

# 100 WAYS TO MOTIVATE OTHERS, THIRD EDITION

How Great Leaders Can Produce Insane  
Results Without Driving People Crazy

By Steve Chandler and  
Scott Richardson



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To Rodney Mercado

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"While business is a game of numbers, real achievement is measured in infinite emotional wealths: friendship, usefulness, helping, learning, or, said another way, the one who dies with the most joys wins."

—Dale Dauten

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# Introduction to the Third Edition

The world of leadership has changed dramatically since the first edition of this book was written, and Scott Richardson and I have now revised and refreshed this organizational leadership guidebook to meet the times.

We have added 10 new ways to motivate others, bringing us into the modern world.

The book now includes fresh respect for the communication and rapid decision-making that the global community demands.

The importance of personal self-leadership and physical energy have been added to the solid leadership principles that made the first editions of this book so popular with leaders and managers of every kind of organization, from corporate, educational, and non-profit, to community groups and even families.

Motivating others requires a connection to people's deep desires. It's not just about loading them up with a lot of how-to information. Transformation is more important than information. Action is everything. A great motivator of others will value testing over trusting. She won't waste time getting her people to trust change or trust the system—she will work on ways to test them.

Change in the workplace and the world is exponential now. It is no longer linear, predictable change. It is more like the absolutely unexpected, shocking change described so dramatically in Nassim Nicholas Taleb's *The Black Swan*. Because of this, great motivators are now welcoming change and helping their people see *all* change as a creative opportunity.

Organizations are more vulnerable than ever to suddenly disappearing. They can become obsolete in a heartbeat. But rather than finding that frightening, one who masters motivating himself and others finds it exciting.

The new edition we have created for you addresses all these quantum shifts in organizational reality. It updates and upgrades your skills as a leader to motivate others to feel the same excitement you do about the global market and its opportunities. The 10 new ways to motivate others that we have added to this book are what work for us and our clients. They are not theory. And because they are not mere theory, we invite you to use them immediately, and see them as *tools, not rules*.

—Steve Chandler

# 1. Know Where Motivation Comes From

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

—Dwight D. Eisenhower

There was a manager named Tom who came early to a seminar we were presenting on leadership. He was attired in an olive green polo shirt and white pleated slacks, ready for a day of golf. Tom walked to the front of the room and said, “Look, your session is not mandatory, so I’m not planning on attending.”

“That’s fine, but I wonder why you came early to this session to tell us that. There must be something that you’d like to know.”

“Well, yes, there is,” the manager confessed. “All I want to know is how to get my sales team to improve. How do I manage them?”

“Is that all you want to know?”

“Yes, that’s it,” declared the manager.

“Well, we can save you a lot of time and make sure that you get to your golf game on time.”

The manager Tom leaned forward, waiting for the words of wisdom that he could extract about how to manage his people.

We told him: “You can’t.”

“What?”

“You can’t manage anyone. So there, you can go and have a great game.”

“What are you saying?” asked the manager. “I thought you give whole seminars on motivating others. What do you mean, I can’t?”

“We do give whole seminars on this topic. But one of the first things we teach managers is that they can’t really directly control their people. Motivation always comes from within your employee, not from you.”

“So what is it you do teach?”

“We teach you how to get people to motivate *themselves*. That is the key. And you do that by managing agreements, not people. And that is what we are going to discuss this morning.”

The manager put his car keys in his pocket and sat down in the first seat closest to the front of the room for the rest of the seminar.

## 2. Teach Self-Discipline

Discipline is remembering what you want.

—David Campbell, founder, Saks Fifth Avenue

The myth, which almost everyone believes, is that we *have* self-discipline. It’s something in us, like a genetic gift, that we either have or we don’t.

The truth is that we don’t *have* self-discipline; we *use* self-discipline.

Here’s another way to put it: self-discipline is like a language. Any child can learn a language. (All children do learn a language, actually.) Any 90-year-old can also learn a language. If you are 9 or 90 and you’re lost in the rain in Mexico City, it works when you use some Spanish to find your way to warmth and safety. It works.

In this case, Spanish is like self-discipline. You were not born with it. But you can use it. In fact, you can use as much or as little as you wish. And the more you use, the more you can make happen.

If you were an American transferred to Mexico City to live for a year and needed to make your living there, the more Spanish you used the better it would be for you. If you had never used Spanish before, you could still use it. You could open your little English/Spanish phrases dictionary and start using it. You could ask for directions or help right out of that little dictionary! You wouldn't need to be born with anything special.

The same goes for self-discipline. Yet, most people don't believe that. Most people think they either have it or they don't. Most people think it's a character trait or a permanent aspect of their personality. That's a profound mistake. That's a mistake that can ruin a life.

Listen to how people get this so wrong: "He would be my top salesperson if he had any self-discipline at all," a company leader recently said. "But he has none."

Not true. He has as much self-discipline as anyone else does; he just hasn't chosen to use it yet. If the person you lead truly understood that self-discipline is something one *uses*, not something one has, then that person could use it to accomplish virtually any goal he ever set. He could use it whenever he wanted, or leave it behind whenever he wanted.

Instead, he worries. He worries about whether he's got what it takes, whether it's in him, whether his parents and guardians put it there. (Some think it's put there experientially; some think it's put there genetically. It's neither. It's never "put there" at all. It's a *tool* that anyone can use. Like a hammer. Like a dictionary.)

The good news is that it is never too late to correct that mistake in yourself and your people. It's never too late to learn the real truth. Enlightened leaders get more out of their people because they know that each person already has everything it takes to be successful. They don't buy the excuses, the apologies, the sad fatalism that most non-performers skillfully sell to their managers. They just don't buy it.

### **3. Tune in Before You Turn on**

Don't tell people how to do things, tell them what to do and let them surprise you with their results.

—George S. Patton

You can't motivate someone who can't hear you.

If what you're saying is bouncing off their psychological armor, it makes little difference how good you are at saying it. You are not being heard. Your people have to hear you to be moved by you.

In order for someone to hear you, *she must first be heard*. It doesn't work the other way around. It doesn't work when you always go first. Because your employee must first appreciate that you are on her wavelength and understand her thinking completely.

As leadership guru Warren Bennis has said:

The first rule in any kind of coaching is that the coach has to engage in deep listening. Which means that the coach must relate to the context in which the "other" is reasoning—they must "tune in" to where the other is coming from. In short, perhaps the basis of leadership is the capacity of the leader to change the mind-set, the

framework of the other. That's not easy, as I needn't tell you for most of us, thinking that we have tuned into the other person, usually we are listening most intently to ourselves.

We were working with a financial services CEO named Lance who had difficulties with his four-woman major account team. They didn't care for him and didn't trust him and dreaded every meeting with him as he would go over their shortcomings.

Lance was at his wit's end and asked for coaching.

"Meet with each of them one at a time," we advised.

"What do I say?"

"Say nothing. Just listen."

"Listen to what?"

"The person across from you."

"What's my agenda?"

"No agenda."

"What do I ask them?"

*"How is life? How is life for you in this company? What would you change?"*

"Then what?"

"Then just listen."

"I don't know if I could do that."

The source of his major account team's low morale had just been identified. The rest was up to Lance.



## **4. Be the Cause, Not the Effect**

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Shallow people believe in luck. Wise and strong people believe in cause and effect.

—Ralph Waldo Emerson

A masterful motivator of others asks, “What do we want to *cause* to happen today? What do we want to produce?”

Those are the best management questions of all. People who have a hard time managing people simply have a hard time asking themselves those two questions, because they’re always thinking about what’s happening *to them* instead of what they’re going to cause to happen.

When your people see you as a *cause* instead of an effect, it won’t be hard to teach them to think the same way. Soon, you will be causing them to play far beyond their own self-concepts.

You can cause that to happen.

## **5. Stop Criticizing Upper Management**

---

Two things are bad for the heart—running uphill and running down people. —Bernard Gimbel

It is a huge temptation to distance yourself from your own superiors.

Maybe you do this to win favor and create bonding at the victim level with the team, but it won’t work. In fact, what you have done will eventually damage the confidence of the team. It will send three messages that are very damaging to morale and motivation:

1. This organization can't be trusted.
2. Our own management is against us.
3. Yours truly, your own team leader, is weak and powerless in the organization.

This leads to a definite but unpleasant kind of bonding, and it leads to deep trust problems and further disrespect for the integrity of the organization. Running down upper management can be done covertly (a rolling of the eyes at the mention of the CFO's name) or overtly ("I don't know why we're doing this; no one ever consults with me on company policy, probably because they know I'd disagree"). This mistake is deepened by the repeated use of the word *they*. ("*They* want us to start...." "I don't know why *they* are having us do it this way...." "*They* don't understand what you guys are going through here...." "*They, they, they....*").

The word *they* used in excess soon becomes a near-obscenity and solidifies the impression that we are isolated, misunderstood victims.

A true leader has the courage to *represent* upper management, not run it down. A true leader says *we*.

## 6. Do the One Thing

Management is doing things right; leadership is doing the right things. —Peter Drucker

I can't motivate others if I am not doing the right thing. And to keep myself in a relaxed and centered state, it's important for me to not be scattered, distracted, or spread thin. It's important that I don't race around thinking that I've got too much to do. I don't have too much to do. The truth is, *there is*

*only one thing to do*, and that is the one thing I have chosen to do right now.

If I do that one thing as if it's all I have to think about, it will be extremely well done, and my relationship with any other person involved will be better and more relaxed and full of trust than before.

A careful study of my past week shows me that I did a lot of things, and they all got done one thing at a time. In fact, even in my busiest time ever, I was only able to do one thing at a time, even though I stressed myself and other people out by always thinking of seven things at once. When I talked to someone all I could think about was the seven other people I needed to talk to. Eventually, all seven people felt that stress and that lack of attentiveness, that absolute lack of warmth. Doing more than one thing at a time produces fear, adrenaline, and anxiety in the human system, and people pick up on that. People are not drawn to that. They keep away from that.

The mind entertains one thought at a time, and only one. The greatest cause of feeling “swamped” and “overwhelmed” in life is not knowing this.

The greatest source of stress in the workplace is the mind's attempt to carry many thoughts, many tasks, many future scenarios, many cares, many worries, many concerns at once. The mind can't do that. No mind can; not even Einstein's could.

I need to choose from the list of things that need to be done, and then do the one thing as if that were the only thing. If it's a phone call, then I need to slow down and relax and let myself be in a good mood so that the phone call will be a good experience, and the recipient and I can be complete afterward.

We talked to Jason, a national sales manager who had just finished a brutally long phone conference with his team. He spent the conference call nervously urging his team on to higher numbers and warning them that the team goals were not going to be met at the rate they were going. He had called the meeting because his own superiors had just called *him* to question him about his team's poor performance.

Although Jason had been working 12-hour days, he felt he was falling behind in everything. On top of that, his superiors' anxiety was then passed down to him. Because it was passed down into a hectic, disorganized mind, he freaked out and took it out on his team.

This is not motivation. Motivation requires a calm, centered leader who is focused on one thing, and only one thing.

## 7. Keep Giving Feedback

The failure to give appropriate and timely feedback is the most extreme cruelty that we can inflict on any human being. —Charles Coonradt, management consultant

Human beings crave feedback. Try ignoring any 3-year-old. At first, he will ask for positive attention, but if he is continually ignored, soon you will hear a loud crash or cry, because *any feedback, even negative feedback, is better than no feedback*.

Some people think that principle only applies to children. But it applies even more to adults. The cruelest form of punishment in prison is solitary confinement. Most prisoners will do *anything*—even temporarily improve their behavior—to avoid being in a situation with little or no feedback.

You may have briefly experienced the relaxing effect of a sensory deprivation chamber. You are placed for a few minutes in a dark, cocoon-like chamber, floating in body-temperature saltwater, with all light and sound cut off. It's great for a few minutes. But not for long.

One day the sole worker at one of these sensory-deprivation tanks walked off the job in a huff over some injustice at work, leaving a customer trapped in the chamber. Several hours later, the customer was rescued, but still had to be hospitalized. Not from any physical abuse, but from the psychosis caused by deprivation of sensory feedback. What occurs when all outside feedback is cut off is that the mind manufactures its own sensory feedback in the form of hallucinations that often personify the person's worst fears. The resulting nightmares and terrors can drive even normal people to the point of insanity.

Your own people are no different. If you cut off the feedback, their minds will manufacture their own feedback, quite often based on their worst fears. It's no accident that trust and communication are the two organizational problems most often cited by employee surveys.

Human beings crave *real* feedback, not just some patronizing, pacifying words. The managers who have the biggest trouble motivating their people are the ones who give the least feedback. And when their people ask, "How are we doing?" they say, "Well I don't know, I haven't looked at the printout or anything, but I have a *sense* that we're doing pretty well this month."

Those managers have a much harder time inspiring achievement in their teams. Achievement requires continuous feedback. And if you're going to get the most out of your people, it's imperative that you be the one who is the most up on what the

numbers are and what they mean. Motivators do their homework. They know the score. And they keep feeding the score back to their people.

## **8. Get Input From Your People**

I not only use all the brains I have, but all I can borrow.—Woodrow Wilson

Good leaders continue to seek creative input from their direct reports. This practice is not only good for the business, it's also highly motivational for both parties to the conversation.

A good leader will ask people on her team, "How can we send a signal over the phone, when the customer calls with a question, that we are different than the other companies, and they are going to feel more welcome and at home with us? How do we create a relationship right there at the point of that call? What are your thoughts on this?"

The quality of our motivational skill is directly related to the quality of our questions.

A frustrated manager whose numbers are mediocre asks these kinds of questions instead of the questions just asked by our good leader:

"How ya doin'? What's up? How was your weekend? How is your department today? Up to your neck in it? Swamped as usual? Are you maintaining? Hang in there. Customers givin' you a hard time about that new ad? Jerks. I'm dropping by to check some stuff out. Don't worry too much, you guys are cool. I won't be too hard on you. You know the drill. Hang in."

That's a leader who can't figure out why his team's numbers are low. The quality of that leader's life is directly affected by the low quality of his questions. Directly. A great leader will ask questions that lead to sales ideas.

Questions such as: "How can we make the buying experience at our company fundamentally different, on a personal level, than at the competition? How can we get our people to be like friends to the customer and get them to hang out with us more and buy more? How might we reward our people for remembering a customer's name? What are some of the ways we can inspire our team to get excited about increasing the size of each sale? Do our people discuss the concept of creating a customer for life? Have you gone to a white board and shown them the financial windfall involved? How do we get everybody brainstorming this all day long? How do we get the team more involved in the success of the store? What are your thoughts?" A great leader will build a big success on the implementation of those ideas.

## **9. Accelerate Change**

Every organization must be prepared to abandon everything it does to survive in the future.

—Peter Drucker

My role as a leader is *always* to keep my people cheered up, optimistic, and ready to play full-out in the face of change. That's my job. Most managers do not do this. They see their role as babysitters, problem-solvers, and firefighters. And so they produce babies, problems, and fires all around them.

It's important to know the psychological reaction to change in your employees and how it follows a predictable cycle.

---

Your employees pass through these four stages in the cycle, and you can learn how to manage this process:

## The Change Cycle

1. Objection: “This can’t be good.”
2. Reduced consciousness: “I really don’t want to deal with this.”
3. Exploration: “How can I make this change work for me?”
4. Buy-in: “I have figured out how I can make this work for me and for others.”

Sometimes the first three stages in the cycle take a long time for your people to pass through. Productivity and morale can take a dizzying dip as employees resist change. It is human nature to resist change. We all do it.

If I am a very good leader, I want to thoroughly understand the change cycle so that I can get my people to “buy-in” as soon as humanly possible. I want their total and deep buy-in to make this change work for them, for me, and for the company.

So how do I help move them through stages one, two, and three? First of all, I prepare myself to communicate about this change in the most enthusiastic and positive way possible. And I mean prepare. As many great coaches have said, “It isn’t the will to win that wins the game, it’s *the will to prepare* to win.” I want to arm myself. I want to educate and inform myself about the change so I can be an enthused spokesperson in favor of the change.

Most managers don’t do this. They realize that their people are resisting the change, so they identify with the loyal resistance. They sympathize with the outcry. They give voice to what



a hassle the change is. They even apologize for it. They say it shouldn't have happened.

"This never should have happened. I'm sorry. With all you people go through. What a shame there's this now, too."

Every internal change is made to improve the viability or effectiveness of the company. Those arguments are the ones I want to sell. I want my people to see what's in this for *them*. I want them to really see for themselves that a more viable company is a more secure place to work.

What about change from the outside? Regulators, market shifts, vendor problems? In those cases, I want to stress to my team that the competition faces the same changes. When it rains on the field, it rains on both teams. Then I want to stress the superiority of our team's rain strategy, so that this rain becomes our advantage.

I also want to keep change alive on my team as a positive habit. Yes, we change all the time. We change before we have to.

## **10. Know Your Owners and Victims**

---

Those who follow the part of themselves that is great will become great. Those that follow the part that is small will become small. —Mencius

The people you motivate will tend to divide themselves into two categories: owners and victims.

This distinction comes from Steve's *Reinventing Yourself*, which revealed in detail how *owners* are people who take full responsibility for their happiness, and *victims* are always lost

in their unfortunate stories. Victims blame others, blame circumstance, and are hard to deal with. Owners own their own morale. They own their response to any situation.

At a seminar, a company CEO named Marcus approached Steve at the break:

“I have a lot of victims working for me,” Marcus said.

“It’s a part of our culture,” Steve answered.

“Yeah, I know, but how can I get them to recognize their victim tendencies?”

“Try something else instead,” Steve said. “Try getting excited when they are *not* victims. Try pointing out their ownership actions; try acknowledging them when they are proactive and self-responsible.”

“Okay. What are the best techniques to use with each type of person?” Marcus asked. “I mean, I have both. I have owners, too. Do you treat them differently?”

“With the owners in your life, you don’t need techniques. Just appreciate them,” Steve said. “And you will. With the victims, be patient. Hear their feelings out empathetically. You can empathize with their feelings without buying in to their victim viewpoint. Show them the other view. Live it for them. They will see with their own eyes that it gets better results.”

“Can’t I just have you come in to give them a seminar in ownership?” Marcus said.

“In the end, even if we were to train your staff in ownership thinking, you would still have to lead them there every day, or it would be easy to lose. Figure out your own ways to lead them there. Design ways that incorporate your own personality and style into it. There is no magic prescription. There is only

commitment. People who are committed to having a team of self-responsible, creative, upbeat people will get exactly that. Leaders whose commitment isn't there won't get it. The three basic things you can do are: 1) reward ownership wherever you see it. 2) be an owner yourself. 3) take full responsibility for your staff's morale and performance."

Marcus looked concerned. We could tell he still wasn't buying everything.

"What's troubling you?" Steve asked.

"Don't be offended."

"Of course not."

"How do I turn around a victim without appearing to be that annoying 'positive thinker'?"

"You don't have to come off as an annoying positive thinker to be a true leader. Just be realistic, honest, and upbeat. Focus on opportunities and possibilities. Focus on the true and realistic upside. Don't gossip or run down other people. There is no reliable trick that always works, but in our experience, when you are a really strong example of ownership, and you clearly acknowledge it, reward it, and notice it in other people (especially in meetings, where victims can hear you doing it), it gets harder and harder for people to play victim in that setting. Remember that being a victim is essentially a racket. It is a manipulation. You don't have to pretend that it's a valid point of view intellectually, because it is not."

"Okay, I see. That sounds doable," Marcus said. "But there's one new employee I'm thinking about. He started out great for a few months, but now he seems so lost and feels betrayed. That's his demeanor, anyway. How do I instill a sense of ownership in him?"

“You really can’t ‘instill’ it. Not directly. Ownership, by its nature, is grown by the owner. But you can encourage it, and nourish it when you see it. You can nurture it and reward it. You can even celebrate it. If you do all those things, it will appear, like a flower in your garden. You don’t make it grow, but if you do certain things, it will appear.”

## 11. Lead From the Front

You can’t change people. You must be the change you wish to see in people. —Gandhi

There is nothing more motivational than leading from the front.

It motivates others when you are out there and you do it yourself. It’s inspiring to them when you do what you want them to do. Be inspiring. Your people would rather be inspired than fixed or corrected. They would rather be inspired than anything else.

As a motivational practice, leading from the front hits harder and lasts longer than any other practice. It changes people more deeply and more completely than anything else you can do.

So *be* what you want to see.

If you want your people to be more positive, be more positive. If you want them to take more pride in their work, take more pride in yours. Show them how it’s done. Want them to look good and dress professionally? Look better yourself. Want them to be on time? Always be early (and tell them why—tell them what punctuality means to *you*).

And as General George Patton used to say, “There are three principles of leadership: 1) example, 2) example, and 3) example.”

## **12. Preach the Role of Thought**

Great men are they who see that thought is stronger than any material force, that thoughts rule the world.

—Ralph Waldo Emerson

Business and life coach and psychic intuitive JacQuaeline told us this story last week about a mechanic in a school district complaining of having punched the clock and doing the same thing on his job over and over for the last 20 years.

“I’m burned out and need a change!” the mechanic declared.

“Possibly,” JacQuaeline replied. “But you might want to try learning to love what you are resisting, because if you don’t, you will likely run into it in your next job, too, in another guise.”

The mechanic responded, “I’m not sure that I believe that, but even if I did, how is that possible?”

“Well,” his coach said, “what is a higher purpose to your job than just turning nuts and bolts every day?”

“That’s easy,” replied the mechanic. “The higher purpose of my job is saving children’s lives every day.”

“Yes, that’s great!” whispered the coach. “Now, every morning when you get into your higher purpose, saving children’s lives every day, you will be clear that your job and responsibility is so important that the time clock almost won’t matter anymore.”

She had given him a new way to think. She had put him in touch with the power of thought to transform experience.

Make certain all the people you want to motivate understand the role of *thought* in life. There is nothing more important.

Why is it that the rain depresses one person and makes another person happy?

If things “make you” feel something, why does this thing called rain make one person feel one thing and the other person feel the other thing? Why, if things make you feel something, doesn’t the rain make both people feel the same thing? One person you lead might say, “Oh no, bad weather, how depressing.” Another person might say, “Oh boy, we have some wonderful, refreshing rain!”

The rain doesn’t make either person feel anything. (No person, place, or thing can make you feel anything.) It is *the thought about the rain* that causes the feelings. And throughout all your leadership adventures, you can teach your people this most important concept: the concept of thought.

One person thinks the rain is great. The other person thinks the rain is depressing. Nothing in the world has any meaning until we give it meaning. Nothing in the workplace does, either. Your people often look to *you* for meaning. What does this new directive really mean?

Do you sense the opportunity you have?

We can make things mean anything we want them to, within reason. Why not use that power?

People don’t make your employees angry; their own thoughts make them angry. They can’t be angry unless they think the thoughts that make them angry.

If your employer wins the lottery in the morning, who's going to make her angry that day? No one. No matter what anyone says to her, she isn't going to care. She's not going to give it another thought. Your employees can only get angry with someone if they *think* about that person and what he is saying and doing and what a threat it is to their happiness. If they don't think about that, how can they be angry?

Your people are free to think about anything they want. They have absolute freedom of thought.

The highest IQ ever measured in any human being was achieved by Marilyn vos Savant, many years in a row. Once someone asked Marilyn what the relationship was between feeling and thinking. She said, "Feeling is what you get for thinking the way you do."

Marcus Aurelius wrote in AD 150, "The soul becomes dyed with the color of its thoughts."

People feel motivated only when they think motivated thoughts. Thought rules. Circumstance does not rule. The closer your relationship to that truth, the better the leader you are.

## **13. Tell the Truth Quickly**

Question: How many legs does a dog have if you call the tail a leg? Answer: Four; calling a tail a leg doesn't make it a leg. —Abraham Lincoln

Great leaders always share a common habit: They tell the truth more quickly than other managers do.

Steve recalls his work with helping managers motivate salespeople. But it doesn't just apply to salespeople. It applies to all people.

## **About the Authors**

**Steve Chandler** is a keynote speaker and corporate leadership coach with a large number of Fortune 500 clients. He is also a popular convention speaker (Arthur Morey of Renaissance Media said, “Steve Chandler is the most original and inspiring figure in the highly competitive field of motivational speaking.”) Chandler’s first book, *100 Ways to Motivate Yourself*, was named *Chicago Tribune*’s Audiobook of the Year in 1997. Chandler’s books, now in seven languages, have also become best-sellers around the world. He can be reached at [www.stevechandler.com](http://www.stevechandler.com).

**Scott Richardson** grew up in Detroit, Michigan, and Tucson, Arizona. He graduated in 1980 from Brigham Young University with a BA in English and a minor in Chinese. In 1983, he received a law degree from The College of Law at Arizona State University. He has practiced immigration law and injury law for more than 20 years, and has been coaching executives since 2000. This is his first of many books. He lives with his family in Arizona.



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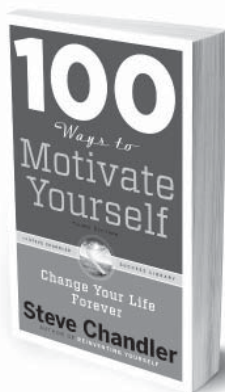
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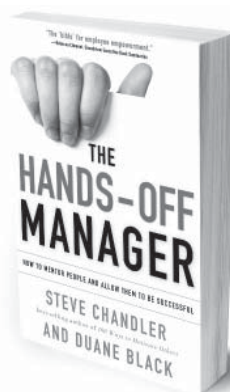
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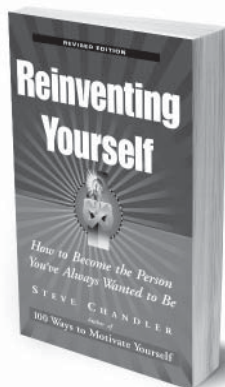
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