

He just doesn't care.

She has a bad attitude.

The team is so unmotivated.

I do the bare minimum just to get by.

He is capable of so much more. Somebody needs to light a fire under him.

Sound familiar? These are symptoms. And they indicate an all too common *underutilization* of one of the most important elements affecting business today. It's not something you can touch or hold. But it *is* something you can feel ... and even measure. Some people call it "chemistry" – to others, it's a "can do" attitude. Most everyone considers it a requirement for success. It's called ***motivation***.

When individuals and teams are motivated, extraordinary things happen. The group seems to be on fire. Employees don't simply perform their jobs, they *attack* them – eager to make contributions. Walk through a highly motivated workplace, and you can feel the buzz of excitement. People are engaged. Smiles and other signs of enjoyment are everywhere. Also found everywhere are diligence and attention to getting things done.

And the results are obvious ...

... customers are delighted; employees are energized; innovations – large and small – happen with regularity; revenues are healthy; and the organization continually grows and develops.

Consider this: **Your success – your very job itself – depends upon motivation!** It's a critical component of leadership ... something deserving of your constant attention and focus.

Leadership is the art of getting someone else to do what you want done, because he wants to do it.

– Dwight Eisenhower

Fact is, if you can't open the door of possibility for others, or light a fire under someone to create a sense of importance, the results you achieve will be mediocre at best. So, too, will be your reputation as a leader. Likewise, if you can't open the door of opportunity for *yourself*, or turn up the heat on your own performance, you'll be forever stuck in the career limbo of that same mediocrity. You'll just sit there – watching others who've “broken the code” take the prizes.

So how can you motivate people?

Well, the academic (and classically accurate) answer is *you can't!* Motivation is internal – it comes from deep within each of us. The only person who can truly motivate a person *is* the person. To be sure, you can order someone to do something – pick up the proverbial stick and most people will comply. But that approach rarely brings out a person's best effort or encourages sustained good performance. You don't have to be a rocket scientist to know that “my way or the highway” supervision is the “anti-matter” of enthusiasm and commitment.

Okay. So if motivation comes from one's self, why do we spend so much time talking about it? Why do we devote so much effort and attention to it? For that matter, why should you even bother reading this book? It's simple:

Although they can't control motivation, leaders certainly can *affect* it; they can create conditions where people want to be motivated and therefore motivate themselves.

When this occurs, we say the leader "motivates" because he or she has helped to shape an environment where individuals are energized to achieve.

Perhaps the most obvious example of this is in sports. The coach of a winning team never executes a play – the players do! Good coaches do, however, create conditions for players to perform at their best, to contribute, to be part of something special, and to have the best chance at winning. And the same is true for good leaders in business organizations: they create conditions for success and achievement.

Here's one you can take to the bank: With few exceptions, all people want to achieve, contribute, and be a part of something special. Our inherent drive challenges us to achieve.

The task of the leader, then, is to harness and nurture that drive; to feed it and encourage it to grow – while minimizing circumstances and behaviors that are *demotivating* in nature.

And that's what this handbook is all about.

180 Ways To Walk The Motivation Talk will provide you with insights, strategies, and things you can do right away to energize others ... and yourself. This book is divided into three sections:

● *Motivating Your Team* – how you can get the people in your specific work group fired up and ready to achieve;

● *Motivating Your Organization* – how you can help build and support a winning culture where everyone, from the CEO to the entry-level employee, can achieve;

● *Motivating Yourself* – how you can put yourself in a position to reach new levels of performance and commitment.

Read *180 Ways* from cover to cover with a highlighter in hand. Mark any key words or phrases that you find particularly relevant and meaningful. Then select two or three strategies from each section that you'll begin adopting immediately. And each time you complete or master an action item, replace it with a new one to work on. That way, you'll always be working to bring out the best in others – and yourself. Before long, you'll develop a reputation for being a master motivator, and the results you achieve will speak for themselves.

Get reading ... get motivating!

People often say that motivation doesn't last. Well, neither does bathing – that's why we recommend it daily!

– Zig Ziglar