

# LEADER: THE LAW OF INFLUENCE

The purpose of this course is to lay a basic foundation to become more influential leaders within your house, campus, and after you graduate the world!

## KICK OFF:

Every one of you guys are leaders. Some of you may be stronger leaders than others, and some of you may become better leaders than others. Over the course of the next 4 years my hope for you guys is that you would grow to reach your full leadership potential!

## [MY STORY IN HIGH SCHOOL]-I GREW IN INFLUENCE

## SET THE STAGE:

You know I have spent the past several years reading leadership books, business books, listening to successful men speak. And the same thing is true about all successful people they have develop great leadership. Before we get into some of our content, I wanted to ask you guys. What makes you want to grow in your leadership?

One of the things I have seen that is essential in leadership development, is that in order to develop we have to have a right definition and view of what leadership is and what it isn't.

## READ ARTICLE: THE LAW OF INFLUENCE

1. So what is the definition of Leadership? (*Leadership is influence, nothing more and nothing less!*)
2. Which of the 5 leadership Myths do you think is the most common?
3. In light of that, who was someone that influenced you to join this fraternity?
4. What was it about them that gave them influence with you?
5. Who would you say has had greatest amount of positive influence in your life?
6. In the article it makes a reference to the fact that some men emerge as leaders while others can't influence people no matter how hard they try. What do you think are some factors that come it to play helping us influence other people?  
(character, relationships, experience, attitude, ability, etc.)

## APPLICATION:

More than anything I want you guys to start thinking like leaders, which is a skill to be honed. An exercise that can begin helping us do this is to grow in our ability to identify influencers. This is my challenge for you guys, I want you to identify influencers this week. Who are the most influential guys in Lambda? Your classes? Your pledge brothers? What is it about these guys that make people want to follow them? We will talk about it next week.

## FILL OUT THE ASSESSMENT

# THE LAW OF INFLUENCE

*Taken from "The 21 Irrefutable Laws of Leadership" by John Maxwell*

What do leaders look like? Do they always look powerful, impressive, charismatic? And how do you measure the effectiveness of a leader? Can you put two people side by side and instantly tell which is the leader? These are questions people have asked for hundreds of years. One of the most effective leaders of the late twentieth century was anything but impressive upon first appearance. When most people think of Mother Teresa, they envision a frail little woman dedicated to serving the poorest of the poor. That she was. But she was also a tremendous leader. I say that because she had an amazing amount of influence with others. And if you don't have influence, you will never be able to lead others.

## WHAT LEADERSHIP IS NOT...

Leadership is often misunderstood. When people hear that someone has an impressive title or an assigned leadership position, they assume that individual to be a leader. Sometimes that is true. But titles don't have much value when it comes to leading. True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated, it must be earned. The only thing a title can buy is a little time—either to increase your level of influence with others or to undermine it.

## FIVE MYTHS ABOUT LEADERSHIP

### 1. MANAGEMENT MYTH

A widespread misunderstanding is that leading and managing are one and the same. Up until a few years ago, books that claimed to be about leadership were really about management. The difference between the two is that leadership is about influencing people, while management focuses on maintaining systems and processes. The best way to test if a person can lead is to ask him to create positive change. Managers can maintain direction, but to move people in a new direction, you need influence.

### 2. ENTREPRENEUR MYTH

People assume that all entrepreneurs are leaders. But that's not always the case. Entrepreneurs are skilled at seeing opportunities and going after them. But not all of them are good with people, and many of them find it necessary to partner with someone skilled at the people part of the equation. If they can't influence people, they can't lead.

### 3. KNOWLEDGE MYTH

You might naturally assume that those who possess knowledge and intelligence are leaders. That isn't necessarily true. There are brilliant research scientists and philosophers whose ability to think is off the charts but whose ability to lead is so low that it doesn't register on the charts.

### 4. PIONEER MYTH

Another common misconception is that anyone who is out in front of the crowd is the leader. But being first isn't always the same as leading. To be a leader, a person has to not only be out in front, but also have people intentionally coming behind him, following his lead, and acting on his vision. Being a trendsetter and leader are different.

### 5. POSITION MYTH

The greatest misunderstanding about leadership is that people think it is based on position, but it's not. Think about what happened several years ago at Cordiant, the advertising agency formerly known as Saatchi & Saatchi. In 1994, institutional investors of Saatchi & Saatchi forced the board of directors to dismiss Maurice Saatchi, the CEO. This resulted in several executives and many of the company's largest account holders following him out. Additionally, the stock price fell from \$8.50 to \$4 per share. Saatchi lost his title and position, but he continued to be the leader. It's not the position who makes the leader but the leader who makes the position.

## WHAT IS LEADERSHIP?

The true measure of leadership is influence- nothing more, nothing less. If you watch the dynamics that occur between people in just about every aspect of life, you will see some people leading and others following, and you will notice that position and title often have little to do with who is really in charge. That being the case, why do some people emerge as leaders while others can't influence people no matter how hard they try? I believe several factors come into play: (we will discuss these later)

## ABRAHAM LINCOLN

In 1832, decades before he became president, young Lincoln gathered together a group of men to fight in the Black Hawk War. In those days, the person who put together a volunteer company for the militia often became its leader and assumed a commanding rank. In this instance, Lincoln was given the rank of captain. But Lincoln had a problem. He knew nothing about soldiering. He had no prior military experience, and he knew nothing about tactics. He had trouble remembering the simplest military procedures.

For example, one day Lincoln was marching a couple of dozen men across a field and needed to guide them through a gate into another field. But he couldn't manage it. Recounting the incident later, Lincoln said, "I could not for the life of me remember the proper word of command for getting my company endwise. Finally, as we came near the gate I shouted: "This company is dismissed for two minutes, when it will fall in again on the other side of the gate." As time went by, Lincoln's level of influence with others in the militia actually decreased. While officers proved themselves and gained rank, Lincoln found himself going in the other direction. He began as a captain, but title and position did him little good. He couldn't overcome the Law of Influence. By the end of his military service, Lincoln had found his rightful place, having achieved the rank of private.

Fortunately for Lincoln-and for the fate of the United States—he overcame his inability to influence others. Over time and with much effort and personal experience, he became a person of remarkable influence and impact, and one of the nation's finest presidents.

I love the leadership proverb that says, "He who thinks he leads, but has no followers, is only taking a walk." If you can't influence people, then they will not follow you. And if people won't follow, you are not a leader. That's the Law of Influence. No matter what anybody else may tell you, remember that leadership is influence, nothing more, nothing less.

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# LEADERSHIP ASSESSMENT

NAME: \_\_\_\_\_

PHONE: \_\_\_\_\_

**CIRCLE** 2 leadership attributes in which you are currently strongest.

**UNDERLINE** 2 leadership attributes in which you are currently weakest.

|               |            |               |                 |             |
|---------------|------------|---------------|-----------------|-------------|
| Discipline    | Charisma   | Generous      | Focus           | Influential |
| Initiative    | Commitment | Communication | Servanthood     | Courage     |
| Passion       | Integrity  | Listener      | Attitude        | Respected   |
| Relationships | Teachable  | Excellence    | Problem solving |             |

1. Who are the top 3 leaders in your pledge class?

2. Circle which days you are most available for lunch or in the afternoon:

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

# LEADER: THE LAW OF MAGNETISM

## KICK OFF:

Last week we defined leadership as influence-nothing more and nothing less. I asked you guys to identify influencers this week. Who did you identify? What is it about those guys that makes them influential?

## SET THE STAGE:

I wanted to look at a new law of leadership this week. This law of leadership affects our relationships and the organizations we are involved in whether we know it or not. The problem with this law is that it can affect our relationships and organizations in a positive or negative way. So it is important to be able to understand this law and make it work for our own benefit. It's called the "Law of Magnetism"

To intro this law I wanted to talk about stereotypes. In every Greek System across the nation, different houses have different reputations or stereotypes. What are some of the stereotypes in the Greek System here at OU?

*(Fiji-ruffees, Beta-grades, Lambda-jocks, DU-???, Theta-Bible beaters, Alpha Chi-???, Sig Ep-granola, Kappa-???)*

## READ ARTICLE: THE LAW OF MAGNETISM

1. How would you define the law of magnetism? *(You attract the kind of guys that you are)*
2. So what attracted you to this fraternity?
3. What kind of guys do you want to see recruited to this fraternity in the next 4 years? What do you want lambda to be known for? Give me qualities:
4. How do you think this law affects the future of your fraternity?
5. You said earlier that you wanted your house to be known for \_\_\_\_\_. According to the law of magnetism, how are you gonna get these types of guys? *(Answer: Be these types of guys: want leaders-grow in leadership, want partyers-become the best partyers, want guys great with girls take initiative to be great with girls...etc.)*
6. How do you think this law will affect your ability to land the kind of job you want in the future? *(Have to become the kind of guy that the company is attracted to)*

As an organization you are, who you attract! Who you attract is who you are!

## WRAP UP: DAVID

I wanted to wrap up by telling you about a guy in the Bible who I think embodied this Leadership Law. His name was David. When he was 13 he killed a seasoned war hero in hand to hand combat when the entire army of his country were scared to fight him. Right in front of the entire enemy line he cut off the head of their most valiant warrior and shouted a battle cry. As a result he became a commander in the King's army. For the next 17 years David won battle after battle against many odds and people began to sing songs about him, bc he was such an amazing warrior. At 30 he took over as King, and he had a group of 30 men, that were committed to going anywhere and fighting anyone, at anytime at his command. At one point the Bible actually listed out these guys qualifications in War.

One guy-killed 800 men with a spear in one encounter, In the midst of a retreat another guy turned to face an entire army, he fought so intensely his hand froze to his sword, and he won, Three of his best warriors walked right into an enemy camp fought all the way in and out, just to draw some water bc David said he was thirsty. David was a great warrior and he attracted incredible warriors as a result.

## APPLICATION:

I want you guys to identify a quality in your leadership that you think you possess, that will attract the kind of guys you want in your house. We will talk about this next week.

# THE LAW OF MAGNETISM

*Taken from "The 21 Irrefutable Laws of Leadership" by John Maxwell*

Effective leaders are always on the lookout for good people. I think each of us carries around a mental list of what kind of people we would like to have in our organization or department. Think about it. Do you know who your looking for right now? What is your profile of a perfect employee or fraternity member? What qualities would they possess? Would you want them to be aggressive and entrepreneurial? Are you looking for leaders? Do you care how they dress, what they look like, if they are athletes, how relational they are with girls?

Now, what will determine whether the people you want are the people you get and whether they will possess the qualities you desire? You may be surprised by the answer.

Believe it or not, who you attract is not determined by **what you want**. It's determined by **who you are**.

## **FROM MUSICIANSHIP TO LEADERSHIP**

When I was a kid, my mother used to tell me that birds of a feather flock together. I thought that was a wise saying when I was spending time with my older brother, Larry, and playing ball. He was a good athlete, so I figured that made me one too. As I grew up, I think I instinctively recognized that good students spent time with good students; people who only wanted to play stuck together, and so on. But I don't think I really understood the impact of the Law of Magnetism until I moved to San Diego, California, and became the leader of the last church I pastored.

My predecessor at Skyline church was Dr. Orval Butcher. One of his best qualities was his musicianship. He played piano and had an incredible Irish tenor voice, even today in his eighties. At the time I arrived in 1981, Skyline had a solid reputation for fine music and was nationally known for its outstanding musical productions. In fact, the church was filled with talented musicians and vocalist. And in the 27 years Dr. Butcher led the church, only two music directors worked for him—an unbelievable track record. (In comparison, during my fourteen years there, I employed five people in that capacity.)

Why were there so many exceptional musicians at Skyline? The answer lies in the Law of Magnetism. People with musical talent were naturally attracted to Dr. Butcher. They respect him and understood him. They shared his motivation and values. They were on the same page with him. Leaders help to shape the culture of their organizations based on who they are and what they do. Music was valued. It was practiced and performed with excellence. It was used to reach out to the community. It was deeply ingrained in the culture of the organization.

In contrast, I enjoy music, but I am not a musician. It's funny, but when I interviewed for the position at Skyline, one of the first questions they asked me was whether I could sing. They were very disappointed when I told them no. After I came on board at the church, the number of new musicians arriving at the church declined quickly. We still had more than our share because Dr. Butcher had created momentum and a wonderful legacy in that area. But do you know what kind of people started coming instead? Leaders. I valued leadership, modeled it, trained people in it, and rewarded it. Leadership was woven into the fabric of the organization. By the time I left Skyline, the church filled with hundreds of excellent leaders. The reason was the Law of Magnetism. Our organization became a magnet for people with leadership ability.

## **GOING AGAINST THE GRAIN**

As you read this article, you may find yourself in one of two situations. You may be saying to yourself, I'm not crazy about the people I'm attracting. Am I stuck with my situation? The answer is no. If you find the people you attract to be unreliable or untrustworthy, then examine your character. Developing stronger character can be a more difficult road, but the payoff is huge. Good character improves every aspect of a person's life.

On the other hand, you may be saying, I like who I am, and I like the kind of people I attract. That's great! Now take the next step in effective leadership. Work at recruiting people who are different from you to staff your weaknesses. If you don't, important organizational tasks are likely to be overlooked, and the organization will suffer as a result. An organization will never fulfill its potential if everyone in it is the exact same.

It is possible for leaders to go out and recruit people unlike themselves, but those are not the people they will naturally attract. Attracting people unlike yourself requires a high degree of intentionality. To succeed at it, people must believe in you, and the vision you share must be compelling.

## **HISTORY CHANGES COURSE**

Once you understand the Law of Magnetism, you can see it at work in just about any kind of situation: business, government, sports, education, the military, and more. As you read history, look for its clues. One of the most vivid examples of the Law of Magnetism is found in American history among the military leaders of the Civil War. When the Southern states seceded, they were questioned about which side many of the generals would fight for. Robert E. Lee was considered the best general in the nation, and President Lincoln actually offered him command of the Union army. But Lee would never consider fighting against his native Virginia. He declined the offer and joined the confederacy--and the best generals in the land followed him.

If Lee had chosen to lead an army for the Union instead, many good generals would have followed him north. As a result, the war probably would have been much shorter. Some speculate that it might have lasted two years instead of five—and hundreds of thousands of lives would have been saved. It just goes to show you that the better leader you are, the better leaders you will attract. And that has an incredible impact on everything you do.

# LEADER: THE QUALITY OF COURAGE

## KICK OFF:

Last week we talked about the Law of Magnetism and how we attract the kind of people that we are in our friendships and in our organizations. This week I wanted to talk about a quality in leadership that at some point every leader will have to have in order to go further in his leadership.

## SET THE STAGE:

Every Leader who has ever led has had to deal with a powerful emotion. Everybody experiences this emotion in different ways in life, but for the growing leader like you guys it is especially true. The emotion is fear. Fear can hinder any leader from reaching his full potential. The one quality needed in leadership to counteract this emotion is the quality of "Courage."

When it comes to the topics of fear and courage there is always a level of risk that is involved. When is a time you have taken a significant risk?

## READ ARTICLE: THE QUALITY OF COURAGE

1. How would you define courage after reading this chapter? (*doing what you are afraid to do*)
2. Do you think courage is essential in leadership? Why?
3. Why does courage give a person leadership position?
4. Why does a show of courage inspire others to follow?
5. Do you feel like you are in your comfort zone now?
6. When was a time you experienced some fear in the pledging process?
7. Why do you think guys are drawn to courageous leaders?

One thing that we can do to develop our courage as leaders is to go out and do some things that we might have some fear in doing. Just that process can develop us.

## APPLICATION:

What do you think you can do in order to become more courageous? (*set up a sky diving trip*)

# THE QUALITY OF COURAGE

What do these three men have in common: the auto racer who set the world speed record at Daytona in 1914, the pilot who recorded the highest number of victories in aerial combat against the Germans in WWI, and the secretary of war's special advisor who survived a plane crash and 22 days on a raft in the Pacific during WWII? They all lived through dangerous circumstances. They all displayed courage and steely nerves under duress. And they all happen to be the same person—Eddie Rickenbacker.

Meeting a challenge was never a big problem for Eddie Rickenbacker, whether it was physical, mental, or economic. When he was twelve, his father died, and he quit school to become the family's primary breadwinner. He sold newspapers, eggs, and goat's milk. He worked in a glass factory, brewery, shoe factory, and foundry. Then as a teenager, he started working as a race car mechanic, and at age 22, he began racing. Two years later he set the world speed record.

When the United States entered WWI, Rickenbacker tried to enlist as an aviator, but he was over age and undereducated. So instead he entered as a chauffeur and then talked his superiors into sending him to flight training. Despite not fitting in with his college-educated fellow aviators, he excelled as a pilot. And by the time the war was over, he had logged 300 combat hours (the most of any American pilot), survived 134 aerial encounters with the enemy, claimed 26 kills, and earned the Medal of Honor, eight Distinguished Service Crosses, and the French Legion of Honor. He was also promoted to captain and put in command of his squadron.

Rickenbacker's prowess in the air caused the press to dub him the "American Ace of Aces." When asked about his courage in combat, he admitted that he had been afraid. "Courage," he said, "is doing what you're afraid to do. There can be no courage unless you're scared."

That courage served the Ace of Aces well after WWI. In 1933, he became the vice president of Eastern Air Transport (later Eastern Airlines). Back then all airlines existed only because they were subsidized by the government. But Rickenbacker thought they should be self-sufficient. He decided to completely change the way the company did business. Within two years he made Eastern profitable, a first in aviation history. And when the president of the United States canceled all commercial carriers' air mail contracts, Rickenbacker took him on—and won. Rickenbacker led Eastern successfully for 30 years and retired at age 73.

When you look at the life of someone like Eddie Rickenbacker, you cannot help seeing great courage. It's easy to see in war heroes, but it's also present in every great leader in business, government, and the church. Whenever you see significant progress in an organization, you know that the leader made courageous decisions. A leadership position doesn't give a person courage, but courage can give him a leadership position. That was true for Captain Eddie Rickenbacker. Larry Osborne offers this observation: "The most striking thing about highly effective leaders is how little they have in common. What one swears by, another warns against. But one trait stands out: the willingness to risk." Recognize these truths when it comes to courage in leadership.

## 1. COURAGE BEGINS WITH AN INWARD BATTLE

Every test you face as a leader begins within you. The test of courage is no different. As psychotherapist Sheldon Kopp notes, "All the significant battles are waged within self." Courage isn't an absence of fear. It's doing what you are afraid to do. It's having the power to let go of the familiar and forge ahead into new territory.

## 2. COURAGE IN A LEADER INSPIRES COMMITMENT FROM FOLLOWERS

"Courage is Contagious," asserts Billy Graham. "When a brave man takes a stand the spines of others are stiffened." A show of courage by any person can encourage others. But a show of courage by a leader inspires everyone. It makes people want to follow him.

## 3. YOUR LEADERSHIP EXPANDS IN PROPORTION TO YOUR COURAGE

Fear limits a leader. Roman historian Tacitus wrote, "The desire for safety stands against every great and noble enterprise." But courage has the opposite effect. It opens doors, and that's one of the most wonderful benefits. Perhaps that's why British theologian John Henry Newman said, "Fear not that your life will come to an end but that it will never have a beginning." Courage not only gives you a good beginning, but it also provides a better future. What's ironic is that those who don't have the courage to take risks and those who do, experience the same amount of fear in life. The only difference is that those who don't take chances don't ever accomplish great things.

# LEADER: THE QUALITY OF COMMITMENT

## KICK OFF:

Last week we talked about the Leadership Quality of Courage. We still on for sky diving? Alright here are the plans.

## SET THE STAGE:

This week I thought we could talk about another quality of leadership. As young leaders we are told to dream big for ourselves. “The sky is the limit, we can do anything we set our mind to.” We dream of being successful, having great careers, accomplishing great things, having a great family.

But there is one quality that every leader must possess if any of his dreams will ever actually become a reality. The Leadership Quality is the Quality of Commitment.

What is a commitment that you have made that was difficult to keep but you kept it?

## READ ARTICLE: THE QUALITY OF COMMITMENT

1. According to this article how would you define the quality of commitment?
2. Why do you think its important for a leader to be committed?
3. Why do you think guys are drawn to committed leaders?
4. How do you think being committed as an associate member could increase your influence in Lambda, Future Job Market, Internships?
5. As a pledge class, how can you go above and beyond to show that you are committed?

# THE QUALITY OF COMMITMENT

*Taken from "The 21 Irrefutable Laws of Leadership" by John Maxwell*

A couple of years ago, my wife, Margaret, and I had the opportunity to vacation in Italy. Our two greatest priorities were food and art. To find the finest food, we talked to friends who had been there. To see the finest artwork, we enlisted the help of a fantastic guide who is a buyer for New York's Metro Museum of Art. During that tour we saw many great pieces of artwork. But none struck me the way Michelangelo's David did. That's when I understood why it is called a masterpiece.

Michelangelo lived an incredible life. Possibly the greatest artist of Western civilization—and certainly the most influential—he was born to sculpt. He sculpted his first mature masterpiece at age 21. He completed his Pieta and David before age 30. In his early thirties, Michelangelo was summoned to Rome by Pope Julius II to sculpt a magnificent papal tomb, but was then asked to work on a painting project instead. At first Michelangelo wanted to refuse, having no desire to paint a dozen figures on the ceiling of a small chapel in the Vatican. Though as a boy he had been trained to paint, his passion was sculpture. But when the pope pressed him, he reluctantly accepted the assignment.

Scholars believe Michelangelo's rivals pushed for him to get the job, hoping he would refuse it and lose favor with the pope, or take it and discredit himself. But once Michelangelo accepted the assignment, he thoroughly committed himself to it, expanding the project from a simple depiction of the twelve apostles to include more than four hundred figures and nine scenes from the book of Genesis.

Four grueling years, the artist lay on his back painting the ceiling of the Sistine Chapel. And he paid a great price. The work permanently damaged his eyesight and wore him down. Michelangelo said, "After four tortured years, more than four hundred over-life-sized figures, I felt old and weary. I was only thirty-seven, yet friends did not recognize the old man I had become."

The impact of Michelangelo's commitment was far-reaching. He pleased his benefactor, the pope, and received other commissions from the Vatican. But more important, he made a huge impact in the artistic community. His Sistine Chapel frescoes were so boldly painted, so original, so exquisitely executed that they caused many fellow artists, including the gifted painter Raphael, to alter their style. Art historians maintain that Michelangelo's masterpiece forever changed the course of painting in Europe. And it laid a foundation for his equally important impact on sculpture and architecture.

Undoubtedly Michelangelo's talent created the potential for greatness, but without commitment, his influence would have been menial. That level of commitment could be seen in his attention to the fine details as well as the overarching vision. The world has never seen a great leader who lacked commitment. What is commitment? To each person, it means something different:

*To the boxer, it's getting off the mat one time more than you've been knocked down.*

*To the marathoner, it's running another ten miles when your strength is all gone.*

*To the soldier, it's going over the hill, not knowing what's waiting on the other side.*

*To the OU Football player, it's the extra set of bleachers and watching film even in their time off.*

*To the Lambda pledge.....???*

If you want to be an effective leader, you have to be committed. True commitment inspires and attracts people. It shows them that you have conviction. They will believe in you only if you believe in your cause. Some people want everything to be perfect before they're willing to commit themselves to anything. But commitment always precedes achievement. I am told that in the Kentucky Derby, the winning horse effectively runs out of oxygen after the first half mile. And he goes the rest of the way on heart. NBA legend Michael Jordan explains that "heart is what separates the good from the great." If you want to make a difference in other people's lives as a leader, look into your heart to see if you are really committed. When it comes to commitment there are really only 4 kinds of people:

- 1) *Cop-outs*. People who have no goals and do not commit.
- 2) *Holdouts*. People who don't know if they can reach their goals, so they're afraid to commit.
- 3) *Dropouts*. People who start toward a goal but quit when the going gets tough.
- 4) *All-outs*. People who set goals, commit to them, and pay the price to reach them.

What kind of person are you? Former pro basketball player Bill Bradley attended a summer basketball camp at age fifteen conducted by "Easy" Ed Macauley. During that camp, Macauley made a statement that changed Bradley's life: "Just remember that if you're not working at your game to the utmost of your ability, there will be someone out there somewhere with equal ability. And one day you'll play each other, and he'll have the advantage."

# LEADER: LEADING WITH PASSION

## **KICK OFF:**

Insert Kick Off Question here.

## **SET THE STAGE:**

Insert transition to article

## **READ ARTICLE: LEADING WITH PASSION**

1. How does John Schnatter demonstrate passion in what he does? What did it cost him to do what he loved?
2. Do you think this statement is true: “your passion will have more influence than your personality”? Why or why not?
3. Who is someone you know around you that is truly passionate about what they are doing? How do you feel around them?
4. Do you believe that our culture is becoming emotionally dead?
5. Do you wake up excited about anything? What?
6. What are your Chapters’ passions? Do you think that you, as the next generation of leaders, will continue these? Build new ones?

# LEADING WITH PASSION

## PIZZA SAUCE IN HIS BLOOD

Papa John's Pizza was founded in 1984 by John Schnatter and grew from 1 to 46 stores in its first seven years and then from 46 to 1,600 in the seven years after that. The phenomenal success the company experienced in the second half was due to the Law of Explosive Growth, which says, "To add growth, lead followers – to multiply, lead leaders." But what was the key to Papa John's success in the first half?

The answer is passion. John Schnatter not only eats Papa John's Pizza; he breathes, sleeps, and lives it. It is always his predominating thought. Lehman Brothers analyst Michael Speiser said of him in Success magazine, "Pizza is Schnatter's life, and he takes it very seriously."

Schnatter's philosophy is simple and straightforward. "Concentrate on what you do well," he advises, "and do it better than anybody else." What he does well is lead the fastest growing business of its kind in the world. And he enjoys it so much that he is always in the thick of things.

Recently he went to visit a franchise owned by his wife, Annette, in downtown Louisville and found that the store was unexpectedly swamped with orders. What did he do? He jumped in and helped make pizzas for an hour and a half. It's something he loves doing. He visits store four or five times a week – often unannounced – just to make sure everything is on track.

"Talking about my dreams for a pizza business at age twenty-two, people thought I was crazy," Schnatter has said. "Vendors, bankers and even some friends just laughed when I told them I'd be opening five or six stores a month." Now he regularly opens an amazing thirty stores a month – a new store every day of the year.

And he wants to increase that. A franchise opened in Mexico, and Schnatter has plans to expand into Venezuela, Puerto Rico, and other foreign markets. He doesn't intend to stop until he leads the largest seller of pizza in the world. He just might do it because he loves it and gives it everything he's got.

## FLESHING IT OUT

Experts spend a lot of time trying to figure out what makes people successful. They often look at people's credentials, intelligence, education, and other factors. But more than anything else, passion makes the difference. David Sarnoff of RCA maintains that "nobody can be successful unless he loves his work."

If you look at the lives of effective leaders, you will find that they often don't fit into a stereotypical mold. For example, more than 50 percent of all CEO's of Fortune 500 companies had C or C- averages in college. Nearly 75 percent of all U.S. presidents were in the bottom half of their school classes. And more than 50 percent of all millionaire entrepreneurs never finished college. What makes it possible for people who might seem ordinary to achieve great things? The answer is passion. Nothing can take the place of passion in a leader's life.

## 4 TRUTHS ABOUT PASSION

### 1. PASSION IS THE FIRST STEP TO ACHIEVEMENT

Your desire determines your destiny. Think of great leaders, and you will be struck by their passion: Gandhi for human rights, Winston Churchill for freedom, Martin Luther King Jr. for equality, Bill Gates for technology. Anyone who lives beyond an ordinary life has great desire. It's true in any field: weak desire brings weak results, just as a small fire creates little heat. The stronger your fire, the greater the desire – and the greater the potential.

*"When a leader reaches out in passion, he is usually met with an answering passion"*

JOHN C. MAXWELL

## 2. PASSION INCREASES YOUR WILLPOWER

It is said that a dispassionate young man approached the Greek philosopher Socrates and causally stated, “O great Socrates, I come to you for knowledge.” The philosopher took the young man down to the sea, waded in with him, and then dunked him under the water for thirty seconds. When he let the young man up for air, Socrates asked him to repeat what he wanted. “Knowledge, O great one,” he sputtered. Socrates put him under the water again, only that time a little longer. After repeated dunkings and responses, the philosopher asked, “What do you want?” The young man finally gasped, “Air, I want air!” “Good,” answered Socrates. “Now, when you want knowledge as much as you wanted air, you shall have it.” There is no substitute for passion. It is fuel for the will. If you want anything badly enough, you can find the willpower to achieve it. The only way to have that kind of desire is to develop passion.

## 3. PASSION CHANGES YOU

If you follow your passion – instead of others’ perceptions – you can’t help becoming a more dedicated, productive person. And that increases your ability to impact others. In the end, your passion will have more influence than your personality.

## 4. PASSION MAKES THE IMPOSSIBLE POSSIBLE

Human beings are so made that whenever anything stirs the soul, impossibilities vanish. A fire in the heart lifts everything in your life. That’s why passionate leaders are so effective. A leader with great passion and few skills always outperforms a leader with great skills and no passion.

*“Anyone can dabble, but once you’ve made that commitment, your blood has that particular thing in it, and it’s very hard for people to stop you.”*

*BILL COSBY*

## REFLECTING ON IT

Despite the power of passion, many people in our culture seem to believe that passion is something to be suspicious about. Sociologist Tony Campolo has observed, “We are caught up at a particular stage in our national ethos in which we’re not only materialistic but worse than that; we’re becoming emotionally dead as people. We don’t sing, we don’t dance.”

Is passion a characteristic of your life? Do you wake up feeling enthusiastic about your day?

Is the first day of the week your favorite, or do you live from weekend to weekend, sleepwalking through your everyday routine? How long has it been since you couldn’t sleep because you were too excited by an idea? If passion is not a quality in your life, you’re in trouble as a leader. The truth is that you can never lead something you don’t care passionately about. You can’t start a fire in your organization unless one is first burning in you.

## BRINGING IT HOME: 3 STEPS TO IMPROVE YOUR PASSION

**1. TAKE YOUR TEMPERATURE.** How passionate are you about your life and work? Does it show? Get an honest assessment by asking several friends and family about your level of desire. You won’t become passionate until you believe passion can be the difference maker in your life.

**2. RETURN TO YOUR FIRST LOVE.** Many people allow life and its circumstances to get them off track. Think back to when you were just starting out in your schooling – or even farther back to when you were a child. What really turned your crank? What could you spend hours and hours doing? Try to recapture your old enthusiasm. Then evaluate your life and career in light of those old loves.

**3. ASSOCIATE WITH PEOPLE OF PASSION.** It sounds hokey, but birds of a feather really do flock together. If you’ve lost your fire, get around some firefighters. Passion is contagious. Schedule some time with people who can infect you with it.

## DAILY TAKE-AWAY

General Billy Mitchell, a career army officer, was assigned to an aviation section in 1916. That’s where he learned to fly and it became the passion of his life. Though aircraft played a minor role in WW I, he could see the military potential of air power. After the war, he began a campaign to convince the military to create an air force. He provided demonstration after demonstration of what airplanes could do, but he met strong resistance. Frustrated, he forced the army to court-martial him in 1925. A year later he resigned. Only after WWII was Mitchell exonerated – and posthumously awarded the Medal of Honor. He was willing to pay any price to do what he knew as right. How about you?

# LEADER: LEADING WITH CHARACTER

## **KICK OFF:**

Insert Kick Off Question here.

## **SET THE STAGE:**

Insert transition to article

## **READ ARTICLE: LEADING WITH CHARACTER**

Do you think a person's character always lead to that person's actions?

Why is character a daily choice?

Why is character essential in leadership?

In what major area of your life is it easiest to exhibit weak character?

Is there anyone that you need to give an apology too?

# LEADING WITH CHARACTER

## PUTTING IT ALL ON THE LINE

If you've traveled through smaller airports or have much experience flying in corporate aircraft, you've probably seen or flown in a Lear Jet. I've had the opportunity to fly in one a couple of times, and it's quite an experience. They're small – capable of carrying only five or six passengers – and very fast. It's like climbing into a narrow tube with jet engines strapped to it.

I have to admit, the whole experience of riding in a Lear Jet is pretty exhilarating. But by far the most amazing thing to me about it is the time it saves. I've traveled literally millions of miles on airlines, and I'm accustomed to long drives to airports, car rental returns, shuttles, terminal congestion, and seemingly endless delays. It can be a nightmare. Flying on a Lear Jet can easily cut travel time in half.

The father of this amazing airplane was a man named Bill Lear. An inventor, aviator, and business leader, Lear held more than 150 patents, including those of the automatic pilot, car radio, and eight-track tapes (you can't win them all). Lear was a pioneer in his thinking, and in the 1950's, he could see the potential for the manufacture of small corporate jets. It took him several years to make his dream a reality, but in 1963, the first Lear Jet made its maiden voyage, and in 1964 he delivered his first production jet to a client.

Lear's success was immediate, and he quickly sold many aircraft. But not long after he got his start, Lear learned that two aircraft he'd built had crashed under mysterious circumstances. He was devastated. At that time, fifty-five Lear Jets were privately owned, and Lear immediately sent word to all of the owners to ground their planes until he and his team could determine what had caused the crashes. The thought that more lives might be lost was far more important to him than any adverse publicity that action might generate in the media.

As he researched the ill-fated flights, Lear discovered a potential cause, but he couldn't verify the technical problem on the ground. There was only one sure way to find out whether he had diagnosed the problem correctly. He would have to try to recreate it personally – in the air.

It was a dangerous process, but that's what he did. As he flew the jet, he nearly lost control and almost met the same fate as the other two pilots. But he did manage to make it through the tests, and he was able to verify the defect. Lear developed a new part to correct the problem and fitted all fifty-five planes with it, eliminating the danger. Grounding the planes cost Lear a lot of money. And it planted seeds of doubt in the minds of potential customers. As a result, he needed two years to rebuild the business. But Lear never regretted his decision. He was willing to risk his success, his fortune, and even his life to solve the mystery of those crashes – but not his integrity. And that takes character.

## FLESHING IT OUT

How a leader deals with the circumstances of life tells you many things about his character. Crisis doesn't necessarily make character, but it certainly does reveal it. Adversity is a crossroads that makes a person choose one of two paths: character or compromise. Every time he chooses character, he becomes stronger, even if that choice brings negative consequences. As Nobel Prize – winning author Alexander Solzhenitsyn noted, "The meaning of earthly existing lies, not as we have grown used to thinking, in prospering, but in the development of the soul." The development of character is at the heart of our development not just as leaders, but as human beings.

## 4 KEYS TO CHARACTER

### 1. CHARACTER IS MORE THAN TALK

Anyone can say that he has integrity, but action is the real indicator of character. Your character determines who you are. Who you are determines what you see. What you see determines what you do. That's why you can never separate a leader's character from his actions. If a leader's actions and intentions are continually working against each other, then look to his character to find out why.

*"Leadership is the capacity  
and will to rally men and  
women to a common purpose  
and the character  
which inspires confidence."*

**BERNARD MONTGOMERY,**  
BRITISH FIELD MARSHAL

## 2. TALENT IS A GIFT, BUT CHARACTER IS A CHOICE

We have no control over a lot of things in life. We don't get to choose our parents. We don't select the location or circumstances of our birth and upbringing. We don't get to pick our talents or IQ. But we do choose our character. In fact, we create it every time we make choices – to cop out or dig out of a hard situation, to bend the truth or stand under the weight of it, to take the easy money or pay the price. As you live your life and make choices today, you are continuing to create your character.

## 3. CHARACTER BRINGS LASTING SUCCESS WITH PEOPLE

True leadership always involves other people. (As the leadership proverb says, if you think you're leading and no one is following you, then you're only taking a walk.) Followers do not trust leaders whose character they know to be flawed, and they will not continue following them.

## 4. LEADERS CANNOT RISE ABOVE THE LIMITATIONS OF THEIR CHARACTER

Have you ever seen highly talented people suddenly fall apart when they achieved a certain level of success? The key to that phenomenon is character. Steven Berglas, a psychologist at Harvard Medical School and author of *The Success Syndrome*, says that people who achieve great heights but lack the bedrock character to sustain them through the stress are headed for disaster. He believes they are destined for one or more of the four A's: arrogance, painful feelings of aloneness, destructive adventure-seeking, or adultery. Each is a terrible price to pay for weak character.

*“Never ‘for the sake of peace and quiet’ deny your own experience or convictions”*

DAG HAMMARSKJOLD,  
STATESMAN AND NOBEL  
PEACE PRIZE WINNER

## REFLECTING ON IT

If you've found yourself being sucked in by one of the four A's that Berglas identifies, call a time-out. Do what you must to step away from some of the stress of your success, and seek professional help. Don't think that the valley you're in will pass with time, more money, or increased prestige. Unaddressed cracks in character only get deeper and more destructive with time.

If you're not struggling in any of these four areas, you should still examine the condition of your character. Ask yourself whether your words and actions match – all the time. When you say you'll finish an assignment, do you always follow through? If you tell your friends or family that you will do something, do you do it? Can people trust you and your word as they would a legal contract? As you lead others at home, at work, and in the community, recognize that your character is your most important asset. G. Alan Bernard, president of Mid Park, Inc., stated, “The respect that leadership must have requires that one's ethics be without question. A leader not only stays above the line between right and wrong, he stays well clear of the ‘gray areas.’”

## BRINGING IT HOME: 4 STEPS TO IMPROVE YOUR CHARACTER

- 1. SEARCH FOR THE CRACKS.** Spend some time looking at the major areas of your life (school, fraternity, family, friends, work, etc.), and identify anywhere you might have cut corners, compromised, or let people down. Write down every instance you can recall from the past two months.
- 2. LOOK FOR PATTERNS.** Examine the responses that you just wrote down. Is there a particular area where you have a weakness, or do you have a type of problem that keeps surfacing? Detectable patterns will help you diagnose character issues.
- 3. FACE THE MUSIC.** The beginning of character repair comes when you face your flaws, apologize, and deal with the consequences of your actions. Create a list of people to whom you need to apologize for your actions, then follow through with sincere apologies.
- 4. REBUILD.** It's one thing to face up to your past actions. It's another to build a new future. Now that you've identified any areas of weakness, create a plan that will prevent you from making the same mistakes again.

## DAILY TAKE-AWAY

A man took his young daughter to a carnival, and she immediately ran over to a booth and asked for cotton candy. As the attendant handed her a huge ball of it, the father asked, “Sweetheart, are you sure you can eat all that?” “Don't worry, Dad” she answered, “I'm a lot bigger on the inside than on the outside.” That's what real character is – being bigger on the inside.