do those things!
- Balance your time, meet your mandatory obligations
 - Mandatory Training / Licensing
 - Mandatory Reporting
 - Leading, creating momentum

Law of Priorities

- Prioritizing and doing things I have a passion for
 - Teaching; Use of Force, HSP, Decision Making (Strategic Thinking)
 - Creating harmony in the agency
 - Helping people succeed
- Minimized my time outside of the PD, it is good to learn, it is good to be involved, but at some point, you need to come home and lead!

21 Irrefutable Laws of Leadership – Law 18

THE LAW OF SACRIFICE

The Leader Must Give Up to Go Up

Law of Sacrifice

Sacrifice is a constant in Leadership

A common misconception among people who aren't leaders is that leadership is all about the position, perks, and power that come from rising in an organization



Law of Sacrifice

- There is no success without sacrifice:

Ralph Waldo Emerson observed, “For everything you have missed, you have gained something else; and for everything you gain, you lose something.”

- Leaders give up to go up!
 - Kroc – “McDonalds”
 - Iacocca – left Ford and went to Chrysler

Law of Sacrifice

- Leaders are often asked to give up more than others
 - Putting others ahead of yourself
 - Do what's best for the team
 - More responsibilities, more limitations

Law of Sacrifice

- You must keep giving up to stay up
 - Leadership requires continual change, constant improvement, and ongoing sacrifice
 - The higher the level of leadership, the greater the sacrifice
 - Think about what you are willing to give up to go up
 - Don't get caught up in “destination disease”
 - I have arrived!

21 Irrefutable Laws of Leadership – Law 19

THE LAW OF TIMING

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

Law of Timing

- Katrina
- Mayor Nagin
- Federal and State Government
- A weather-related crisis can ruin a person's reputation!
 - Elections
 - People lose their jobs

Law of Timing

- You need to know and understand why timing matters!
 - The wrong action at the wrong time leads to disaster
 - The right action at the wrong time brings resistance
 - The wrong action at the right time is a mistake
 - The right action at the right time results in success

Law of Timing

- Good timing requires:
 - Understanding – have a firm grasp of the situation
 - Maturity – motives
 - Confidence – know what must be done
 - Decisiveness – be sure
 - Experience – you need to gain wisdom
 - Intuition – intangibles, momentum, and morale
 - Preparation – you must create the right conditions

Law of Timing

- Spend some time analyzing failures
 - Operational, Administrative and other initiatives
 - The right decision at the wrong time; the wrong decision, at the right time; etc.
 - Lawsuits
 - Review in private
 - Review with appropriate personnel
 - Strategize
 - Improve leadership and organizational performance
 - Improve our organization's performance

21 Irrefutable Laws Of Leadership – Law 20

THE LAW OF EXPLOSIVE GROWTH

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

Law of Explosive Growth

Leaders who develop followers

- ✓ Need to be needed
- ✓ Develop the bottom 20%
- ✓ Focus on weaknesses
- ✓ Treat everyone the same for fairness
- ✓ Grow by addition
- ✓ Impact only people they touch

Leaders who develop leaders

- ✓ Want to be succeeded
- ✓ Develop the top 20%
- ✓ Focus on strengths
- ✓ Treat individuals differently
- ✓ Grow by multiplication
- ✓ Impact people beyond their reach

Law of Explosive Growth

- Add ten followers, and you will have the power of ten people
- Add ten leaders to your organization, and you have the power of ten leaders' times all of the followers and the leader's influence
 - Mentoring leaders is hard work, but the outcomes are worth the effort
 - Take action

21 Irrefutable Laws of Leadership – Law 21

THE LAW OF LEGACY

A Leader's Lasting Value Is Measured by Succession

Law of Legacy

- Eventually, every leader leaves his/her organization
- What do you want your legacy to be?
 - Will your impact be positive or negative
 - Prepare your people and your organization
 - How do we accomplish this, write them out
 - Behavioral changes, character development, education, working methods, relationship building style, and so on

Law of Legacy

- In whom will you invest to carry on your legacy?
 - Choosing the right people and developing their skills
 - Choosing people with greater potential than your own
 - Ability to do more than you did
 - Begin investing in them today!
- Legacy – they put leaders in a position to do great things without them

GET UP AND LEAD!



Certificates

Your attendance from the sign in sheets will be logged into the Learning Management System within the next 3 weeks.

- **Members of the MSI** (municipalities, MUAs, & Housing)
Log into the MSI Learning Management System
- **Members of the NJCE** (county agencies and departments)
Log into the NJCE Learning Management System.

You can print Certificates of Participation if needed from your Student Center at that time.