

# The Total Leader®



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## Motivate Your Team to Reach Goals

Leaders fill many different types of positions and perform widely diverse functions. However, the chief task of leadership is the same for all: to motivate people who will then use their skills and effort to achieve the goals of the organization. The operative word in that definition is motivate.

The attention given to motivation is not new. Since the first recorded history, leaders have attempted to discover new ways to attract the willing cooperation of others. Records of their attempts—along with accounts of their successes and failures—have filled countless volumes, but all of the different methods discovered can be sorted into three basic categories: fear, incentive, and attitude.

### Motivation through fear

The oldest method of motivation is fear. In primitive society the strongest person became the ruler. Physical strength was originally the source of power, and weaker members of the group followed orders because they feared the physical punishment that was sure to result from refusal to conform.

As society became more organized, other types of power came into play: Social, economic, and political pressures forced obedience. Even today, the attempt persists to

use fear to motivate people to behave in desired ways. Families and schools try to control children with the threat of punishment—either actual physical punishment or withholding of privileges. The threat of punishment is the basis of our criminal justice system. Fear is even used in the business world. Rules and policies threaten various sanctions for undesirable behavior all the way from a memo of censure placed in the personnel file to denial of increased pay to outright dismissal.

### Motivation through incentive

Although fear is often a powerful motivator, many would-be leaders who lacked the personal power to demand obedience looked for other methods of producing the cooperation they wanted. They realized that every behavior is the result of a desire either to gain a benefit or to avoid a loss. Since they lacked the power to enforce a threatened loss, they offered an incentive—the promise of some gain to those who complied.

Incentive motivation is generally regarded as a more enlightened strategy than fear. Families and schools use the promise of rewards to coax children to perform. Organizations offer people awards, prizes,

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*“...the chief task of leadership is the same for all: to motivate people who will then use their skills and effort to achieve the goals of the organization. The operative word in that definition is motivate.”*

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and privileges for certain achievements.

### Motivation through attitude

The master method of motivation is attitude. When people are willing to perform because they personally believe that a particular course of action is right, they are self-motivated. It is then unnecessary for anyone else to “motivate” them.

All three of these basic approaches to motivation have been available since the early beginnings of organized society. Both fear and incentive motivation have consistently proven to be temporary because they are external.

Fear ceases to exist if the power to inflict punishment is gone. But it also ceases to motivate action if people find out they can live with the punishment, or that the threat of punishment is not likely to be carried out. A team member who is careless about following established procedures learns that the only punishment is an angry reprimand; it may be easier to tune out the lecture than to follow the rules exactly. Fear is successful as a motivator only if the pressure is constant and power to punish is exercised.

Incentive motivation loses its power when the promised rewards are perceived either as unattainable or as unappealing. When employees consistently earn a promised reward over a period of time, that reward is expected. It no longer appears desirable enough to inspire extra effort. In fact, it is soon looked upon as a right instead of a special reward. Incentives must become progressively more impressive to continue to motivate.

Both fear and incentive motivation fall short because they are externally controlled and temporary. Attitude motivation, on the other hand, is a permanent force for producing desired behavior. It has the additional advantage of being internally produced and controlled. It continues to be effective whether the individual is working alone or in a group.

Attitude motivation grows out of the individual’s dreams and desires. It is a function of the need to belong, to achieve, and to use the innate talents with which the individual is endowed. Motivating people is basically a matter of showing them how to develop the power of self-motivation and then demonstrating to them the desirability of using that power to accomplish a purpose.

Admittedly, it takes longer to start the process of achievement in your organization through attitude motivation than you might produce through either fear or incentive. But once team members have experienced the sense of fulfillment that comes through the use of attitude motivation, they are permanently sold on making full use

of their potential.

### Understanding Human Behavior

Understanding human motivation enables you to achieve results through people, while understanding team members and their behavior implies that you care about them and have their best interests at heart. Investing the time and effort required to understand human behavior and to motivate employees offers readily observable benefits: • Reduction in personnel turnover • Identification of effective motivational leadership methods • Increase in employee productivity, creativity, and loyalty.

Human beings are complicated, and there are no simplistic rules for understanding their behavior. Certain principles, however, provide insight into why people behave in certain ways. One way of looking at human behavior is to see it as caused by needs and wants. These needs and wants can be classified into four types that might be called the Four P’s: *protection, pleasure, profit, and pride*.

The need for *protection* is expressed in the universal desire for a feeling of security, safety, and protection from danger, from confusion, from domination and loss of freedom, from pain and poor health, and from uncertainty. This need is also expressed in a desire for a feeling of freedom from all kinds of loss—including loss of status, reputation, time, money, or opportunity. In very practical terms, this need demands that team members perform at their best, yet feel free from the fear of losing their jobs at the whim of an unpredictable leader.

*Pleasure* reflects the need and desire for comfort, convenience, companionship of others, or participation in enjoyable activities. Pleasure also includes feelings of assurance and a sense of belonging. Receiving attention fulfills a pleasure need because we all want recognition and approval from others. A sense of achievement is also an important pleasure need; all of us want to feel that we are capable of accomplishing and completing worthwhile goals.

The desire for *profit* is seen in the concern for monetary gain, increased earnings, and other financial advantages. Some individuals are motivated more than others by the desire for profit, but nearly everyone has this need to some extent. Thrift and avoidance of waste are also expressions of the desire for profit.

A sense of *pride* is fostered by feelings of self-esteem as well as feelings of significance and respect from others. As you treat others in ways that make them feel good about themselves, you are meeting their need for pride. People want to feel respected, to enjoy equality with others, and to achieve prestige in groups they consider important.

## Empower Your Team to Make Decisions

Timing is a key ingredient in effective decision making. A sense of timing is based on common sense and intuition, and leaders who are sensitive to the needs and feelings of others generally enjoy success in this area. A technically correct decision, announced at the right time, gains the support of top leadership and team members alike. No matter how correct a decision may appear, it is enhanced if the timing is right so that it is accepted by those who must implement it.

Determining who will make a particular decision is another important consideration. Even the most effective leaders must repeatedly judge whether to make a decision themselves, refer it to someone else, or delegate it. As a general rule, decisions should be made at the lowest organizational level consistent with quality.

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## Motivate Team to Reach Potential

The organizational climate has a direct impact on your people. In an atmosphere designed to reinforce productivity, tension and fear are at a minimum and people feel free to use their full potential for creativity and achievement. As a leader, you bear the primary responsibility for establishing the climate in your organization, department, or work group. Give people the freedom to be who they are, and encourage them to become all their potential allows.

At the heart of a positive motivational climate is open, constructive communication. To maximize its effectiveness, remember that communication is always a two-way street. Listen to your people. Listen with your ears, your eyes, and your emotions. Not only do you discover the personal needs that motivate people, you benefit from hearing their valuable ideas. When you listen to people, they feel comfortable about sharing ideas and information.

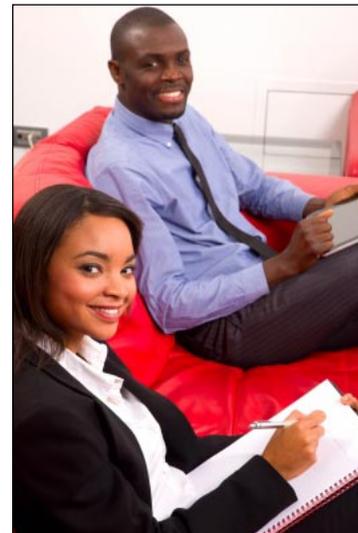
Another important factor in establishing a motivational climate lies in your attitude toward mistakes and failures. When you constantly encourage your people to accept new responsibilities, to risk personal growth, and to increase their productivity, it is inevitable that they will make some mistakes, miss some goals, or make an occasional bad decision. If they never make mistakes, they are not trying anything new; they are merely going around and around in the same old rut. When mistakes occur or obstacles arise, choose to coach—not punish—the person involved. Use setbacks or missed goals as opportunities to teach better methods, improved thinking, and more effective procedures. Then allow time and opportunity for the team member to make adjustments and to restore the work to schedule.

Establishing and maintaining a motivational climate in the work place requires a great deal of sensitivity to individual differences and a great deal of creativity in structuring work assignments to maximize overall productivity. Because individual needs differ, how you lead people must differ. At the same time, the necessary procedures connected with the organization's needs must be met, and the difference in the way you lead people must avoid any appearance of preferential treatment.

Some of your people are highly structured. They want to do things “by the book.” They want an explicit process to follow in every situation because this helps them feel safe. Give them training that makes it possible to do their jobs accurately and promptly, but do not burden them with the responsibility for making decisions in unusual situations. They will follow your instructions to the letter with a minimum of supervision. Others, however, like more freedom to devise their own work plan; they want to feel that their judgment is trusted and that they are free to exercise initiative.

It is to your advantage to encourage team members to use as much of their creativity as possible as long as it is focused narrowly on productivity. Your responsibility is to direct creativity toward appropriate targets and demand conformity in the type of situations where no deviation can be tolerated. The ethical policies of the organization, for example, are so vital to its existence that conformity must be maintained. No “creative” deviations can be allowed.

Encourage your people to grow and to develop. When one person in the organization grows, the whole organization benefits.



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# Boost Your Power of Persuasiveness

You are responsible for bringing about such a consensus. The tool for accomplishing this purpose is the power of persuasion. Acceptance of the role of leader ethically binds you to use authority, influence, and logic in leading others to act in the best interests of the organization. Persuasion is clearly the preferred choice of the effective leader. **Consider these techniques to boost your persuasive skills:**

- ◆ *Build a solid reputation.* Establish a reputation for honesty and integrity. Be the kind of individual who deserves respect. The ancient philosopher Aristotle recognized the importance of character when he said, “Character is the most effective agent of persuasion.” Character is best observed in attitudes and actions. Character is demonstrated by doing what you say you will do. Strengthen your character, and you strengthen your power to persuade.
- ◆ *Create a climate of mutual trust.* In addition to establishing a reputation for honesty and integrity, do all you can to create a climate of mutual trust. Be a team player, be patient, be fair, be objective, be tolerant, be forgiving. Distrust in an organization creates game playing, faultfinding, blaming, politics, and other destructive behaviors. But when everyone in the organization knows they can trust what you say and what you do, they tend to model their behavior after yours, and they are more likely to follow your leadership.
- ◆ *Listen attentively.* Careful listening is often more persuasive than polished speaking. In addition, you gain many good ideas that may not have occurred to you. Be willing to compromise and incorporate some of the ideas of others as far as possible and still accomplish your objective. Achieving the goal is your purpose—not imposing all of your ideas about how to achieve it.
- ◆ *Prepare to persuade.* Have all the facts and issues clearly in mind before attempting to persuade. Anticipate possible objections and prepare for them. Be supportive if defensiveness or hostility surfaces in the reactions of team members. Be sure that you are right most of the time. If you customarily speak before you are fully informed, people soon begin to react defensively to everything you say. Prepare your case and present it with brevity and clarity.



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- ◆ *Demonstrate positive attitudes.* Plan every action with the intent to produce the best possible results for the organization, for top leadership, your peers, and for team members. When you adopt a positive attitude toward your own responsibility as a leader, every action you take benefits the organization and creates goodwill with your co-workers.

## Giving Clear Direction

The more expert you become in giving instructions, the more everyone benefits. Team members understand exactly what you want and comply conscientiously and cheerfully.

### Follow these steps in giving instructions effectively:

*Preparation.* Be sure you know exactly what you want to communicate. If you need to ask for clarifying information or have a brainstorming session before reaching a decision about what directions to give, separate that session from the actual giving of instructions. Any indecision or confusion on your part creates doubt and lack of confidence.

*Consideration.* Check on the team member’s time and workload before directing any change in procedure or priority.

Be sure you have the right employee for the job. Along with instructions, assign a priority to the job.

*Presentation.* Give instructions in clear, concise language geared to the team member’s intelligence and education. Check to see that your instructions were understood, and explain again any part that seems unclear. If the order has several parts, or if it is to be a permanent procedure, follow oral instructions with a written message.

*Attitudes.* “Ask” rather than “tell,” but make it clear you expect compliance with your request. Accomplish this by using language and a tone of voice that are authoritative, but not authoritarian. Be considerate of team member needs and desires, but never apologize for giving an order. You represent the organization, so make it clear that you support the organization and its goals. Give individuals an opportunity to ask questions or express opinions, but do not feel bound by those opinions.

*Follow-up.* Check on compliance with your requests and instructions. Amend your instructions when that seems logical. Express appreciation when your requests and instructions are carried out well.

# Communication Is the Key to Success

Sound communication techniques enable leaders to meet this most basic human yearning of people. Using constructive communication and persuasion skills saves time and effort, encourages cooperation, and reduces stress and friction. These skills are invaluable in handling and preventing crisis situations, fostering self-esteem, generating mutual respect, increasing productivity, and enriching relationships.

Skillful communication serves the purpose of effective, motivational leadership—to achieve results through the activities of people. The members of your team share with you a unique relationship based on a set of common goals for the organization. Effective communication binds all the members of this complex relationship together and enables you both as individuals and as a team to achieve organizational goals. As a leader, you enjoy the keen satisfaction of knowing you help others to achieve their goals while you reach your own goals.

Several constructive attitudes form the foundation for successful communication:

*Good human relationships.* Getting along well with people is essential to effective leadership. Constructive communication—written or verbal—takes into account the principles of good human relationships. Respect and consideration for others, for example, are paramount to good human relationships. “Treat others as you would have them treat you” is a reliable guideline at all levels of human interaction. If you want others to listen to you, for example, you must listen to them. If you want to be treated courteously, you must exhibit courtesy.

*Mutual understanding.* Achieving results through communication and persuasion requires mutual understanding. Understanding, in turn, requires a genuine effort to see things from the point of view of others. This empathetic effort earns the confidence of other people, paves the way for acceptance of your message, and increases the likelihood of a positive response.

*Impressing versus expressing.* Seeking to express your ideas or thoughts accurately rather than to impress others is a key attitude to more effective communication and persuasion. Regardless of the size of your audience, you can expect better results if you concentrate primarily on your message—the facts, ideas, or proposals you are trying to deliver—and on meeting the needs of your listeners instead of thinking about yourself and the impression you are making. Too much concern about the impression you are making destroys the message itself and marks you as insincere. Sincerity carries a tremendous impact; when you are genuine, your message comes across loud and clear.



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*The right timing.* For the most positive results, choose the right timing for communicating each bit of information. Take into account the emotional climate, what else is happening, and the facial expressions of your listeners to help determine the right time for an exchange of information.

*Communication as a process.* Whether written or verbal, communication is a process involving three essential components: a sender, a receiver, and a message. Effective communication brings about a mutual understanding between sender and receiver and results in some action or change in attitude or behavior, or both. Good communicators understand the important role of each step in the communication process.

*The constancy of communication.* Communication involves more than spoken or written words. As a leader, you are constantly communicating; even doing nothing tends to convey a powerful message. Effective leaders are always sensitive to nonverbal cues—to emotions, movements, facial expressions, personality, and myriad other factors making up the total message.

## Communicate Message Clearly

Be sure your thoughts are clearly presented, your reasoning is logical, and the message complete. Adapt each message to the personality of the receiver. Knowledge of team members and your past experiences with them provide clues to the best structure for each particular message. Consider personal feelings, attitudes, and what may be occupying their attention when you attempt to communicate. All these factors affect how the individual is likely to respond; they strongly influence the manner in which you present your message. Choose the words, rate of speaking, body movements, and the type of questions you ask to fit into the style of the person with whom you are communicating. Adapt your own communication style to the style of your listener to demonstrate basic concern for the needs of others.

# Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management® International, Inc. has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

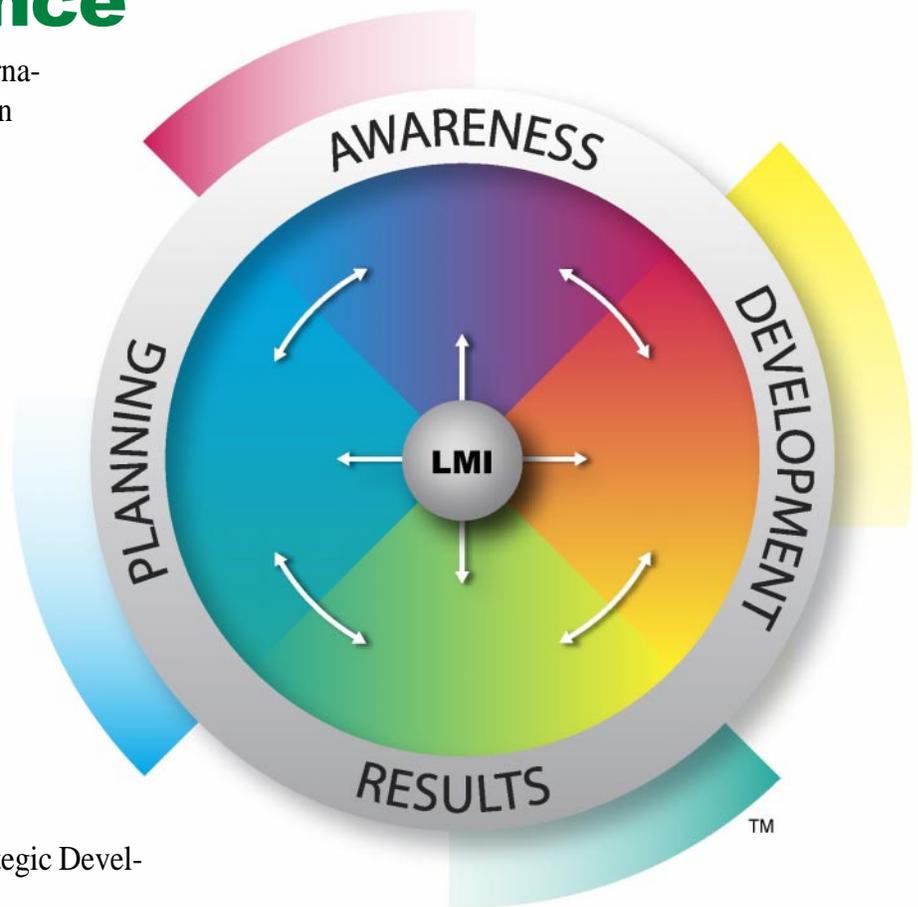
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