

The Laws of Leaders hip at the Pinnacle Level As you consider the different aspects of Level 5, please be aware of how the following laws of leadership come into play: The Law of Respect People Naturally Follow Leaders Stronger Than Themselves When I wrote the overview of the 5 Levels of Leadership in the first chapter of this book, I used the word respect to describe Level 5. On the Pinnacle, leaders have led so well for so long that they have become larger than life, and people are influenced by their reputation even before there is any direct contact between leaders and their followers. Ralph Waldo Emerson said, “Every great institution is the lengthened shadow of a single man.” That sentiment is a good description of Level 5 leaders. Their presence makes an impact. “Every great institution is the lengthened shadow of a single man.” —Ralph Waldo Emerson It’s true that leaders gain respect on every level. They earn it by showing worthiness for the chance to lead on Level 1, developing relationships on Level 2, creating a productive team on Level 3, and developing people on Level 4. But on Level 5 the respect they’ve earned begins to compound. Everyone wants to follow a true Level 5 leader. The Law of Intuition Leaders Evaluate Everything with a Leadership Bias Everybody is intuitive. We all have strong intuition in the areas of our giftedness. What Level 5 leaders possess in abundance is leadership intuition, and as a result, they see everything with a leadership bias. Good leaders learn to trust what Emerson called the “blessed impulse.” That’s the hunch that informs you that something is right. Level 5 leaders learn to trust those instincts and act upon them. Of all the laws of leadership that I teach, the Law of Intuition is the most difficult. Why? Because most people have a difficult time teaching in the areas where they are intuitive. Intuition is the ability to experience immediate insight without rational thought. If you can perform leadership tasks, knowing they’re right but not having examined them with rational thought, it’s difficult to explain why you did what you did. The more naturally gifted you are in leadership, the stronger your leadership intuition is likely to be. Learn to trust it. And if your gifting in leadership is n’t high, don’t lose hope. While it’s true that your leadership intuition will never be as high as that of a natural leader, you can still develop leadership intuition based on leadership experience and reflective thinking on your failures and successes. The Law of Timing When to Lead Is as Important as What to Do and Where to Go Closely related to the Law of Intuition is the Law of Timing, because timing is also largely instinctive. Knowing what to do can be relatively easy for an effective leader at Level 3. Knowing the right timing can be much more difficult. Why? There are so many intangible factors. Often a hunch is all we have to rely on to make a timing decision, and that can be difficult to explain. People are apt to listen to hard facts and respect the point of view of the person who expresses them. Intuition does n’t carry as much weight—unless you have a proven track record of right assessments to back it up. Leaders on Level 5 have so much experience and credibility that others listen to their hunches when it comes to timing. If you’re not yet on Level 5, then be aware that others may not trust your advice when it comes to timing. But don’t despair. Listen to your intuition, take note of when it’s wrong or right, and develop a track record that will bring you the credibility you desire. The Law of Legacy A Leader’s Lasting Value Is Measured by Succession I’ve already discussed the importance of legacy on Level 5, so I don’t need to say a lot here. Allow me to leave you with this thought: The goal in life is not to live forever. The goal in life is to create something that does. The best way to do that as a Level 5 leader is to invest what you have in the lives of others. The goal in life is not

to live forever. The goal in life is to create something that does . The Law of Explosive Growth To Add Growth, Lead Followers —To Multiply, Lead Leaders Every time you develop a potential leader to Level 4, you change your organization for the better and increase its potential. Why? Because... When you develop a follower, you gain a follower. When you develop a leader, you gain a leader and all his followers . When you develop a Level 4 leader, you gain a leader who creates other leaders , and you gain all the leaders and all the followers that they lead. That is why Level 5 leaders are so powerful and !why their organizations have unlimited potential