WEGVISOR®

WEGVISOR LEADERSHIP STUDY 2026

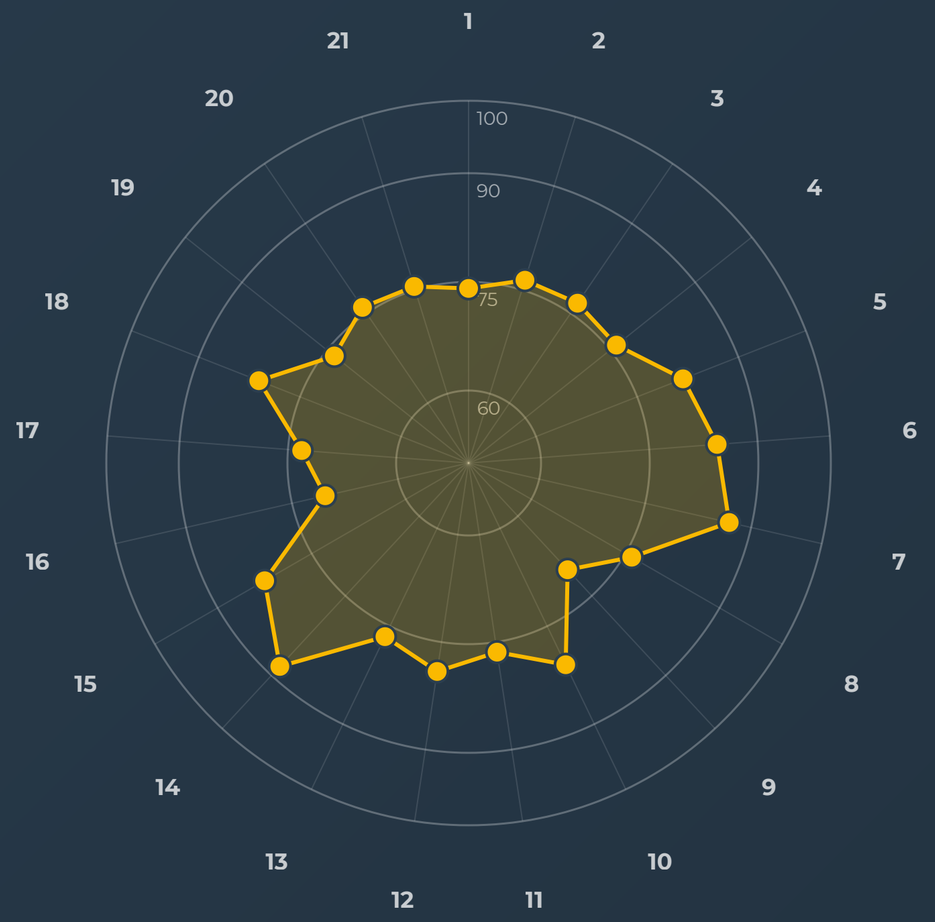
Where the lid really is

How 69 leaders rate their own leadership – across the 21 Leadership Laws and 21 Leadership Qualities.

69
leaders

42
laws and qualities

78%
avg. Leadership Laws



Profile of all participants across the 21 Leadership Laws (scale 50–100%)

THE KEY MESSAGE

Strong attitude, weaker execution

78%

Solid – but rarely excellent

Nobody starts from zero. But only 11% reach the level “excellent” on the laws.

88%

Attitude leads

Buy-In, Respect and Responsibility: leaders know what they stand for.

70%

The levers lag behind

Magnetism, Big Mo, Priorities, Focus and Self-Discipline – where attitude turns into impact.

> **The lid is not in the character of leaders. It is in consistent execution in everyday work.**

AT A GLANCE

Seven findings

01

78%

Solid, but rarely excellent

Avg. 78% on the laws, 80% on the qualities. Only 11% are “excellent”.

02

88%

Attitude before leverage

Buy-In, Respect and Character lead. At the bottom: Magnetism, Big Mo, Priorities.

03

70%

The bottleneck is focus

70% see their self-discipline as “basic” at most, 63% their focus.

04

38%

The next generation is neglected

That few agree: “I invest in the next generation of leaders.”

05

+13

Women score on relationships

Largest difference in the study: Charisma, plus Communication, Buy-In and Respect.

06

+4

Others see more

Ratings by others are 3 to 4 points above the self-image – most of all for Self-Discipline and Focus.

07

+5

Experience pays into others

From 50 on, scores are higher – above all for Legacy, Addition and Empowerment.

AND YOU?

14 min

Where do you stand?

The free self-assessment shows your profile in comparison: leadership.wegvisor.com/en/self-assessment

THE BIG PICTURE · 1

Nobody starts from zero – but only one leader in nine is excellent

Everyone reaches at least the level “basic”. So far, very few manage the step from “solid” to “excellent”.

WHAT THIS MEANS

The foundation is in place. Growth no longer comes from more knowledge but from targeted work on a few laws.

21 Leadership Laws

n = 63



21 Leadership Qualities

n = 27



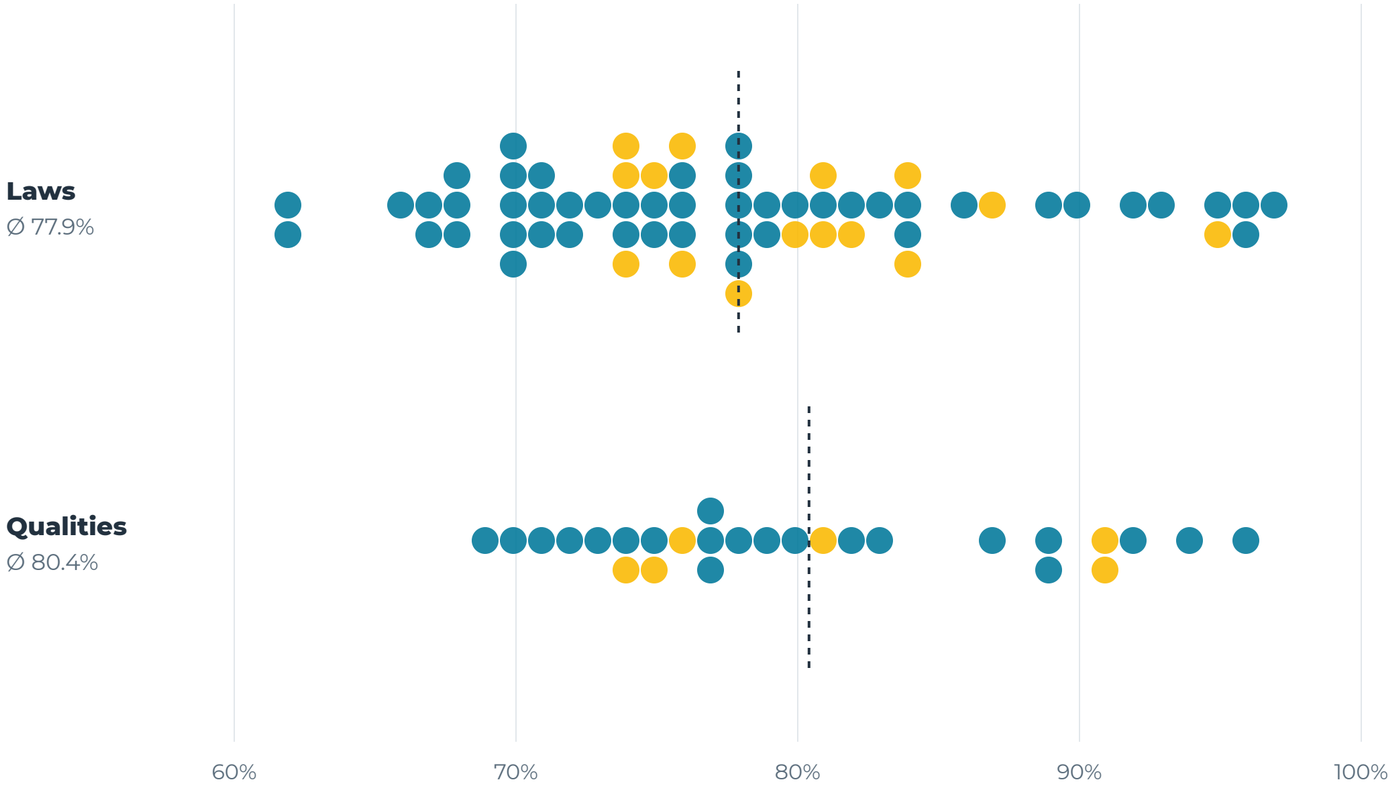
Development level of the overall score, latest self-assessment per person. Levels: basic 60–75%, solid 75–90%, excellent above 90%.

THE BIG PICTURE · 2

35 percentage points between the lowest and the highest rating

Each dot is one person. Most are between 70 and 85%. The women are closer together than the men, whose scores range from 62 to 97%.

● Men ● Women



Overall score per person in % of the maximum. Dashed: average.

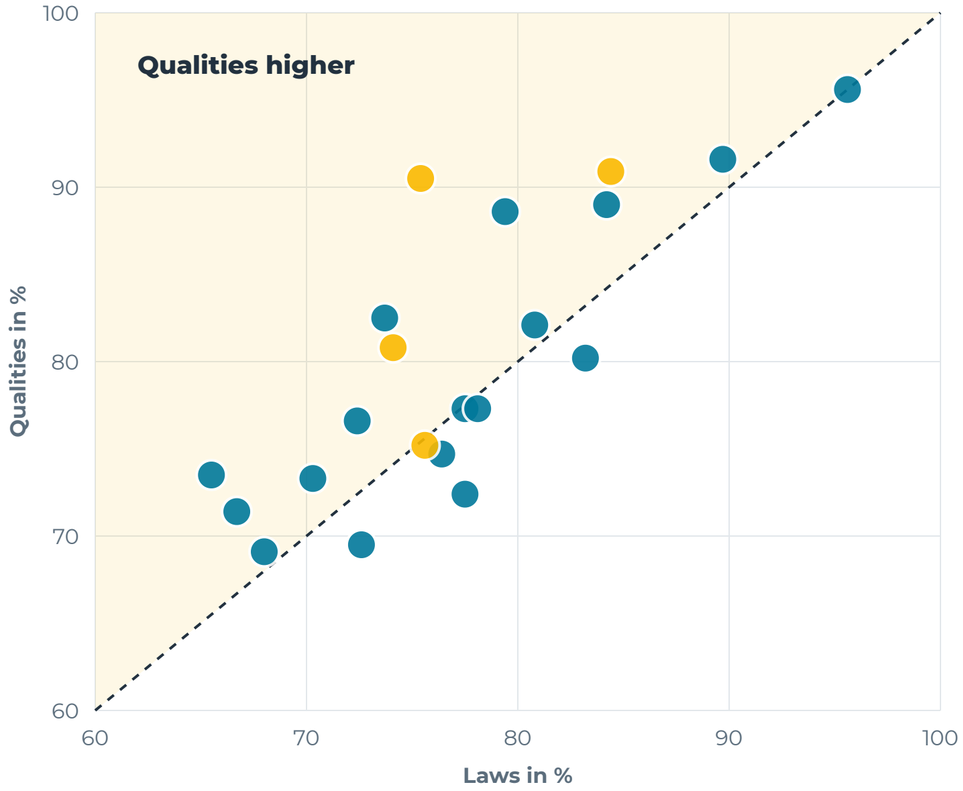
THE BIG PICTURE · 3

We rate our traits higher than our leadership practice

Those who rate themselves highly on the laws do so on the qualities too (r = 0.80). Yet the same people rate their qualities 2.9 points higher on average than the laws they practise.

+2.9 points: qualities above laws
(21 people with both self-assessments)

● Men ● Women



THE 21 LEADERSHIP LAWS

Attitude before leverage

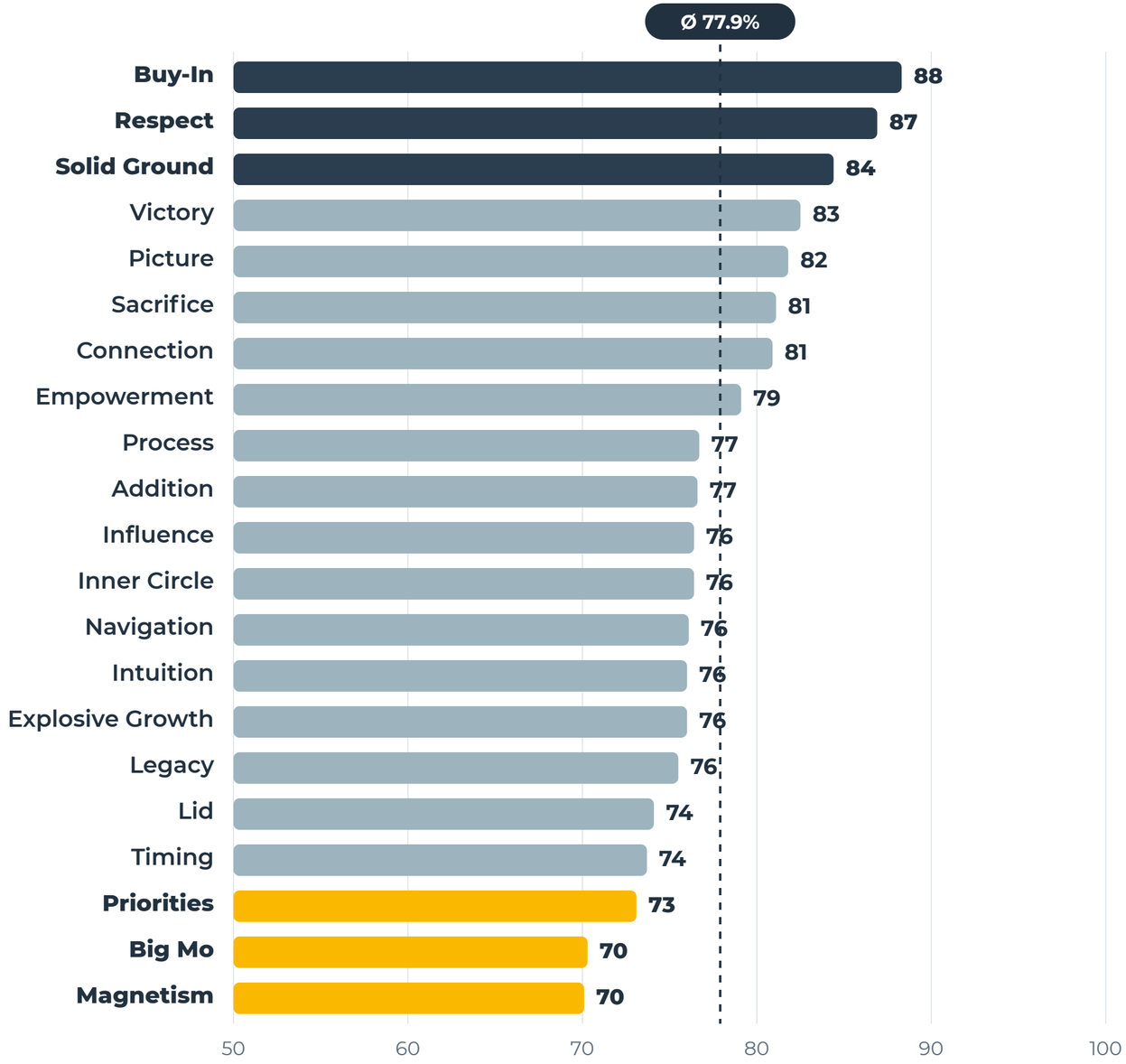
At the top are laws carried by attitude and values. At the bottom are the laws that turn a good attitude into measurable impact: attracting the right people, creating momentum, focusing energy.

STRONGEST

88% Buy-In
87% Respect
84% Solid Ground

GREATEST POTENTIAL

70% Magnetism
70% Big Mo
73% Priorities



Average of self-assessments in % (n = 63), scale from 50%.

THE 21 LEADERSHIP QUALITIES

Strong character, weak discipline

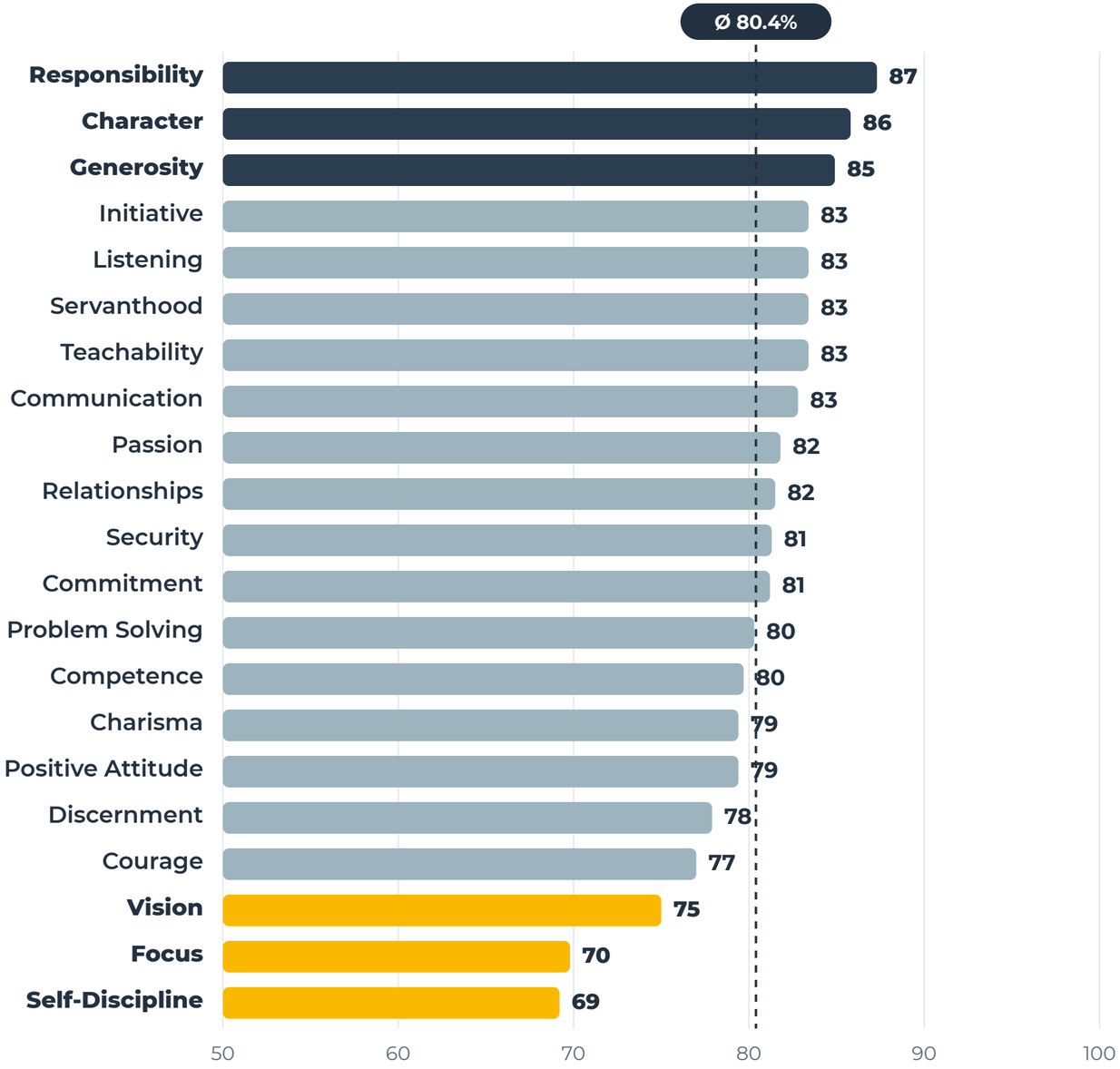
The same pattern: leaders know what they stand for. But they find it hard to align everyday work with it consistently.

STRONGEST

87% Responsibility
86% Character
85% Generosity

GREATEST POTENTIAL

69% Self-Discipline
70% Focus
75% Vision



Average of self-assessments in % (n = 27), scale from 50%.

THE BOTTLENECK

Where most do not get beyond “basic”

Share of leaders who see themselves at the level “basic” at most in this area.

7 in 10 QUALITY
Self-Discipline



70% “basic” at most

7 in 10 LAW
Magnetism



67% “basic” at most

6 in 10 LAW
Big Mo



63% “basic” at most

6 in 10 QUALITY
Focus



63% “basic” at most

5 in 10 LAW
Lid



52% “basic” at most

5 in 10 LAW
Priorities



51% “basic” at most

THE STATEMENTS IN DETAIL · 1

Where almost everyone agrees

Basic attitude, willingness to learn and trust are firmly anchored in leaders.

21 LEADERSHIP LAWS

1 **“I view leadership as a lifelong learning process.”**
Process · avg. 4.79 of 5
97% agree

2 **“I show respect to all people, regardless of their position.”**
Respect · avg. 4.71 of 5
95% agree

3 **“I recognize that trust is the foundation of strong leadership.”**
Buy-In · avg. 4.63 of 5
94% agree

21 LEADERSHIP QUALITIES

1 **“I encourage open and honest communication within my team.”**
Communication · avg. 4.81 of 5
100% agree

2 **“Others trust me because of my honesty and integrity.”**
Character · avg. 4.59 of 5
93% agree

3 **“I am willing to help others without expecting anything directly in return.”**
Generosity · avg. 4.59 of 5
89% agree

Agreement = share of answers 4 or 5 on the scale from 1 (does not apply at all) to 5 (applies fully).

Where hardly anyone agrees

Building successors, keeping momentum, not getting distracted: this is where the greatest need for development lies.

21 LEADERSHIP LAWS

1. **“I invest in the next generation of leaders.”**
   Legacy · avg. 3.10 of 5
   38% agree

2. **“I motivate my team by celebrating small wins.”**
   Big Mo · avg. 3.24 of 5
   41% agree

3. **“I regularly reflect on my influence on others.”**
   Influence · avg. 3.27 of 5
   38% agree

21 LEADERSHIP QUALITIES

1. **“I am aware of what could hold back my success, and I reduce distractions.”**
   Focus · avg. 3.04 of 5
   26% agree

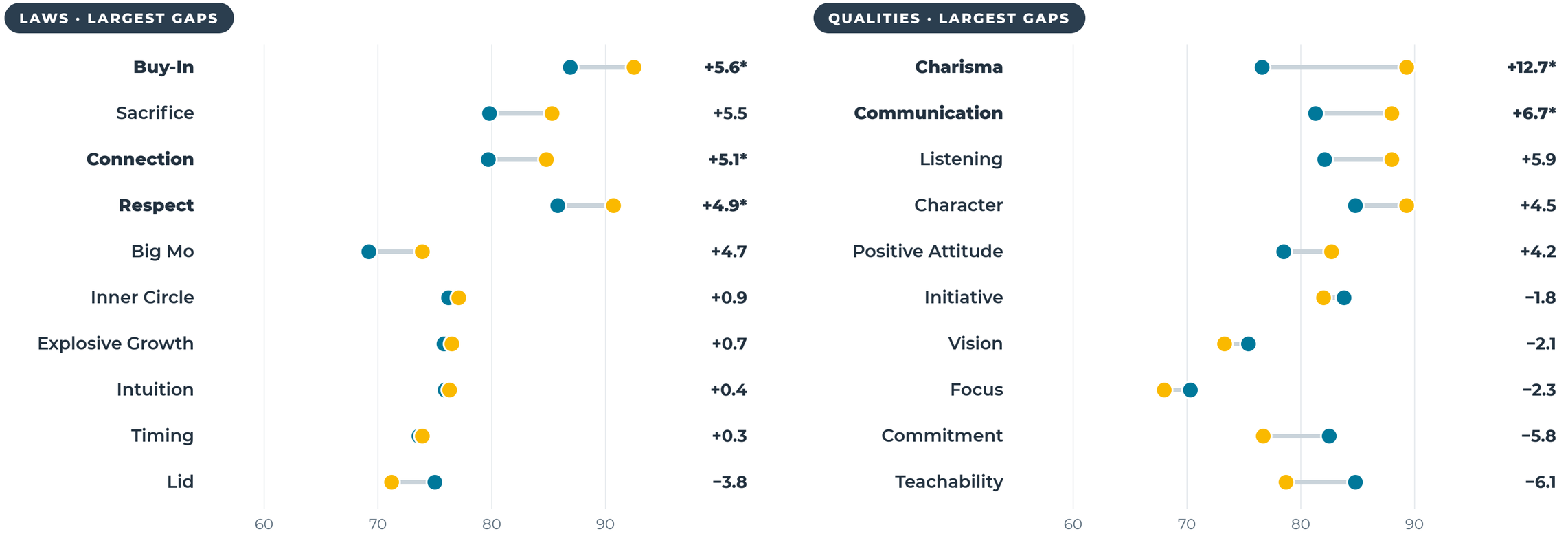
2. **“I do not let short-term distractions or temptations sway me.”**
   Self-Discipline · avg. 3.11 of 5
   37% agree

3. **“I plan my time effectively and meet my deadlines.”**
   Self-Discipline · avg. 3.37 of 5
   48% agree

Agreement = share of answers 4 or 5 on the scale from 1 to 5.

Relationship and presence as the women’s strength

Overall, women are slightly ahead (laws 80.1 vs 77.2%, qualities 81.3 vs 80.1%) – not statistically robust. The picture becomes clear in individual areas.



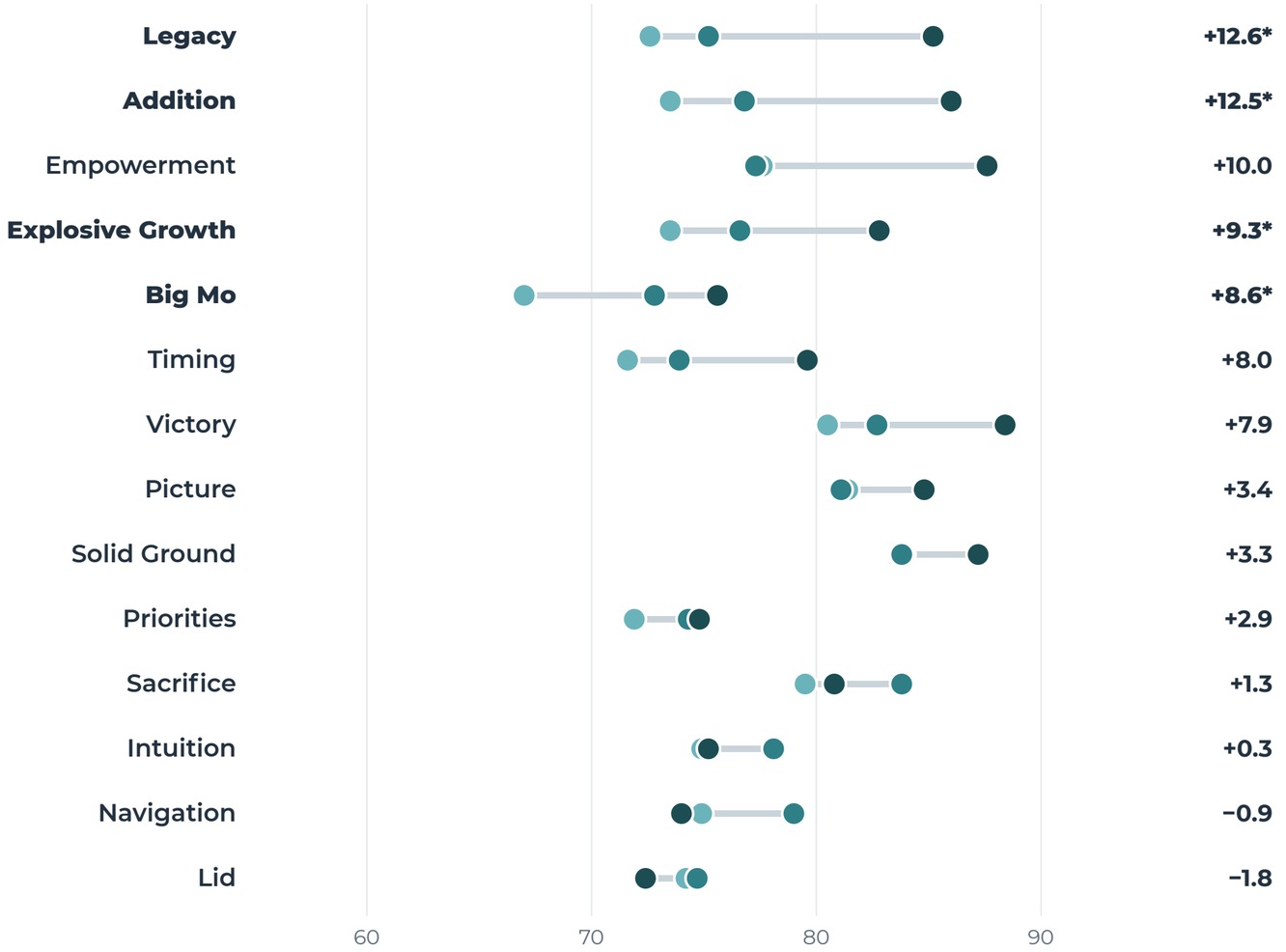
Men (n = 48 / 21) **Women (n = 15 / 6)** The five areas with the largest lead for women and for men. Gap women minus men in percentage points. * = statistically significant ($p < 0.05$).

AGE GROUPS

With the years, the eye for others grows

On the laws, scores rise with age. What grows most is whatever goes beyond one's own person. Younger leaders see their biggest gap exactly there.

- **76.3%** under 40 · n = 32
- **78.5%** 40–49 · n = 21
- **81.7%** 50+ · n = 10

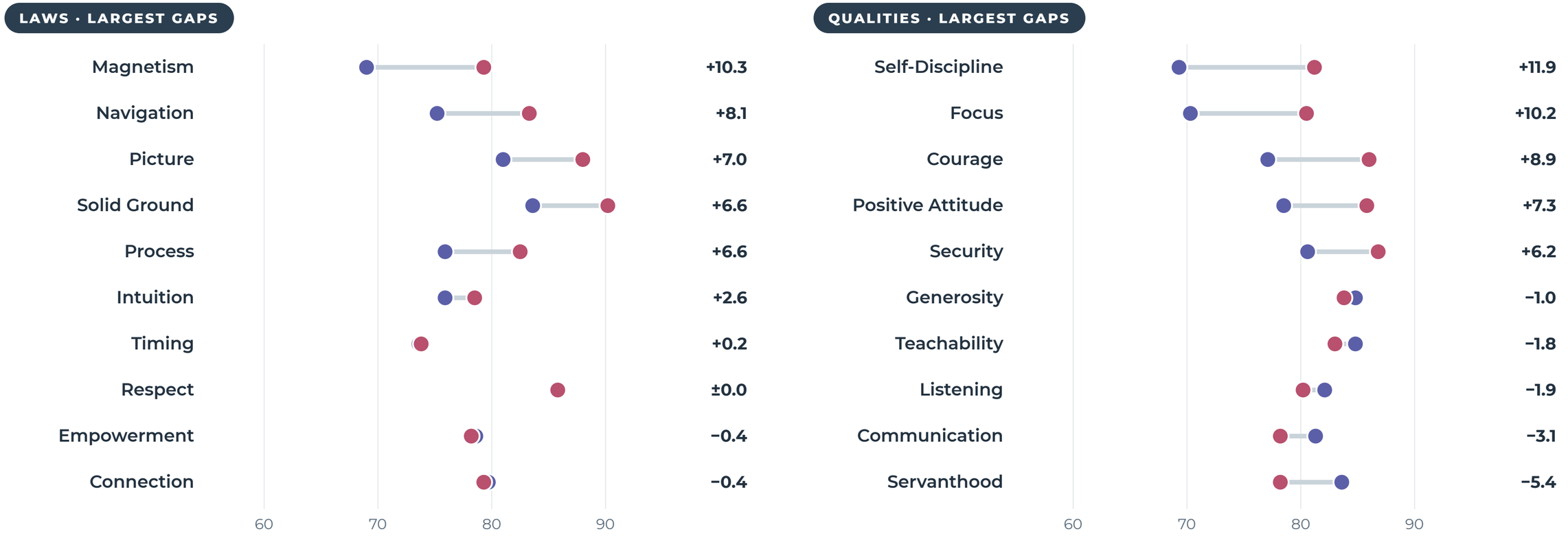


The seven laws with the largest and the smallest gap between 50+ and under 40, in percentage points. * = significant association with age ($p < 0.05$). The qualities show no age effect.

SELF-IMAGE AND RATED BY OTHERS

Others credit leaders with more

Ratings by others are 4.2 points above the self-image on the laws and 3.2 on the qualities – most of all where leaders are most critical of themselves.



Self-image (men) **Rated by others**

Rated by others: 11 ratings of 6 people (laws) and 16 of 8 people (qualities), all of male leaders. Small numbers – they show a tendency.

WHAT FOLLOWS

Four impulses for your leadership

01

Set strengths in motion

Buy-in and respect are the foundation – but they only carry once they create momentum. Celebrate small wins visibly and regularly.

BUY-IN → BIG MO

02

Train focus like a muscle

A fixed weekly priority check, a “not-to-do list” and protected time for what matters start where the biggest gap is.

PRIORITIES · SELF-DISCIPLINE

03

Develop leaders, not just staff

Building successors multiplies your impact. Name two people whose leadership ability you will invest in deliberately over the next twelve months.

LEGACY · EXPLOSIVE GROWTH

04

Ask for the outside view

Others often see more strength than you credit yourself with – and sometimes less closeness. Have the self-assessment filled in by people you lead.

TEACHABILITY · LISTENING

METHODOLOGY

How the study was conducted

Data

WEGVISOR online self-assessments on the 21 Leadership Laws (March 2025 to September 2025) and 21 Leadership Qualities (February 2025 to May 2026). 105 statements per self-assessment, scale 1 to 5, average completion time 14 and 12 minutes. Only fully completed self-assessments were analysed.

Sample

69 people (52 men, 17 women). Self-assessments: 63 laws, 27 qualities; for repeat participants the latest counts. Ratings by others: 11 and 16. 21 people took both self-assessments.

Scores and levels

Scores in percent of the possible points (525 per self-assessment, 25 per law or quality). The levels weak, rudimentary, basic, solid and excellent match the evaluation in the self-assessment.

Age

Assigned afterwards by WEGVISOR from personal knowledge (estimate, not self-reported): under 30: 4, 30–39: 28, 40–49: 21, 50+: 10 (laws). Those under 30 are grouped with those aged 30 to 39.

Gender

Derived from the first name. Other gender identities cannot be represented this way.

Statistics

Mean comparisons with Welch's t-test, effect size Cohen's d, Pearson correlation. Significance level 5%. The comparisons of the 21 areas are exploratory; after Bonferroni correction the difference in Charisma remains. Cronbach's α: 0.97 (laws) and 0.96 (qualities).

Limitations

Participation was voluntary, mostly from WEGVISOR's network in Germany. The study measures self-image, not actual behaviour. The number of women and of ratings by others is small. The results show patterns; they are not representative.

Data protection

All data were anonymised before analysis. Only aggregated values are published; no conclusions about individuals are possible.

Based on: John C. Maxwell, The 21 Irrefutable Laws of Leadership and The 21 Indispensable Qualities of a Leader.

FROM KNOWING TO DOING

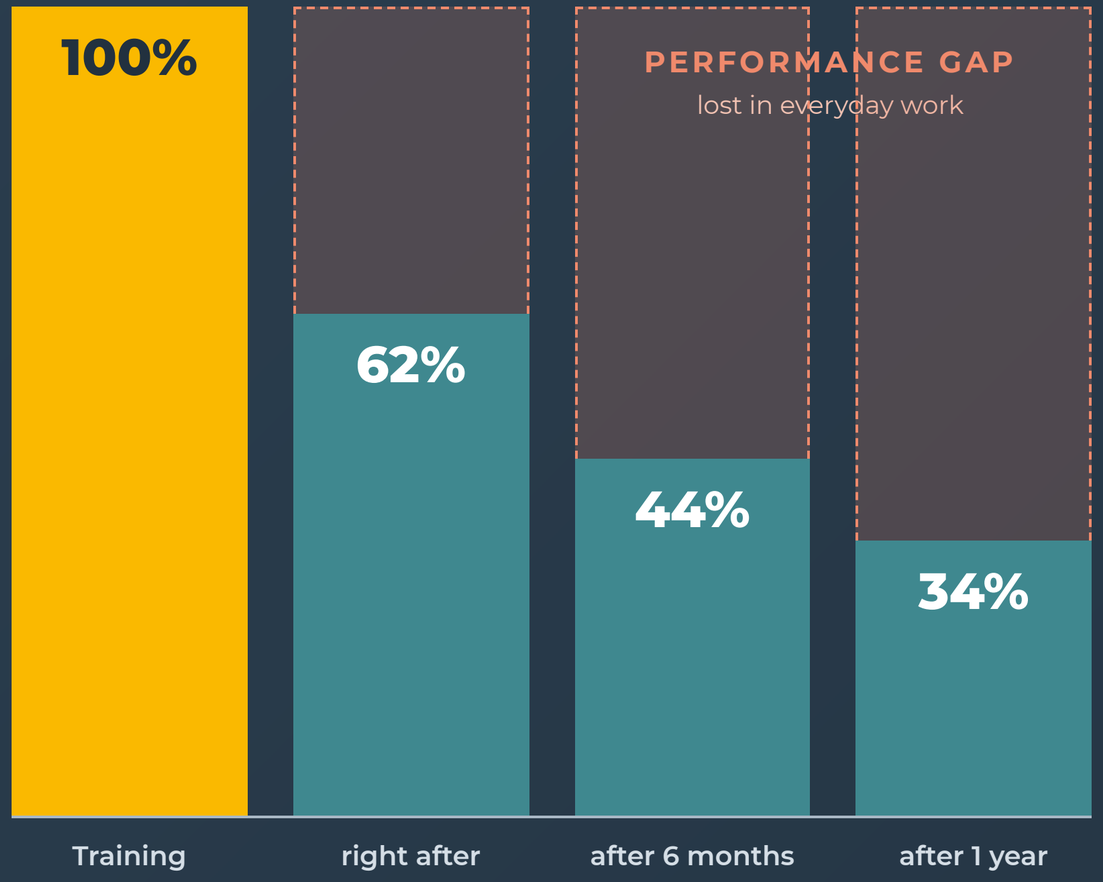
The study shows where the lid is. Lifting it is up to you.

Momentum, priorities, focus, building successors: the gaps in this study are not closed by reading. They are closed by practice, feedback and people who stay on it with you.

FROM KNOWING TO DOING

The performance gap: Why knowing is not enough

HOW MUCH OF WHAT IS LEARNED REACHES EVERYDAY WORK



Saks & Belcourt (2006) · estimates by training professionals from 150 organisations

THE KEY MESSAGE

22% training alone → **88%** with coaching afterwards

You don’t have to close the gap on your own.

WHAT RESEARCH SHOWS

1. **Support quadruples the effect**
   Coaching after training: 88% instead of 22% productivity gain. Olivero, Bane & Kopelman (1997)

2. **Practicing together works best**
   Practice, feedback, spaced sessions and personal exchange make leadership training most effective. Lacerenza et al. (2017)

3. **With a plan and a coach, better than most**
   Concrete if-then plans beat 3 in 4 people without a plan; coaching beats almost 2 in 3 colleagues without it. Gollwitzer & Sheeran (2006); Jones et al. (2016)

The scientific foundation: The ROI of coaching

THE KEY MESSAGE

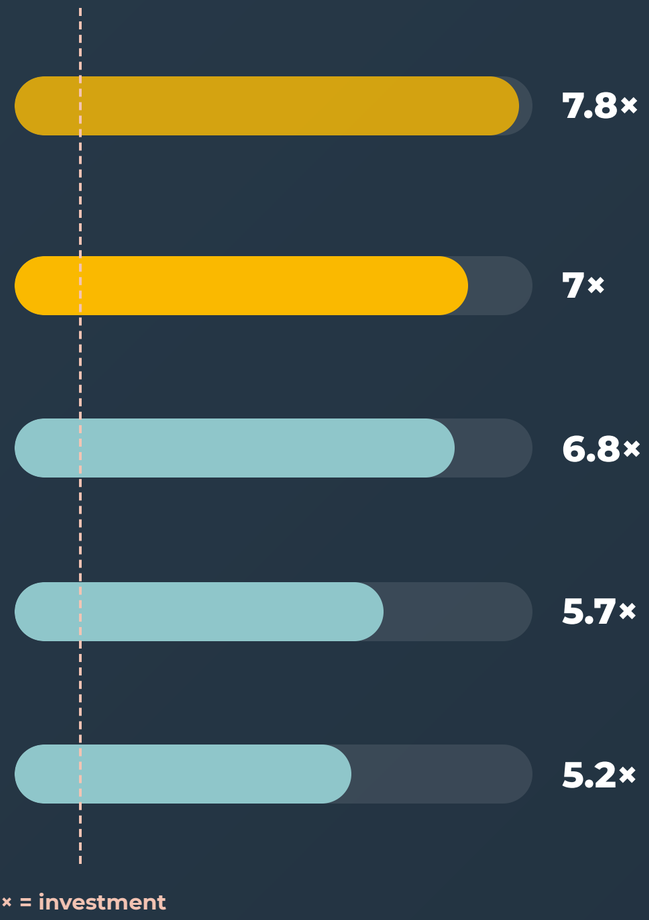
1 € →

5–8 €

In these studies, every euro invested returned 5 to 8 euros of value.

Through higher productivity, better collaboration, retained talent and faster decisions.

RETURN AS A MULTIPLE OF THE INVESTMENT



THREE LEVERS

How to close the performance gap: Three paths that demonstrably work

The gap rarely closes by reading even more – it closes together with others. For each of the three levers, WEGVISOR offers a matching format.

1 Process together
through exchange

In conversation with other leaders, what you learn takes root – and becomes your own.

Leadership Group →

2 Train together
with a plan & feedback

With concrete plans, practice and feedback, knowledge turns into skill.

Leadership Launchpad →

3 Implement together
with coaching

With coaching you stay on track until the new becomes a habit in everyday life.

Leadership Coaching →

WHY A STAIRCASE? · THE LAW OF PROCESS

“Leadership develops daily, not in a day”

YOUR NEXT STEP

The WEGVISOR Leadership Group

You explore the 21 Leadership Laws together with other leaders, discuss their facets and apply them to your situation – online or in person.

Request an invitation | leadership.wegvisor.com/kontakt

1. **Together, not alone**
   You learn with leaders who face the same questions – and hear how others solve them.

2. **On the levers from the study**
   Magnetism, Big Mo, Priorities: you work on the laws where most leaders have their biggest gap.

3. **From the law into everyday work**
   Each law is applied to your own leadership situation – with a concrete next step.



The best thing for me is when leaders rediscover the joy of leading.

TITUS LINDL
Founder of WEGVISOR

WHERE THIS CAN LEAD

This study can be the first step.

Many leaders turn it into a development journey on which leading becomes easier and joyful again – through exchange with others, training and personal support. We are glad to walk part of that path with you.

Leadership Group → | **Leadership Launchpad →** | **Leadership Coaching →**

CONTACT

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HOW TO REACH US

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