

John Maxwell

The 21 Irrefutable
Laws of Leadership

1998

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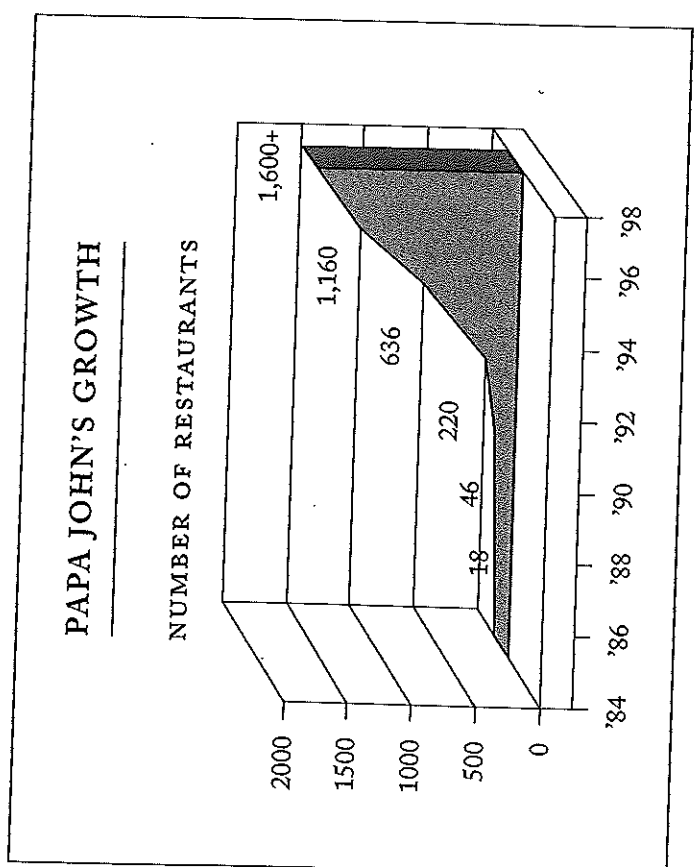
THE LAW OF EXPLOSIVE GROWTH

*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.



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,

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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—John Schnatter*

president of Papa John's Food Service; and Hart Boesel, who heads up franchise operations.

Papa John's growth has been phenomenal in an industry that was thought to be glutted with competitors a decade ago. In 1997, they opened more than 350 new restaurants. In 1998, they expect the number to be more than 400. And they are also implementing plans to launch Papa John's internationally. They don't plan to stop growing until they are the largest seller of pizza in the world.

"The challenge now," explains Oney, "is developing the next leaders. The company's in great shape financially. [Acquiring] real estate is always a battle, but we can succeed there. And the economy is never a deterrent when you offer customers a good value. The key is to develop leaders. You do that by building up people."

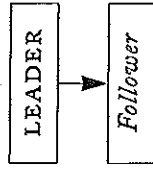
LEADER'S MATH BRINGS EXPLOSIVE GROWTH

John Schnatter and Wade Oney have succeeded because they have practiced the Law of Explosive Growth. Any leader who does that makes the shift from follower's math to what I call leader's math.

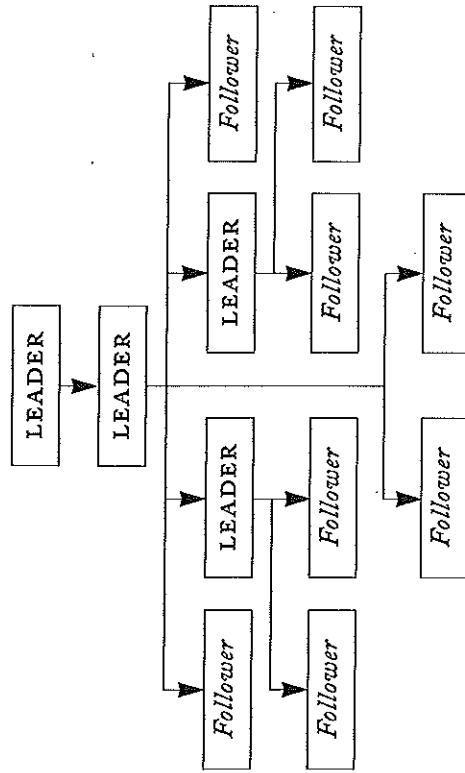
Here's how it works. Leaders who develop followers grow their organization only one person at a time. But leaders who develop leaders multiply their growth, because for every leader they develop, they also receive all of that leader's followers. Add ten followers to your organization, and you have the power of ten people. Add ten leaders to your organization, and you have the power of ten leaders times all the followers and leaders they influence. That's the difference between addition and multiplication. It's like growing your organization by teams instead of by individuals. The better the leaders you develop, the greater the quality and quantity of followers.

Any leader who practices the Law of Explosive Growth makes the shift from follower's math to leader's math.

LEADERS WHO DEVELOP FOLLOWERS ADD ONE AT A TIME



LEADERS WHO DEVELOP LEADERS MULTIPLY THEIR GROWTH



To go to the highest level, you have to develop leaders of leaders. My friend Dale Galloway asserts that "some leaders want to make followers. I want to make leaders. Not only do I want to make leaders, but I want to make leaders of leaders. And then leaders of leaders of leaders." Once you are able to follow that pattern, there is almost no limit to the growth of your organization. That's why I say to add growth, lead followers, but to multiply growth, lead leaders. That's the Law of Explosive Growth.

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. He 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,

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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.