

*The Motive*  
*Why So Many Leaders Abdicate Their Most Important Responsibilities*  
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*Book Note ~ Dave Kraft*

He wrote CEO in big letters on the board, changing it from chief executive officer to chief executing officer.” ‘Executive’ is a noun. ‘Executing’ is a verb.” The leader is involved in executing rather than simply being an executive.” You’re telling me that you spend almost all of your time leading and managing your team?” leading my meetings is one of the most important things I do.” All of my people have their issues. Everybody has something.” “Yeah, that’s the same for my people. None of them are perfect.” “And it’s my job to help them get better.”

“So their issues don’t impact their performance?” “I didn’t say it didn’t affect his performance. It’s just that I can’t afford to spend all of my time babysitting.” “It’s not babysitting. It’s management. And it’s your job.” If the CEO isn’t confronting people about their issues, as unpleasant as that might be, he can’t expect anyone else to. It sucks, but it has to happen.”

“Don’t you realize that your job is to do things that no one else in the company can do?” You are doing the things you like to do. You aren’t doing the things your company needs you to do. The only people who call it micromanagement are employees who don’t want to be held accountable.”

CRO.” “The chief reminding officer

Keeping people focused and aligned and engaged around what they’re doing and why they’re doing it.” Some leaders fail to achieve organizational health because they possess an almost unconscious unwillingness to do the difficult tasks and confront the challenging situations that are required to bring it about. Most leaders today don’t generally see their role as a privilege or a duty. They see it as a right and a reward. When leaders are motivated by personal reward, they will avoid the unpleasant situations and activities that leadership requires.

Exploring the Two Leadership Motives

1. Reward-centered leadership:
2. Responsibility-centered leadership:

Players who are responsibility-centered almost always exceed expectations. Players who are reward-centered almost always fail to live up to theirs.

## The Five Omissions of Reward-Centered Leaders

### **1. Developing the Leadership Team**

### **2. Managing Subordinates (and Making Them Manage Theirs)**

Managing individuals is about helping them set the general direction of their work, ensuring that it is aligned with and understood by their peers, and staying informed enough to identify potential obstacles and problems as early as possible. I have found that CEOs often have far too little understanding of what their executives are working on. Trusting someone is not an excuse for not managing them. Helping subordinates establish a direction and knowing how they are progressing is far from micromanagement. Management is the act of aligning people's actions, behaviors, and attitudes with the needs of the organization and making sure that little problems don't become big ones.

### **3. Having Difficult and Uncomfortable Conversations**

Addressing uncomfortable behavioral issues in an organization. One of the main responsibilities of a leader is to confront difficult, awkward issues quickly and with clarity, charity, and resolve. One of the keys to success is something I call "joyful accountability." Failing to confront people quickly about small issues is a guarantee that they will become big issues.

### **4. Running Great Team Meetings**

### **5. Communicating Constantly and Repetitively to Employees**

I've read studies that say employees have to hear a message seven times before they believe executives are serious about it. No reasonable human being has ever left a company because management communicated too much. The reason a CEO communicates to employees, at all levels, is to ensure that people are aligned with and have bought into what is going on and where they fit into the success of the enterprise. It is an emotional and behavioral process more than a transactional and informational one. They see themselves as CROs—chief reminding officers.

It is so important for leaders to surround themselves with people who will be honest with them. leadership can never be about the leader more than the led.