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JOHN C. MAXWELL

25TH ANNIVERSARY EDITION

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THE 21 IRREFUTABLE LAWS OF LEADERSHIP

REVISED AND UPDATED

FOLLOW THEM *and*
PEOPLE WILL FOLLOW YOU

A PDF COMPANION TO THE AUDIOBOOK

The 21 Irrefutable Laws of Leadership, 25th Anniversary Edition

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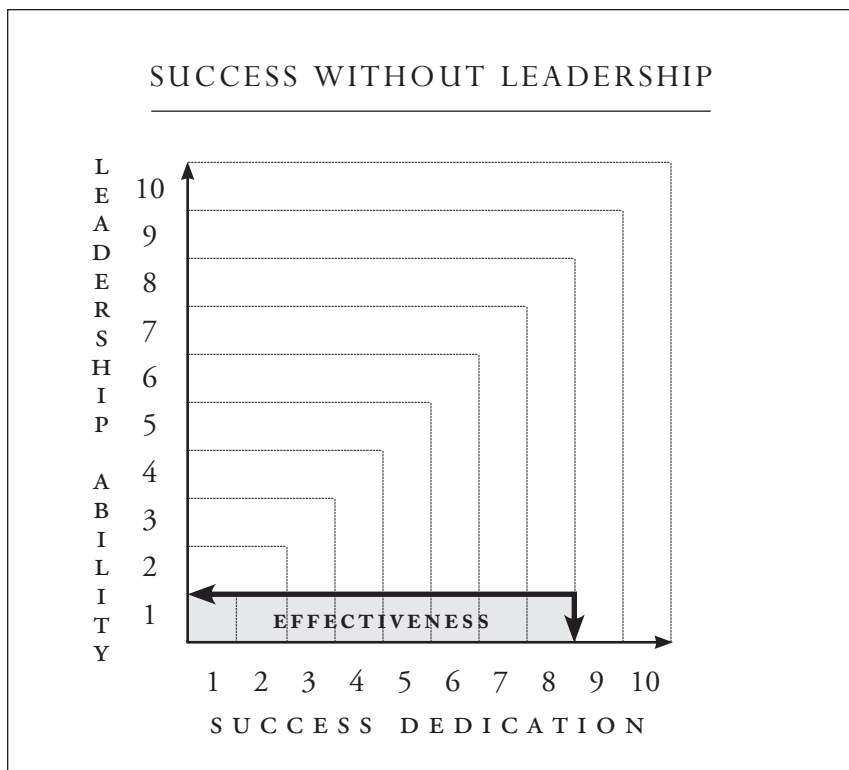
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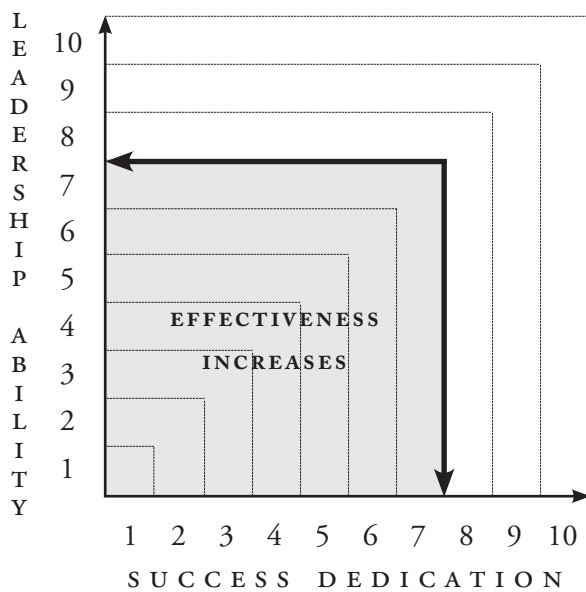
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THE LAW OF THE LID



SUCCESS WITH LEADERSHIP

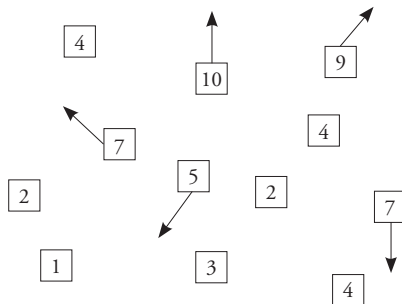


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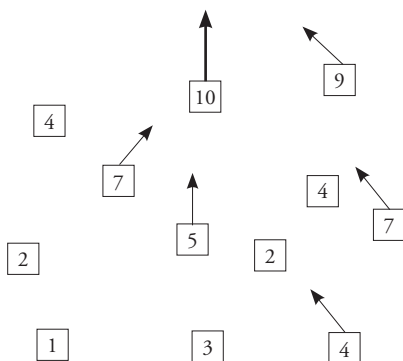


THE LAW OF RESPECT

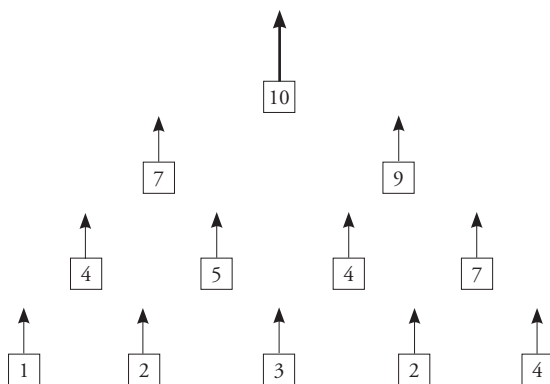
PEOPLE GO THEIR OWN WAY WHEN
A GROUP FIRST COMES TOGETHER



SOON PEOPLE CHANGE DIRECTION TO
FOLLOW THE BETTER LEADERS

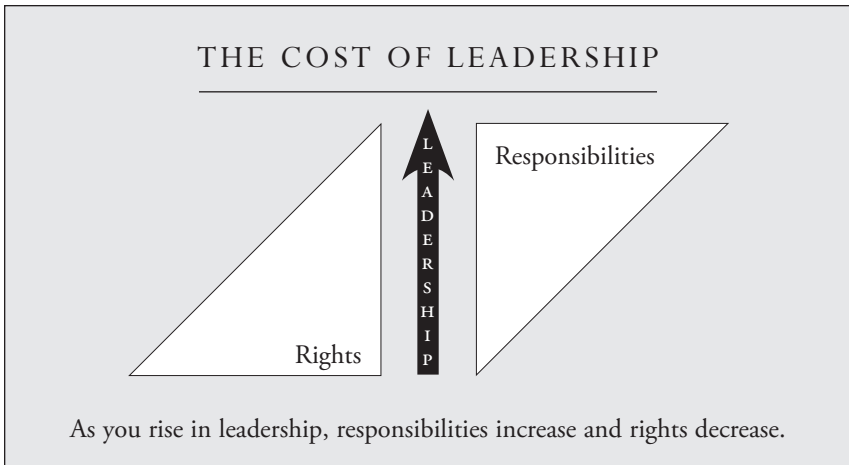


PEOPLE NATURALLY ALIGN THEMSELVES
AND FOLLOW LEADERS
BETTER THAN THEMSELVES





THE LAW OF SACRIFICE



21 LAWS LEADERSHIP EVALUATION



Read each statement below and score yourself for each, using the following scale:

- 0 Never
- 1 Rarely
- 2 Occasionally
- 3 Always

I. THE LAW OF THE LID

How Well You Lead Determines How Well You Succeed

- ____ a) When faced with a challenge, my first thought is, *Who can I enlist to help?* not *What can I do?*
- ____ b) When my team, department, or organization fails to achieve an objective, my first assumption is that it's because of a leadership issue.
- ____ c) I believe that developing my leadership skills will increase my effectiveness dramatically.
- ____ Total + 1 = ____ Your Score

2. THE LAW OF INFLUENCE

The True Measure of Leadership Is Influence—Nothing More,
Nothing Less

- ____ a) I rely on influence rather than on my position or title to get others to follow me or do what I want them to do.
- ____ b) During discussions or brainstorming settings, people often ask for my advice.
- ____ c) I rely on my relationships with others rather than organizational systems and procedures to get things done.
- ____ Total + 1 = ____ Your Score

3. THE LAW OF PROCESS

Leadership Develops Daily, Not in a Day

- ____ a) I have a concrete, specific plan for personal growth that I engage in weekly.
- ____ b) I have found experts and mentors for key areas of my life with whom I engage on a regular basis.
- ____ c) To promote my professional growth, I have read at least six books (*or* taken at least one worthwhile class *or* listened to twelve or more audio lessons) per year for the last three years.
- ____ Total + 1 = ____ Your Score

4. THE LAW OF NAVIGATION

Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course

- ____ a) I spot problems, obstacles, and trends that will impact the outcome of initiatives the organization puts into place.

- ____ b) I can clearly see a pathway for the implementation of a vision, including not only the process but also the people and resources needed.
- ____ c) I am asked to plan initiatives for my team, department, or organization.
- ____ Total + 1 = ____ Your Score

5. THE LAW OF ADDITION

Leaders Add Value by Serving Others

- ____ a) Rather than being annoyed when team members have issues preventing them from doing their jobs effectively, I see the issues as an opportunity to serve and mentor those people.
- ____ b) I clear away obstacles and look for ways to make things better for the people I lead.
- ____ c) I find great personal satisfaction in making other people become more successful.
- ____ Total + 1 = ____ Your Score

6. THE LAW OF SOLID GROUND

Trust Is the Foundation of Leadership

- ____ a) The people I work with confide in me regarding sensitive issues and future plans.
- ____ b) When I tell people in the organization that I will do something, they can count on me to follow through.
- ____ c) I avoid undermining others or talking behind their backs.
- ____ Total + 1 = ____ Your Score

7. THE LAW OF RESPECT

People Naturally Follow Better Leaders Than Themselves

- ____ a) People are naturally drawn to me and often want to work with me just to spend time with me.
- ____ b) People I work with gladly take my suggestions and follow my direction.
- ____ c) I make courageous decisions and take personal risks to benefit my team members even if there is no benefit to me.
- ____ Total + 1 = ____ Your Score

8. THE LAW OF INTUITION

Leaders Evaluate Everything with a Leadership Bias

- ____ a) I can easily gauge morale, whether in a room full of people, on a team, or in the greater organization.
- ____ b) I often take the right action as a leader even if I cannot explain why.
- ____ c) I can read situations and sense trends without having to gather a lot of hard evidence.
- ____ Total + 1 = ____ Your Score

9. THE LAW OF MAGNETISM

Who You Are Is Who You Attract

- ____ a) I am satisfied with the caliber of people who report to me.
- ____ b) I expect the people I attract to be similar to me in values, skills, and leadership ability.

- ____c) I recognize that no personnel process can improve the quality of people I recruit compared to improving myself.

____ Total + 1 = ____ Your Score

10. THE LAW OF CONNECTION

Leaders Touch a Heart Before They Ask for a Hand

- ____a) When I am new to a team, one of the first things I try to do is to develop a personal connection with everyone.
- ____b) I know the stories, hopes, and dreams of the people I lead.
- ____c) I avoid asking people to help accomplish the vision until we have built a relationship that goes beyond the nuts and bolts of our work together.

____ Total + 1 = ____ Your Score

11. THE LAW OF THE INNER CIRCLE

Those Closest to You Determine the Level of Your Success

- ____a) I am strategic and highly selective about which people are closest to me personally and professionally.
- ____b) I regularly rely on key people in my life to help accomplish my goals.
- ____c) I believe that 50 percent or more of the credit for my accomplishments goes to the people on my team.

____ Total + 1 = ____ Your Score

12. THE LAW OF EMPOWERMENT

Only Secure Leaders Give Power to Others

- ____a) No matter how talented the people who work for me, I don't feel threatened by them.

- ____ b) It is my regular practice to give people I lead the authority to make decisions and take risks.
- ____ c) I genuinely celebrate when someone from my team is recognized by others or promoted to a higher position.
- ____ Total + 1 = ____ Your Score

13. THE LAW OF THE PICTURE

People Do What People See

- ____ a) If I observe an undesirable action or quality in team members, I check to make sure I'm not guilty of it myself before addressing it with them.
- ____ b) I am continually working to make sure my values, words, and actions are consistent with one another.
- ____ c) I do what I should rather than what I want because I am conscious that I am setting an example for others.
- ____ Total + 1 = ____ Your Score

14. THE LAW OF BUY-IN

People Buy into the Leader, Then the Vision

- ____ a) I recognize that a lack of credibility *in* leaders can be as harmful to an organization as a lack of vision *from* leaders.
- ____ b) When members of my team don't follow my direction, I examine whether I have a credibility problem before assuming they have a compliance problem.
- ____ c) Even when my ideas are not great, my people tend to give me the benefit of the doubt and work with me.
- ____ Total + 1 = ____ Your Score

15. THE LAW OF VICTORY

Leaders Find Ways for the Team to Win

- ____ a) When I lead a team, I feel ultimate responsibility for whether it achieves its goals.
- ____ b) I am continually looking for ways to help members of the team achieve victory.
- ____ c) I make personal sacrifices to help ensure victory for my team, department, or organization.
- ____ Total + 1 = ____ Your Score

16. THE LAW OF THE BIG MO

Momentum Is a Leader's Best Friend

- ____ a) I am aware of the morale of my team and take responsibility for trying to keep it high.
- ____ b) Whenever I make a major leadership decision, I consider how that decision will impact momentum in my team, department, or organization.
- ____ c) I initiate specific actions with the purpose of generating momentum when introducing something new or controversial.
- ____ Total + 1 = ____ Your Score

17. THE LAW OF PRIORITIES

Leaders Understand That Activity Is Not Necessarily Accomplishment

- ____ a) I avoid tasks that do not require my personal leadership, don't have a tangible return, or don't reward me personally.

- ____ b) I set aside time daily, monthly, and yearly to plan my upcoming schedule and activities based on my priorities.
- ____ c) I delegate any task for which a team member can be at least 80 percent as effective as I could be doing it.
- ____ Total + 1 = ____ Your Score

18. THE LAW OF SACRIFICE

A Leader Must Give Up to Go Up

- ____ a) I know making trade-offs is a natural part of leadership growth, and I make sacrifices to become a better leader as long as they don't violate my values.
- ____ b) I expect to give more than my followers do in order to accomplish the vision.
- ____ c) I will focus on responsibilities and give up my rights to reach my potential as a leader.
- ____ Total + 1 = ____ Your Score

19. THE LAW OF TIMING

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

- ____ a) I expend as much effort figuring out the timing for an initiative as I do the strategy.
- ____ b) When I know the timing is right for an initiative, I will launch it rather than waiting while trying to develop the ideal strategy.
- ____ c) I can sense whether people are ready for an idea.
- ____ Total + 1 = ____ Your Score

20. THE LAW OF EXPLOSIVE GROWTH

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

- ____ a) I believe that I can grow my organization more rapidly by developing leaders than by any other method.
- ____ b) I spend a significant amount of time every week investing in the development of the top 20 percent of my leaders.
- ____ c) I would rather see leaders I develop succeed on their own than keep them with me so that I can keep mentoring them.
- ____ Total + 1 = ____ Your Score

21. THE LAW OF LEGACY

A Leader's Lasting Value Is Measured by Succession

- ____ a) I possess a strong sense of why I am in my job and why I am leading.
- ____ b) In each position I've held, I have identified people who can carry on after me, and I have invested in them.
- ____ c) One of my strongest motivations is to leave any team I lead better than I found it.
- ____ Total + 1 = ____ Your Score

Now that you have completed the evaluation, examine each law, and note your strengths and weaknesses. Use the following guidelines to help you proceed.

- 8–10 This law is in your strength zone. Make the most of this skill, and mentor others in this area.
- 6–7 Target this law for growth. You have potential to make it a strength.
- 1–5 This is a weakness. Hire staff or partner with others in this area to lead successfully.

After you have examined the score for each law to determine your strength in that area, total all 21 scores in the left blank and divide by 21 to find your average leadership score. If you desire to determine your score on a scale from 1 to 10, then add all 21 scores in the right blank and divide by 21. Record your overall score below.

____ Overall Average