

"Great Motivation Secrets of Great Leaders"

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Communication is the operative driver of the entire motivational process (ix)

WHAT IS MOTIVATION ?

It is therefore the leader's responsibility to create conditions that will enable individuals and teams to get things done in ways that they find enriching and fulfilling. Strike a balance between individuals' need for self-enrichment, literally and figuratively, and the organization's need for results. (xiii) "I would go for a cause anytime versus a job." Colleen Barrett, President & COO, Southwest Airlines (1) Leadership comes down to two factors: trust and results. (3) Trust, like its complementary attribute respect, must be earned. Leaders gain trust by demonstrating that they have their peoples, and, by extension, the organization's, interests at heart. (4) Motivation is purely and simply a leadership behavior. (5) Empowerment is the process by which people assume responsibility and are given the authority to do their jobs. (7) Recognition may be the single most powerful reason that people work (8)

The bottom line is, ruling by fear is self-defeating. The boss must do all the thinking; he must dictate what must be done without soliciting input or ideas from his subordinates. All ideas come from above and must be obeyed, even when they are pitifully flawed and known to be so. (14) They reduce their productivity or fail to contribute more than the minimum. Why? Because they do not care. But their failure to care stems directly from the fact that they do not have a sense of ownership in the enterprise. Leadership is an act of persuasion to a point of view (15) That is the secret of motivation: getting people to do something because they want to. (16) Colleen Barrett, president and COO of Southwest Airlines. "She nurtured and she produced a culture which is truly extraordinary, where people feel cared for.

They feel wanted. They feel they can be individualistic. They don't have to wear masks to work." (18) To Colleen Barrett, this environment is "comfortable." Referring to the pictures on the walls, she says, "This is an open scrapbook. We aren't uptight. We celebrate everything. It's like a fraternity, a sorority, a reunion. We are having a party!" (19) Keeping unproductive employees, or those who do not embrace Southwest's values, on board hurts the organization as well as the individual. (21) Mistakes will occur, but Southwest understands that this is part of the process. It also encourages people to challenge authority and to ask questions. (22)

EXEMPLIFY

People follow a leader because they want to emulate the leader's values. Motivation, therefore, must be rooted in example. (34) Colonel David H. Hackworth, U.S. Army retired, and the most decorated soldier in U.S. Army history says, (37) I have found the greatest problem with leadership, and I'm not only talking military leadership but also industrial leadership, it's the top becomes disconnected with the bottom. (42)

COMMUNICATE

Sad to say, however, most companies are not perceived to be good communicators. A survey taken in the spring of 2004 by Maritz Market Research showed that only 7 percent of employees rated their companies as doing a good job of communicating; 44 percent said they were doing a poor job. According to Rick Garlick, Ph.D., a director at Maritz, these figures also applied to the senior leaders of these companies: few were perceived as "acting consistently with their words." (52) Connection is a root of leadership; it is founded on authenticity, the soul of who you are as a leader. (53) Leadership is the process of achieving results for and by the efforts of others in order to make things better for individuals, teams, and organizations. (54) The leader's chief responsibility is to get others to follow. (55)

Studies from the Gallup organization show that far too often, fear is a leading sentiment among employees, and with good reason. Our management culture punishes or ignores more than it rewards. (58) Frances Hesselbein

(61) learned two valuable lessons: how to "mobilize a community" and how to "bring people together and be passionate around a mission." (62) Hesselbein's humility is one way in which she connects to her people. Frances Hesselbein is an eloquent speaker and a good storyteller. She regards people as human beings, not just names. (63) As much as Hesselbein focuses on others (hence the concept of circular management), like all good leaders, she believes that her place is at the front. As she urges, "Lead from the front, don't push from the rear." Toward that end, leaders must be seen and heard articulating the mission, vision, and values of the organization. Or, as Hesselbein puts it, "Leaders model desired behaviors, never break a promise, and know that leadership is a matter of how to be, not how to do it." (66)

CHALLENGE

Nothing motivates people more than having a goal. (81) When you keep things simple, but not simple-minded, you can ensure that the mission remains clear, coherent, and compelling. (82) One of the best ways to motivate people is to give them a challenge. This challenge may take the form of a new project, such as developing a new marketing plan, or it may be a process of discovering new ways of doing things. Some organizations call these "stretch goals," meaning that they expand an individual's capability. (83) What leaders need to do is frame the challenge as accessible and attainable. (86) Zingerman's, one of the most famous delicatessens in the nation. *Food & Wine* magazine selected Zingerman's as one of the top 25 food stores in the entire world, and one of only two in the United States. (87) Authenticity is the hallmark of Zingerman's and the watchword of its two principal owners, Ari Weinzweig and Paul Saginaw. (88)

As partner Paul Saginaw says, "I think that people want to be part of something that is much greater than themselves. My job is to turn those held values into operational values. I think that's one area where we differ from other organizations." "They feel safe enough to bring their best efforts." (89) Failure is a powerful teacher and motivator, explains Saginaw. "I think you can reward people for failure, for the attempt." (92) As he says laughingly, "If you want to teach a bear to dance, you gotta reward the wiggle." Teaching managers to manage is a continual challenge. Typically, most managers believe that they must be experts and problem solvers.

Saginaw turns the tables by explaining that managers are enablers, getting others to be the experts and the problem solvers. (93)

EMPOWER

One reason why empowerment has failed to take hold is failure to delegate the authority to do the job. All too often, managers put people in charge of a project but fail to give them the authority to get the job done. Any assignment where responsibility is dispensed without authority will quickly run into roadblocks. Empowerment is about delegating both responsibility and authority. (106) "Success has many fathers," said John F. Kennedy, quoting an old adage, "but failure is an orphan." (108) Those who seek to be the fount of all wisdom and dispenser of all power are not leaders; they are megalomaniacs, limited by the scope of their own ideas and the span of their own control.

In contrast, leaders are those who want to share the responsibilities, seek input from all quarters, want contributions from everyone, and actively encourage others to step forward to manage and lead. In other words, they are good motivators. (110) No doubt Sam Walton (Walmart) had his detractors, but that assessment lays bare two keys to Walton's ability to motivate: one, he asked people for their opinions first, and two, he connected with them on a personal level. (115)

COACH

I'd much prefer that the team be accountable to each other than to me. It's a far more powerful method of team-building.." Pat Summitt Head Coach, Tennessee Lay Volunteers says, "I'd much prefer that the team be accountable to each other than to me. It's a far more powerful method of team-building." (127) As Waldroop and Butler say in their book, *The 12 Bad Habits That Hold Good People Back*, these former students, now well entrenched in the workforce and having risen to leadership positions, say that they wish they had spent more time on the "soft stuff" because that's what's important for achieving the intended results. The cliché, "The soft stuff is the hard stuff," referring to managing people.

Those organizations that succeed in managing their people well do so by positioning their managers as coaches.

As Marcus Buckingham and Curt Coffman emphasize in their seminal book on management best practices, *First, Break All the Rules*, people join companies but leave bosses. (129) There is another salient feature of high-performing organizations: They have all developed a culture of coaching. (130) Coaching is a key leadership behavior. It also is a key, or maybe even *the* key, to creating a workplace where people want to come to work, want to do their work, and want to be recognized for their contributions—The workplace is not a group therapy (134) session, and it is not a family, no matter how much people proclaim that it is. It is a place that is ideally designed for the production of something, be it ideas, services, products, or processes.

Such a workplace is measured by output, and if the output is not sufficient given the time and resources, tough decisions must be made. People may be let go and replaced with new people. Good coaches do not shy away from such responsibility; Coaching, be it in sports or management is a hard job.

Their success depends upon the success of others. Their job is to nurture, support, grow, and develop those people so that everyone wins, as people and as an organization. That's coaching. Daniel Goleman, a theorist specializing in organizational behavior, developed the concept of emotional intelligence, (135) or EQ, the ability to relate to and interact with others. Goleman adapted the concept to leadership and developed five attributes: self-awareness (knowing yourself), self-regulation (ability to control your emotions and "think first"), motivation ("passion for work that goes beyond money and status"), empathy (an understanding of others), and social skill (the ability to build relationships with others). Of motivation, Goleman writes that "effective leaders...are driven to achieve beyond expectations—their own and everyone else's." A leader with a high degree of emotional intelligence wants to get things done, but done the right way, that is, by bringing people along with her. Motivation Planner: Coaching is about bringing out the best in others.

Use the following questions to see how you can begin to develop coaching behaviors that will enable people to do their best because they want to excel. 1. How will you make your expectations clear to the employee you are coaching?

How will you make your expectations clear to the entire organization (or department) 2. How often will you provide feedback? How will you give feedback? 3. What steps can you take to create a work development plan for everyone in your organization? Be certain to ask individuals to develop their own plans as a starting point for discussion (136) 4. When can you discuss career plans with your people? What will you discuss? How will you demonstrate that you want to help them? How will you ensure that they take the initiative in their own career development? 5. Consider opportunities to mentor people outside your department. Invite your employees to mentor new hires (137) Teamwork is the essence of championship teams. But teamwork does not just occur; it can be taught. It comes from delegating responsibility to players and incrementally increasing that responsibility over time. (141)

RECOGNIZE

In the twenty years I have been consulting," states Catherine Meeks, president of Meek Associates, summarizing her findings from thousands of employee interviews, "if I had to pick one thing that comes through to me loud and clear it's that organizations do a lousy job of recognizing people's contributions." (149) Yet recognition is one of the most overlooked incentives in the workplace. I believe most managers simply ignore the recognition factor for one of several reasons. First, they believe that recognizing the person means that they think that person is "better than" anyone else. Second, they think that recognition will make the person develop a "big head" and think he is better than everyone else.

Third, they feel that they do not have time to "waste" on silly stuff like recognition. (150) According to *First, Break All the Rules*, which was based upon a Gallup study of more than 80,000 managers, the most successful managers are those who devote a majority of their time to the high performers in their department. (151) "It's always important to focus all of your attention on the person in front of you." She was Mary Kay Ash, founder and CEO of Mary Kay Cosmetics, and that statement gets to the heart of who she was as an entrepreneur, a person, and a supreme motivator. (157) Mary Kay hewed to high ethical standards because she believed "that what you *did* was more important than what you *said*." (162)

INSPIRE

Inspire. Its original meaning was to "breathe or blow upon or into." The word was derived from the Latin *spiritus*, which means (190) "breath, courage, vigor, the soul" as well as from the Ecclesiastical Latin *spirare*, meaning "to blow, breathe." (191)

"Optimism is an essential ingredient for innovation," wrote Robert Noyce, cofounder of Intel. (194) "How else can the individual welcome change over security, adventure over staying in his safe places?" Noyce, a gifted engineer and research scientist, was also a keen leader of others. "People come here [to Intel] because of their abilities. My job [is] to remove all impediments to progress and give them as much freedom as possible." (195) When it comes to leadership, however, the genuine and lasting inspiration comes from those who lead others, rallying them to a cause greater than they might otherwise have dreamed of. (196)

CLOSING THOUGHTS

The focus of this book has been on the positive—specifically, on what leaders can do to create conditions in which people will motivate themselves: set the right example, communicate clearly, challenge judiciously, empower appropriately, coach frequently, recognize with meaning, and sacrifice for the total good. (208) Aside from compensation and benefits, which are costly, much of what binds people to their place of work is not costly. It does not cost more to set the right example, communicate frequently, delegate authority, coach with conviction, or recognize achievements. (209) *Secrets of Creating an Inspired Workplace for Others and Yourself:*

1. *Exemplify Integrity,*
2. *Communicate Relentlessly*
3. *Challenge with Creativity* (212)
4. *Empower with Vigor*
5. *Coach Frequently*
6. *Recognize Meaningfully*
7. *Sacrifice with Honor*
8. *Inspire by Example* (213)