



THE LAW OF NAVIGATION

Anyone Can Steer the Ship, But It

Takes a Leader to Chart the Course

IN 1911, TWO GROUPS of explorers set off on an incredible mission. Though they used different strategies and routes, the leaders of the teams had the same goal: to be the first in history to reach the South Pole. Their stories are life-and-death illustrations of the Law of Navigation.

One of the groups was led by Norwegian explorer Roald Amundsen. Ironically, Amundsen had not originally intended to go to Antarctica. His desire was to be the first man to reach the North Pole. But when he discovered that Robert Peary had beaten him there, Amundsen changed his goal and headed toward the other end of the earth. North or south—he knew his planning would pay off.

AMUNDSEN CAREFULLY CHARTED HIS COURSE

Before his team ever set off, Amundsen had painstakingly planned his trip. He studied the methods of the Eskimos and other experienced Arctic travelers and determined that their best course of action

would be to transport all their equipment and supplies by dogsled. When he assembled his team, he chose expert skiers and dog handlers. His strategy was simple. The dogs would do most of the work as the group traveled fifteen to twenty miles in a six-hour period each day. That would allow both the dogs and the men plenty of time to rest each day for the following day's travel.

Amundsen's forethought and attention to detail were incredible. He located and stocked supply depots all along the route. That way they would not have to carry every bit of their supplies with them the whole trip. He also equipped his people with the best gear possible. Amundsen had carefully considered every possible aspect of the journey, thought it through, and planned accordingly. And it paid off. The worst problem they experienced on the trip was an infected tooth that one man had to have extracted.

SCOTT VIOLATED THE LAW OF NAVIGATION

The other team of men was led by Robert Falcon Scott, a British naval officer who had previously done some exploring in the Antarctic area. Scott's expedition was the antithesis of Amundsen's. Instead of using dogsleds, Scott decided to use motorized sledges and ponies. Their problems began when the motors on the sledges stopped working only five days into the trip. The ponies didn't fare well either in those frigid temperatures. When they reached the foot of the Transantarctic Mountains, all of the poor animals had to be killed. As a result, the team members themselves ended up hauling the two-hundred-pound sledges. It was arduous work.

Scott hadn't given enough attention to the team's other equipment. Their clothes were so poorly designed that all the men developed frostbite. One team member required an hour every morning just to get his boots onto his swollen, gangrenous feet. And everyone became snowblind because of the inadequate goggles Scott had supplied. On

top of everything else, the team was always low on food and water. That was also due to Scott's poor planning. The depots of supplies Scott established were inadequately stocked, too far apart, and often poorly marked, which made them very difficult to find. Because they were continually low on fuel to melt snow, everyone became dehydrated. Making things even worse was Scott's last-minute decision to take along a fifth man, even though they had prepared enough supplies only for four.

After covering a grueling eight hundred miles in ten weeks, Scott's exhausted group finally arrived at the South Pole on January 17, 1912. There they found the Norwegian flag flapping in the wind and a letter from Amundsen. The other well-led team had beaten them to their goal by more than a month!

IF YOU DON'T LIVE BY THE LAW OF NAVIGATION . . .

As bad as their trip to the Pole was, that isn't the worst part of their story. The trek back was horrific. Scott and his men were starving and suffering from scurvy. But Scott, unable to navigate to the very end, was oblivious to their plight. With time running out and desperately low on food, Scott insisted that they collect thirty pounds of geological specimens to take back—more weight to be carried by the worn-out men.

Their progress became slower and slower. One member of the party sank into a stupor and died. Another, Lawrence Oates, was in terrible shape. The former army officer, who had originally been brought along to take care of the ponies, had frostbite so severe that he had trouble going on. Because he believed he was endangering the team's survival, it's said that he purposely walked out into a blizzard to relieve the group of himself as a liability. Before he left the tent and headed out into the storm, he said, "I am just going outside; I may be some time."

Scott and his final two team members made it only a little farther north before giving up. The return trip had already taken two months, and still they were 150 miles from their base camp. There they died. We know their story only because they spent their last hours writing in their diaries. Some of Scott's last words were these:

"We shall die like gentlemen. I think this will show that the Spirit of pluck and power to endure has not passed out of our race." Scott had courage, but not leadership. Because he was unable to live by the Law of Navigation, he and his companions died by it.

Followers need leaders able to effectively navigate for them. When they're facing life-and-death situations, the necessity is painfully obvious. But, even when consequences aren't as serious, the need is just as great. The truth is that nearly anyone can steer the ship, but it takes a leader to chart the course. That is the Law of Navigation.

Because Robert Falcon Scott was unable to live by the Law of Navigation, he and his companions died by it.

NAVIGATORS SEE THE TRIP AHEAD

General Electric chairman Jack Welch asserts, "A good leader remains focused . . . Controlling your direction is better than being controlled by it." Welch is right, but leaders who navigate do even more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. They have a vision for their destination, they understand what it will take to get there, they know who they'll need on the team to be successful, and they recognize the obstacles long before they appear on the horizon. Leroy Eims, author of *Be the Leader You Were Meant to Be*, writes, "A leader is one who sees more than others see, who sees farther than others see, and who sees before others do."

The larger the organization, the more clearly the leader has to be

able to see ahead. That's true because sheer size makes midcourse corrections more difficult. And if there are errors, many more people are affected than when you're traveling alone or with only a few people. The disaster shown in the recent film *Titanic* was a good example of that kind of problem. The crew could not see far enough ahead to avoid the iceberg altogether, and they could not maneuver enough to change course once the object was spotted because of the size of the ship, the largest built at that time. The result was that more than one thousand people lost their lives.

WHERE THE LEADER GOES . . .

First-rate navigators always have in mind that other people are depending on them and their ability to chart a good course. I read an observation by James A. Autry in *Life and Work: A Manager's Search for Meaning* that illustrates this idea. He said that occasionally you hear about the crash of four military planes flying together in a formation. The reason for the loss of all four is this: When jet fighters fly in groups of four, one pilot—the leader—designates where the team will fly. The other three planes fly on the leader's wing, watching him and following him wherever he goes. Whatever moves he makes, the rest of his team will make along with him. That's true whether he soars in the clouds or smashes into a mountaintop.

Before 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 can be a source of information and wisdom—if you allow it to be. Successes teach you about yourself and

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—Leroy Eims*

what you're capable of doing with your particular gifts and talents. Failures show what kinds of wrong assumptions you've made and where your methods are flawed. If you fail to learn from your mistakes, you're going to fail again and again. That's why effective navigators start with experience. But they certainly don't end there.

NAVIGATORS LISTEN TO WHAT OTHERS HAVE TO SAY

No matter how much you learn from the past, it will never tell you all you need to know for the present. That's why top-notch navigators gather information from many sources. They get ideas from members of their leadership team. They talk to the people in their organization to find out what's happening on the grassroots level. And they spend time with leaders from outside the organization who can mentor them.

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NAVIGATORS EXAMINE THE CONDITIONS BEFORE MAKING COMMITMENTS

I like action, and my personality prompts me to be spontaneous. On top of that, I have reliable intuition when it comes to leadership. But I'm also conscious of my responsibilities as a leader. So before I make commitments that are going to impact my people, I take stock and thoroughly think things through. Good navigators count the cost *before* making commitments for themselves and others.

NAVIGATORS MAKE SURE THEIR CONCLUSIONS REPRESENT BOTH FAITH AND FACT

Being able to navigate for others requires a leader to possess a positive attitude. You've got to have faith that you can take your people all the way. 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. You can't minimize obstacles or rationalize your challenges. If you don't go in with your eyes wide open, you're going to get blindsided. As Bill Easum observes, "Realistic leaders are objective enough to minimize illusions. They understand that self-deception can cost them their vision." Sometimes it's difficult balancing optimism and realism, intuition and planning, faith and fact. But that's what it takes to be effective as a navigating leader.

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A LESSON IN NAVIGATION

I remember the first time I really understood the importance of the Law of Navigation. I was twenty-eight years old, and I was leading Faith Memorial in Lancaster, Ohio, my second church. Before my arrival there in 1972, the church had experienced a decade-long plateau in its growth. But by 1975, our attendance had gone from four

If the leader can't navigate the people through rough waters, he is liable to sink the ship.

hundred to more than one thousand. I knew we could keep growing and reach more people, but only if we built a new auditorium.

The good news was that I already had some experience in building and relocation because I had taken my first church through the process. The bad news was that the first one was really small in comparison to the second one. To give you an idea of the difference, the changing room in the nursery in Lancaster was going to be larger than the whole sanctuary in the original building of my first church!

It was going to be a multimillion-dollar project more than twenty

times larger than my first one. But even that was not the greatest obstacle. Right before I came on board at Faith Memorial, there had been a huge battle over another building proposal, and the debate had been vocal, divisive, and bitter. For that reason, I knew that I would experience genuine opposition to my leadership for the first time. There were rough waters ahead, and if I as the leader didn't navigate us well, I could sink the ship.

CHARTING THE COURSE
WITH A NAVIGATION STRATEGY

At that time I developed a strategy that I have since used repeatedly in my leadership. I wrote it as an acrostic so that I would always be able to remember it:

- 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.

That became my blueprint as I prepared to navigate for my people. Back then, I knew exactly what our course of action needed to be. If we were going to keep growing, we needed to build a new auditorium. I had looked at every possible alternative, and I knew that was our only viable solution. My goal was to design and build the facility, pay for it in ten years, and unify all the people in the process. I also

knew our biggest adjustment would come in the area of finances, since it would turn our current budget upside down.

I started preparing for the congregational meeting. I scheduled it a couple of months ahead to give me time to get everything ready. The first thing I did was direct our board members and a group of key financial leaders to conduct a twenty-year analysis of our growth and financial patterns. It covered the previous ten years and projections for the next ten years. Based on that, we determined the requirements of the facility. Then we formulated a ten-year budget that carefully explained how we would handle the financing. I also asked that all of the information we were gathering be put into a twenty-page report that I intended to give to the members of the congregation. I knew that major barriers to successful planning are fear of change, ignorance, uncertainty about the future, and lack of imagination. I was going to do everything I could to prevent those factors from hindering us.

My next step was to notify the key leaders. I started with the ones who had the most influence, meeting with them individually and sometimes in small groups. Over the course of several weeks, I met with about a hundred leaders. I cast the vision for them and fielded their questions. And when I could sense that a person was hesitant about the project, I planned to meet individually with him again. Then I allowed time for the rest of the people to be influenced by those leaders and for acceptance to develop among the congregation.

When the time rolled around for the congregational meeting, we were ready to head into action. I took two hours to present the project to the people. I handed out my twenty-page report with the floor plans, financial analysis, and budgets. I tried to answer every question

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the people would have before they had a chance to ask it. I also asked some of the most influential people in the congregation to speak.

I had expected some opposition, but when I opened the floor for questions, I was shocked. There were only two questions: One person wanted to know about the placement of the building's water fountains, and the other asked about the number of rest rooms.

The secret to the Law of Navigation is preparation.

That was when I knew we had navigated the tricky waters successfully. When it was time for the motion asking everyone to vote, the church's most influential layperson made it. And I had arranged for the leader who had previously opposed building to second the motion. When the final count was tallied, 98 percent of the people had voted in favor.

Once we had navigated through that phase, the rest of the project wasn't difficult. I continually kept the vision in front of the people by giving them good news reports to acknowledge our successes. And I periodically reviewed our plans and their results to make sure we were on track. The course had been charted. All we had to do was steer the ship.

That was a wonderful learning experience for me. Above everything else I found out that the secret to the Law of Navigation is preparation. When you prepare well, you convey confidence and trust to the people.

Lack of preparation has the opposite effect. You see, it's not the size of the project that determines its acceptance, support, and success. It's the size of the leader. That's why I say that anyone can *steer* the ship, but it takes a leader to chart the course. Leaders who are good navigators are capable of taking their people just about anywhere.

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THE LAW OF E. F. HUTTON

When the Real Leader Speaks, People Listen

YOUNG, INEXPERIENCED LEADERS often walk confidently into a room full of people only to discover that they have totally misjudged the leadership dynamics of the situation. I know that's happened to me! But when it did, it usually didn't take me very long to recognize my blunder. That was the case when I presided over my very first board meeting as a young leader. It occurred in the first church I led in rural Indiana, right after I graduated from college at age twenty-two. I hadn't been at the church for much more than a month, and I was leading a group of people whose average age was about fifty. Most of the people in the meeting had been at that church longer than I'd been alive.

I went into the meeting with no preconceptions, no agenda—and no clue. I figured that I was the appointed leader and just assumed everyone would follow me because of that. With all the wisdom and knowledge of my two decades of life experience, I opened the meeting and asked whether anyone had an issue to discuss.

There was a brief pause as I looked around the table, and then a

THE LAW OF EXPLOSIVE GROWTH

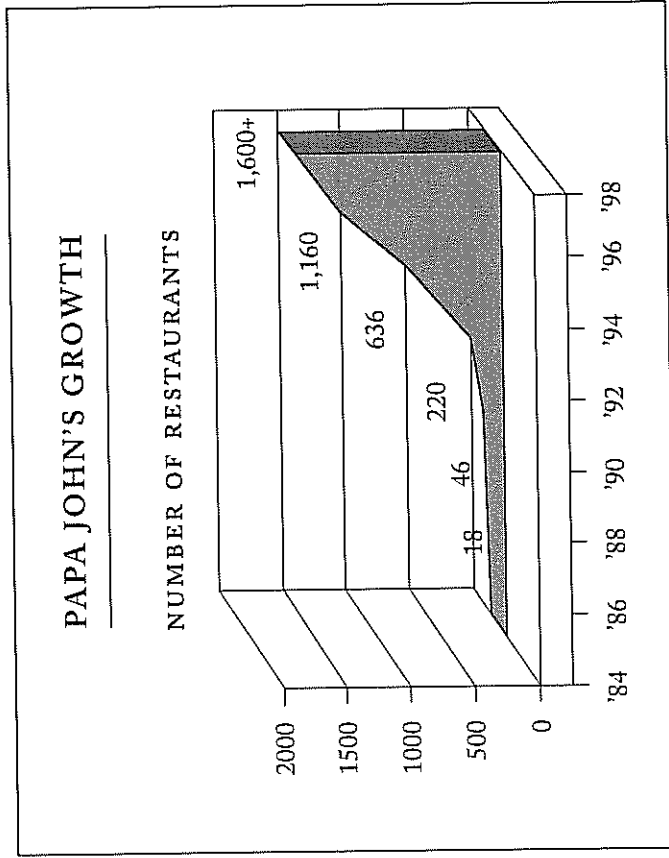
To Add Growth, Lead Followers—

To Multiply, Lead Leaders

IN 1984 AT AGE TWENTY-TWO, John Schnatter started his own business. He began by selling pizzas out of a converted broom closet at Mick's Tavern, a lounge that was co-owned by his father. Although he was just a kid, he had a tremendous amount of vision, drive, and energy—enough to make his tiny pizza stand into a success. The next year, he opened his first store next door to Mick's in Jeffersonville, Indiana. He named the place Papa John's. For the next several years, Schnatter worked hard to build the company. In time, he opened additional stores, and later he began selling franchises. By the beginning of 1991, he had 46 stores. That in itself is a success story. But what happened during the next couple of years is even better.

In 1991 and 1992, Papa John's turned a huge corner. By the end of 1991, the number of stores more than doubled to 110 units. By the end of 1992, they had doubled again to 220. And the growth has continued dramatically. In early 1998, that number surpassed 1,600. What made the company suddenly experience such an incredible

period of rapid expansion? The answer can be found in the Law of Explosive Growth.



Schnatter had always hired good people for his staff, but in the early years he was really the sole leader and primary driving force behind the business's success. Back in the 1980s, he didn't dedicate much time to developing other strong leaders. "It's taking a lot of growing on my part," says Schnatter of Papa John's success. "Between 26 and 32 [years old], the hardest thing was I had a lot of John Schnatters around me [people with great potential who needed to be mentored]. They needed a lot of coaching, and I was so busy developing myself, trying to get myself to the next level, I didn't develop those people. As a result, I lost them. It's my job to build the people who are going to build

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the company. That's going to be much harder for me than the first 1,200 stores."⁷¹

THE KEY TO GROWTH IS LEADERSHIP

In the early 1990s, Schnatter began thinking about what it would take to really grow the company. The key was leadership. He had already begun to grow as a leader personally. His having made significant progress in his leadership development was opening the door for him to attract better leaders to the company and to give them the time they needed. That's when he started recruiting some of the people who currently lead the company, including Wade Oney, now the company's chief operating officer. Wade had worked for Domino's Pizza for fourteen years, and John believed he was one of the reasons that company had been so successful. When Wade left Domino's, John immediately asked him to be a part of the Papa John's Pizza team.

Schnatter had already built a company capable of creating a tempting pizza—and earning a healthy profit in the process. (Their per store sales average is higher than that of Pizza Hut, Domino's, or Little Caesar's.) Their goal was to build a bigger company. Together, they started talking about what it would take to be capable of opening four hundred to five hundred new restaurants a year. And that's when they focused their attention on developing leaders so that they could take the company to the next level. Says Oney, "The reason we're successful in the marketplace is our focus on quality and our desire to keep things simple. The reason we're successful as a company is our good people."

Since the early 1990s, Schnatter and Oney have developed a top-rate team of leaders who are helping the company experience explosive growth, people such as Blaine Hurst, Papa John's president and vice chairman; Drucilla "Dru" Milby, the CFO; Robert Waddell,

A DIFFERENT FOCUS

Becoming a leader who develops leaders requires an entirely different focus and attitude from those of a developer of followers. Consider some of the differences:

LEADERS WHO DEVELOP FOLLOWERS	LEADERS WHO DEVELOP LEADERS
Need to be needed	Want to be succeeded
Focus on weaknesses	Focus on strengths
Develop the bottom 20 percent	Develop the top 20 percent
Treat their people the same for "fairness"	Treat their leaders as individuals for impact
Hoard power	Give power away
Spend time with others	Invest time in others
Grow by addition	Grow by multiplication
Impact only people they touch personally	Impact people far beyond their own reach

Developing leaders is difficult because potential leaders are harder to find and attract. They're also harder to hold on to once you find them because unlike followers, they are energetic and entrepreneurial, and they tend to want to go their own way. Developing leaders is also hard work. Leadership development isn't an add-water-and-stir proposition. It takes time, energy, and resources.

A LEADER DEVELOPED FROM AFAR

I've made the development of leaders my focus in life for the last twenty years. The impact on my organizations has always been very

rewarding. But in the last ten years, I've also had the incredible privilege of seeing it impact other leaders and their organizations. That's happened because many of the leaders I've helped develop over the last decade work in organizations other than my own. As a result, I'm occasionally surprised to find someone I've developed without even knowing it. That's what happened when I held a conference overseas last fall.

As I mentioned in previous chapters, I sometimes teach leadership outside the United States. Over the years, I've held conferences in Australia, Brazil, Canada, India, Indonesia, Korea, New Zealand, Nigeria, and South Africa. In addition, my books have been translated into more than twenty languages, and my tapes are distributed to countries all over the globe. So I know my leadership principles have traveled far. But I was still pleasantly surprised when I traveled to India last fall, met David Mohan for the first time in the city of Madras, and heard his remarkable story.

Pastor Mohan leads the largest Christian church in all of India. I traveled there to teach leadership to a group of about two thousand pastors. When I arrived, he greeted me like a long-lost friend. I was running late that morning, our plane having been delayed five hours prior to our arrival, so he and I didn't have much time to talk before the conference began. As I taught leadership, he sat on the front row soaking up everything I said. When I taught the Law of Priorities and the Pareto Principle, I saw that he gathered his top leaders around him to make sure they understood all that I was communicating. And occasionally, as I introduced another principle that is part of my foundational teachings on leadership, he seemed to anticipate what I was about to say.

When we finished the conference, he warmly thanked me and insisted on driving me to the airport. As we made the long drive, he told me his story. He said that he was originally scheduled to be in Pittsburgh, Pennsylvania, during this conference, but when he heard

that I was coming, he changed his plans because he wanted to meet me. Seven years earlier, his church had been comprised of about seven hundred people. That is a good-sized church, especially in India. But he wanted to reach more people and make a greater impact on his area. And he recognized that to do it, he needed to start developing leaders among his people.

Around that time, someone told him about my books and tapes on leadership. For the next seven years, he was like a sponge, reading my books, listening to my tapes, and soaking up everything he could learn about leadership. And he was also developing people into strong leaders. As he grew, so did his team of leaders. As they grew, so did his church. By the time I visited in the fall of 1997, fourteen thousand people were attending the church's services every weekend. Not only that, but one out of every ten people in his church has been trained and developed as a leader. And he was thanking *me* for help I'd unknowingly given him.

I felt humbled by what he told me; I also felt incredibly encouraged. I started wondering how many other men and women were out there that I had never met who had learned about leadership and were making a greater impact on people as a result. Meeting him and hearing his story underlined my commitment to continue teaching leadership.

I don't know where you are in your journey of leadership development. You may be working on your leadership growth, or you may already be a highly developed leader. No matter where you are, I know one thing: You will go to the highest level only if you begin developing leaders instead of followers. Leaders who develop leaders experience an incredible multiplication effect in their organizations that can be achieved in no other way—not by increasing resources,

reducing costs, increasing profit margins, analyzing systems, implementing quality management procedures, or doing anything else. The only way to experience an explosive level of growth is to do the math—leader's math. That's the incredible power of the Law of Explosive Growth.

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THE LAW OF LEGACY

*A Leader's Lasting Value Is
Measured by Succession*

IN 1997, ONE OF the finest business leaders in the world died. His name was Roberto Goizueta, and he was the chairman and chief executive of the Coca-Cola Company. In a speech he gave to the Executives' Club of Chicago a few months before he died, Goizueta made this statement: "A billion hours ago, human life appeared on Earth. A billion minutes ago, Christianity emerged. A billion seconds ago, the Beatles performed on 'The Ed Sullivan Show.' A billion Coca-Colas ago . . . was yesterday morning. And the question we are asking ourselves now is, 'What must we do to make a billion Coca-Colas ago this morning?'"

Making Coca-Cola the best company in the world was Goizueta's lifelong quest, one he was still pursuing diligently when he suddenly, unexpectedly died. Companies that lose a CEO often go into turmoil, especially if his departure is unexpected, as Goizueta's was. Shortly before his death, Goizueta said in an interview with the *Atlanta Journal-Constitution* that retirement was "not on my radar screen. As long as I'm having the fun I'm having, as long as I have the

energy necessary, as long as I'm not keeping people from their day in the sun, and as long as the board wants me to stay on, I will stay on." Just months after the interview, he was diagnosed with cancer. Six weeks later, he was dead.

Upon Goizueta's death, former president Jimmy Carter observed, "Perhaps no other corporate leader in modern times has so beautifully exemplified the American dream. He believed that in America, all things are possible. He lived that dream. And because of his extraordinary leadership skills, he helped thousands of others realize their dreams as well."

GOIZUETA'S LEGACY

The legacy left to the company by Goizueta is incredible. When he took over Coca-Cola in 1981, the company's value was \$4 billion. Under Goizueta's leadership, it rose to \$150 billion. That's an increase in value of more than 3,500 percent! Coca-Cola became the second most valuable corporation in America, ahead of the car makers, the oil companies, Microsoft, Wal-Mart, and all the rest. The only company more valuable was General Electric. Many of Coke's stockholders became millionaires many times over. Emory University in Atlanta, whose portfolio contains a large block of Coca-Cola stock, now has an endowment comparable to that of Harvard.

But high stock value wasn't the most significant thing Goizueta gave to the Coca-Cola company. Instead it was the way he lived the Law of Legacy. When the CEO's death was announced, there was no panic among Coca-Cola stockholders. Paine Webber analyst Emanuel Goldman said that Goizueta "prepared the company for his not being there as well as any executive I've ever seen."

How did he do it? First, by making the company as strong as he possibly could. Second, by preparing a successor for the top position named Douglas Ivester. Mickey H. Gramig, writer for the *Atlanta*

Constitution, reported, "Unlike some companies, which face a crisis when the top executive leaves or dies, Coca-Cola is expected to retain its status as one of the world's most admired corporations. Goizueta had groomed Ivester to follow his footsteps since the Georgia native's 1994 appointment to the company's No. 2 post. And as an indication of how strongly Wall Street felt about Coca-Cola's footings, the company's stock barely rippled six weeks ago when Goizueta was diagnosed with lung cancer."¹¹

Doug Ivester, an accountant by training, started his career with Coca-Cola in 1979 as the assistant controller. Four years later, he was named chief financial officer. He was known for his exceptional financial creativity, and he was a major force in Goizueta's ability to revolutionize the company's approach to investment and the handling of debt. By 1989, Goizueta must have decided that Ivester had untapped potential, because he moved him out of his strictly financial role and sent him to Europe to obtain operating and international experience. A year later, Goizueta brought him back and named him president of Coca-Cola USA, where he oversaw expenditures and marketing. From there he continued to groom Ivester, and in 1994, there could be no doubt that Ivester would follow Goizueta into the top position. Goizueta made him president and chief operating officer.

What Roberto Goizueta did was very unusual. Few chief executives of companies today develop strong leaders and groom them to take over the organization. John S. Wood, a consultant at Egon Zehnder International Inc., has noted that "companies have not in the recent past been investing as heavily in bringing people up. If they're not able to grow them, they have to go get them." So why was Roberto Goizueta different? He was a product of the Law of Legacy.

Roberto Goizueta was born in Cuba and educated at Yale, where he earned a degree in chemical engineering. When he returned to Havana in 1954, he answered a newspaper ad for a bilingual chemist.

The company hiring turned out to be Coca-Cola. By 1966, he had become vice president of technical research and development at the company's headquarters in Atlanta. He was the youngest man ever to hold such a position in the company. But in the early 1970s, something even more important happened.

Robert W. Woodruff, the patriarch of Coca-Cola, took Goizueta under his wing and began developing him. In 1975, Goizueta became the executive vice president of the company's technical division and took on other corporate responsibilities, such as overseeing legal affairs. And in 1980, with Woodruff's blessing, Goizueta became president and chief operating officer. One year later he was the chairman and chief executive. The reason Goizueta so confidently selected, developed, and groomed a successor in the 1990s is that he was building on the legacy that he had received in the 1970s.

*"Leadership is one of the things you cannot delegate. You either exercise it, or you abdicate it."
—Robert Goizueta*

LEADERS WHO LEAVE
A LEGACY OF SUCCESSION . . .

Goizueta once said, "Leadership is one of the things you cannot delegate. You either exercise it, or you abdicate it." I believe there is a third choice: You pass it on to your successor. That's a choice Goizueta exercised. Leaders who practice the Law of Legacy are rare. But the ones who do leave a legacy of succession for their organization by doing the following:

LEAD THE ORGANIZATION WITH A "LONG VIEW"

Just about anybody can make an organization look good for a moment—by launching a flashy new program or product, drawing crowds to a big event, or slashing the budget to boost the bottom

line. But leaders who leave a legacy take a different approach. They lead with tomorrow as well as today in mind. That's what Goizueta did. He planned to keep leading as long as he was effective, yet he prepared his successor anyway. He always looked out for the best interests of the organization and its stockholders.

CREATE A LEADERSHIP CULTURE

The most stable companies have strong leaders at every level of the organization. The only way to develop such widespread leadership is to make developing leaders a part of your culture. That is a strong part of Coca-Cola's legacy. How many other successful companies do you know about that have had a succession of leaders come up within the ranks of their own organization?

PAY THE PRICE TODAY TO ASSURE SUCCESS TOMORROW

There is no success without sacrifice. Each organization is unique, and that dictates what the price will be. But any leader who wants to help his organization must be willing to pay that price to ensure lasting success.

VALUE TEAM LEADERSHIP ABOVE INDIVIDUAL LEADERSHIP

No matter how good he is, no leader can do it all alone. Just as in sports a coach needs a team of good players to win, an organization needs a team of good *leaders* to succeed. The larger the organization, the stronger, larger, and deeper the team of leaders needs to be.

WALK AWAY FROM THE ORGANIZATION WITH INTEGRITY

In the case of Coca-Cola, the leader didn't get the opportunity to walk away because he died an untimely death. But if he had lived, I

Just as in sports a coach needs a team of good players to win, an organization needs a team of good leaders to succeed.

believe Goizueta would have done just that. When it's a leader's time to leave the organization, he has got to be willing to walk away and let his successor do his own thing. Meddling only hurts him and the organization.

A LEGACY OF SUCCESSION

I mentioned in the chapter on the Law of Buy-In that in the fall of 1997, I went to India with a handful of leaders from my nonprofit organization EQUIP. While we were there, I wanted to visit the headquarters of Mother Teresa. It's a plain concrete block building located in Calcutta, which the people there call the Mother House.

As I stood outside the doors preparing to go in, I thought about how no one could tell by looking at it that this modest place had been the home base of such an effective leader. We walked through a foyer and into a central patio that was open to the sky. Our goal was to visit Mother Teresa's tomb, which is located in the facility's dining room. But when we got there, we found out that the room was in use and we would not be allowed to go in until the ceremony that was being performed was over.

We could see a group of about forty to fifty nuns seated, all dressed in the familiar habit that Mother Teresa had worn.

"What's going on in there?" I asked a nun passing by.

She smiled. "Today we are taking forty-five new members into our order," she said and then hurried away into another part of the building.

Since we were already running late and soon had to catch a plane, we couldn't stay. We looked around briefly and then left. As I walked out of the compound, through an alley, and out among the throngs of people, I thought to myself, *Mother Teresa would have been proud*. She was gone, but her legacy was continuing. She had made an impact on the world, and she had developed leaders who were carrying on her vision. And it looks as though they will continue influencing people

for generations to come. Mother Teresa's life is a great example of the Law of Legacy.

FEW LEADERS PASS IT ON

Max Dupree, author of *Leadership Is an Art*, declared, "Succession is one of the key responsibilities of leadership." Yet of all the laws of leadership, the Law of Legacy is the one that the fewest leaders seem to learn.

Achievement comes to someone when he is able to do great things for himself. Success comes when he empowers followers to do great things *with* him. Significance comes when he develops leaders to do great things *for* him. But a legacy is created only when a person puts his organization into the position to do great things *without* him.

A legacy is created only when a person puts his organization into the position to do great things without him.

I learned the Law of Legacy the hard way.

Because the church grew so much while I was in my first leadership position in Hillham, Indiana, I thought I was a success. When I began there, we had only three people in attendance. For three years, I built up that church, reached out to the community, and influenced many people's lives. When I left, our average attendance was in the high two hundreds, and our record was more than three hundred people. I had programs in place, and everything looked rosy to me. I thought I had really done something significant.

When I had been at my second church for about eighteen months, I had lunch with a friend I hadn't seen in a while, and he had just spent some time in Hillham. I asked him about how things were going back there, and I was surprised to hear his answer.

"Not too good," he answered.

"Really?" I said. "Why? Things were going great when I left. What's wrong?"

“Well,” he said, “it’s kind of fallen off. Some of the programs you got started kind of petered out. The church is running only about a hundred people. It might get even smaller before it’s all over.”

That really bothered me. A leader hates to see something that he put his sweat, blood, and tears into starting to fail. At first, I got ticked off at the leader who followed me. But then it hit me. If I had done a really good job there, it wouldn’t matter what kind of leader followed me, good or bad. The fault was really mine. I hadn’t set up the organization to succeed after I left. It was the first time I realized the significance of the Law of Legacy.

PARADIGM SHIFT

After that, I started to look at leadership in a whole new way. Every leader eventually leaves his organization—one way or another. He may change jobs, get promoted, or retire. And even if a person refuses to retire, he is going to die. That made me realize that part of my job as a leader was to start preparing my people and organization for what inevitably lies ahead. That prompted me to change my focus from leading followers to developing leaders. My lasting value, like that of any leader, would be measured by my ability to give the organization a smooth succession.

My best personal succession story concerns my departure from Skyline Church. When I first arrived there in 1981, I made one of my primary goals the identification and development of leaders because I knew that our success depended on it. Over the fourteen years I was there, my staff and I developed literally hundreds of outstanding leaders, both volunteers and staff.

The development of so many leaders put the church in a good position to succeed, but that alone wasn’t enough. In many businesses and nonprofit organizations, the leader is in a position to develop and groom a successor. That wasn’t something I was able to do at Skyline.

The local board of administration would select someone to succeed me, and I would not drive that process. The most I would be able to do was give them any information I knew about the potential candidates with whom I was acquainted. But there were other things I *could* do, such as preparing the people and the organization for the arrival of their new leader. I wanted to set that person up to succeed as much as I could.

THE SUCCESS CONTINUES

One of my greatest joys in life is knowing that Skyline is stronger now than when I left in 1995. Jim Carlow, who succeeded me as the senior pastor, is doing a wonderful job there. The church’s attendance has increased, finances have improved, and best of all, the building and relocation program is going forward after a decade of delays. In the fall of 1997, Jim asked me to come back to Skyline and speak at a fund-raising banquet for the next phase of the building project, and I was delighted to honor his request.

They staged the event at the San Diego Convention Center, located on the city’s beautiful bay. They really did a first-class job of everything, and about 4,100 people attended. My wife, Margaret, and I really enjoyed the chance to see and talk with so many of our old friends. And of course, I felt privileged to be the evening’s keynote speaker. It was quite a celebration—and quite a success. People pledged more than \$7.8 million toward the building of the church’s new facility.

As soon as I finished speaking, Margaret and I slipped out of the ballroom. We wanted the night to belong to Jim, since he was now the leader of Skyline. Because of that, we knew it would be best if we made a quick exit before the program was over. Descending the stairs, I grabbed her hand and gave it a squeeze.

“Margaret,” I said, “wasn’t it an awesome night?”

“Oh, it was great,” she said. “I think Jim was really pleased.”

“I think you’re right,” I said. “You know what was the best part for me? Knowing that what we started all those years ago is going to continue.” As we left the convention center behind us, I felt that our final chapter with Skyline was finished, and it had a very happy ending. It’s like my friend Chris Musgrove says, “Success is not measured by what you’re leaving to, but by what you are leaving behind.”

When all is said and done, your ability as a leader will not be judged by what you achieved personally or even by what your team accomplished during your tenure. You will be judged by how well your people and your organization did after you were gone. You will be gauged according to the Law of Legacy. Your lasting value will be measured by succession.

CONCLUSION

Everything Rises and Falls on Leadership

WELL, THERE YOU have them—the 21 Irrefutable Laws of Leadership. Learn them, take them to heart, and apply them to your life. If you follow them, people will follow you.

I’ve been teaching leadership for two and a half decades now, and during those years I’ve told the people I’ve trained something that I’m now going to say to you: Everything rises and falls on leadership. Most people don’t believe me when I say that, but it’s true. The more you try to do in life, the more you will find that leadership makes the difference. Any endeavor you can undertake that involves other people will live or die depending on leadership. As you work to build your organization, remember this:

- Personnel determine the potential of the organization.
- Relationships determine the morale of the organization.
- Structure determines the size of the organization.
- Vision determines the direction of the organization.
- Leadership determines the success of the organization.

I wish you success. Pursue your dreams. Desire excellence. Become the person you were created to be. And accomplish all that you were