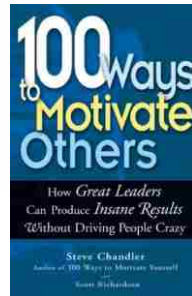


100 Ways to Motivate Others

How Great Leaders Can Produce Insane Results Without Driving People Crazy



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■ About the Author



Steve Chandler

Steve Chandler is a keynote speaker and corporate leadership trainer whose clients include Honeywell, University of Arizona, TravelersExpress MoneyGram, Farm Credit Services, Motorola, Merrill Lynch, Wells Fargo Bank, M&I Banks, Bristol-Myers Squibb, Scripps Hospitals San Diego, and over 30 Fortune 500 companies world-wide.

Chandler's first audiobook, 100 Ways to Motivate Yourself, was named *Chicago Tribune's Audiobook of the Year* in 1997. *King Features Syndicate* repeated the honor by naming Chandler's 35 Ways to Create Great Relationships the 1999 Audiobook of the Year. His newly-released book on fundraising, RelationShift, is currently one of the best selling fundraising books in the world. Chandler's books, now in seven languages, have also become bestsellers in China and Japan.

He graduated from the University of Arizona with a degree in Creative Writing and Political Science, and spent four years in the United States Army specializing in Language and Psychological Warfare.

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■ The Big Idea

Bestselling author Steve Chandler and lawyer Scott Richardson show readers how to get the best results from their people. They show how leaders must motivate from the top down in order to be effective.

"100 Ways to Motivate Others" is the result of many years of experience in successful leadership coaching and training. The book shares with readers practical methods that can inspire and encourage others.

■ Key Ideas

1. Know Where Motivation Comes From.

Motivation comes from within. Good managers get people to motivate themselves by managing agreements, not people.

2. Teach Self-Discipline.

People are not born with self-discipline; they learn to use it. The more they use, self-discipline, the more effective they become.

3. Tune In Before You Turn On.

Leaders cannot motivate if they are not being heard. In order for them to be heard, they must first listen.

4. Be the Cause, Not the Effect.

Managers act as a cause, not an effect. This allows their people to think of themselves the same way - maximizing their potential.

5. Stop Criticizing Upper Management.

This leads to trust problems and encourages disrespect for the organization. A true leader represents upper management and says "we" instead of "they".

6. Do the One Thing.

No matter how many things have to be done, they will be accomplished one at a time. Motivation requires a calm leader who focuses on doing one thing.

7. Keep Giving Feedback.

Achievements require constant feedback. Depriving people of feedback causes them to create their own, which is usually negative, and leads to problems

8. Get Input from Your People.

Creative input from direct sources is good for the business and highly motivational for both parties involved.

9. Accelerate Change.

Change can be a good thing, and managers should make sure their people see how they can benefit from it. Change can be better managed by understanding 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.

10. Know Your Owners and Victims.

Owners own their own morale and their response to any situation. Victims blame the situation and need to be shown how things could be if they were owners.

11. Lead from the Front.

Managers can motivate well by being what they would like their people to be.

12. Preach the Role of Thought.

People are motivated when they think motivating thoughts. Thought, and not circumstance, should rule.

13. Tell the Truth Quickly.

Great leaders tell the truth faster than other managers do.

14. Don't Confuse Stressing Out with Caring.

People do not perform well when stressed or tense. Caring gives focus.

15. Manage Your Own Superiors.

Leaders should be in harmony with those who lead them.

16. Put Your Hose Away.

A good manager doesn't look for fires to fight. He looks for opportunities and leads people into the future.

17. Get the Picture.

Managers should picture themselves leading well. People cannot be led by someone who cannot imagine himself doing a good job.

18. Manage Agreements, Not People.

People cannot be managed. Agreements can, and this creates the basis for good performance.

19. Focus On the Result, Not the Excuse.

Results, and not activities, should be the focus. Positive reinforcement should be given for good results.

20. Coach the Outcome.

Managers must learn to simplify things. Focusing on results is the best way to do this.

21. Create a Game.

By showing their people that life can be a game, leaders can get the motivation of recreation into business.

22. Know Your Purpose.

Good managers always return to their focus, no matter what happens.

23. See What's Possible.

A person's performance is a response to who they perceive themselves to be at the moment. They can create new possibilities for themselves.

24. Enjoy the A.R.T. of Confrontation.

The A.R.T. of Confrontation:

1. Appreciate who the person is and what the person has done.
2. Restate commitment to the person.
3. Track the agreement.

25. Feed Your Healthy Ego.

Being self-confident allows managers to inspire the same in their people.

26. Hire the Motivated.

The best way to have a motivated team is to get people who are this way from the beginning.

27. Stop Talking.

When interviewing, managers should let the person talk and just listen to the answers. Great leaders are great recruiters.

28. Refuse to Buy their Limitation.

People must be shown that they can accomplish much more than they believe.

29. Play Both Good Cop and Bad Cop.

Proper motivating demands a combination of both. The latter approach should be used only when all variations of the former have failed.

30. Don't Go Crazy.

Slowing down allows a better understanding of the way things and people are.

31. Stop Cuddling Up.

A true leader focuses on the practices and communications that lead to being respected.

32. Do the Worst First.

Managing priorities is the best way to deal with multiple tasks. The worst task should always be the top priority.

33. Learn to Experiment.

Experiments never really fail since there is always something to be learned. A better way of doing things might also be found.

34. Communicate Consciously.

Taking responsibility for how communication is done enhances the organization.

35. Score the Performance.

Knowing the score is the first step towards achievement.

36. Manage the Fundamentals First.

Slow things down and do things step by step. The fundamentals should always be done properly.

37. Motivate by Doing.

Managers should be doers, not feelers. The ability to motivate people increases exponentially as the reputation of being a doer grows.

38. Know Your People's Strengths.

Enhancing a person's positive attributes allows him to use more of his potential.

39. Debate Yourself.

Questioning personal thinking elevates thought to new levels.

40. Lead With Language.

The language used makes a big difference, and using the right language gets good results.

41. Use Positive Reinforcement.

Positive reinforcement is very powerful in guiding and shaping performance.

42. Teach Your People "No" Power.

People should be able to say no to things that aren't important. Learning to say yes to things that are important makes it easier.

43. Keep Your People Thinking Friendly Customer Thoughts.

Customers should always be treated as the boss. They make or break the business and bring the money in.

44. Use Your Best Time for Your Biggest Challenge.

Tackle the hardest tasks when you are at your peak time. This increases the chances of success

45. Use 10 Minutes Well.

Good leaders have the ability to produce strong results in the shortest time possible.

46. Know What You Want to Grow.

What people focus on, grows. Priorities should be focused on.

47. Soften Your Heart.

Communication solves all problems, while avoidance makes them worse. Good managers have warm and comfortable conversations with their people.

48. Coach Your People to Complete.

Unfinished things drain energy.

49. Do The Math On Your Approach.

Leaders should always be positive and not negative. This gives them the strength and energy to motivate others.

50. Count Yourself In.

True leadership requires a spirit of buy-in, which comes from a personal commitment to have a great experience of life.

51. To Motivate Your People, First Just Relax.

Being nervous and tense leads to poor performance and affects other people as well. Calm, confident managers motivate better.

52. Don't Throw the Quit Switch.

Managers should never quit early. Leaders should never quit as motivators and producers.

53. Lead with Enthusiasm.

Being enthusiastic leads to a highly-motivated team. Enthusiasm is contagious.

54. Encourage Your People to Concentrate.

Distractions can be used to focus on the object instead of on the distraction.

55. Inspire Inner Stability.

Stability comes from within. It is needed to develop enthusiasm for work.

56. Give Up Being Right.

Strong, respected and motivational leaders never have to be always right.

57. Wake Yourself Up.

Change is one of life's constant things. Good managers should always be aware of how things are changing.

58. Always Show Them.

The best way for managers to teach their people how to do things is to do it themselves.

59. Focus Like a Camera.

Leaders should have a relaxed focus that is absolute. This can be done like a camera focusing on a subject, slowly and gently.

60. Think of Management as Easy.

Thoughts create reality. Use the power of thought to make your job easier.

61. Cultivate the Power of Reassurance.

People look to their leaders for reassurance. Good leaders give it.

62. Phase Out Disagreement.

Instead of disagreeing, listen for the value in what the other person is saying. This has a better effect on morale and ultimately, performance.

63. Keep Learning.

Adding to knowledge increases professional strength and capability, which can then be used to help others.

64. Learn What Leadership Is Not.

The old style of militaristic leadership is not nearly as effective as motivating team members to give good results.

65. Hear Your People Out.

People should be listened to and understood. This allows for a better knowledge of what they really want, which can be tied into the team objectives.

66. Play It Lightly.

Motivated people do not take themselves too seriously. They play for fun and challenge.

67. Keep All Your Smallest Promises.

People are motivated by leaders that they can trust. Trust is earned by small and big things.

68. Give Power to the Other Person.

To get people to agree to work with them, managers must remove fear. This can be done by asking gentle questions and allowing people to make their own commitments.

69. Don't Forget to Breathe.

The word "inspire" literally means to breathe in. Breathing deeply gives more energy and intensity.

70. Know You've Got the Time.

Slow time down to the speed of life by choosing what is to be done. Once this is done, motivating others becomes easier.

71. Use the Power of Deadlines.

Deadlines propel action. They give people a concrete timeframe in which to deliver.

72. Translate Worry into Concern.

Worry is a misuse of the imagination. Turning worry into concern allows leaders to make action plans to address pressing issues.

73. Let Your Mind Rule Your Heart.

Leadership is about making clear and smart decisions. These can only be made through logical processes and not emotions.

74. Build a Culture of Acknowledgement.

People should be recognized for even the little things they do. This motivates them to do big things well.

75. Seize Responsibility.

Leaders must take full responsibility for the entire company. This motivates people more than anything else.

76. Get Some Coaching Yourself.

Managers must be open to being coached. They can explore the upper limits of their excellence this way.

77. Make It Happen Today.

The present is where great things can happen. Every day should be made a masterpiece.

78. Learn the Inner Thing.

Leaders should model being centered. They can radiate the inner life force or the "Ki" within them.

79. Forget about Failure.

Failure is only an outcome. Good things can come out of it if it is studied for the lessons that it carries.

80. Follow Consulting with Action.

Massive action after coaching says much about the willingness of the leader to really make things happen.

81. Create a Vision.

Managers should create a vision of who the team or organization wants to be. Leaders should also live as though the vision is already there.

82. Stop Looking Over Your Shoulder.

Leadership by example, which is the best motivator, comes from independently getting better at things and not from anticipating other people's opinions.

83. Lead by Selling.

Managers should figure out what their people want to buy into, sell them on the idea, and close.

84. Hold On to Principle.

Following principles earns the respect of people. A respected leader is always a good motivator.

85. Create Your Relationships.

Leaders should not seek to react to their people. Instead, they should shift to creating better situations.

86. Don't Be Afraid to Make Requests.

The natural tendency of people is to say yes. Leadership can become a system of requests, promises and follow-through action.

87. Don't Change Yourself.

A big change is not needed. Only a gentle shift is. Reinvention is the result of a series of gentle shifts.

88. Pump Up Your E-mails.

Every e-mail to the team is an opportunity to energize and spread optimism. Good e-mails should have a positive note.

89. Stop Pushing.

Managers should not resist what their people are doing or saying. Instead, they should be guiding their inner energy towards a mutual goal.

90. Become Conscious.

Managers and their people must be fully conscious of what they stand for.

91. Come From The Future.

Only use the past as a springboard to the future. Managers lead people to create the future.

92. Teach Them to Teach Themselves.

Good leaders teach their people how to teach themselves in order to have a great career.

93. Stop Apologizing for Change.

Apologizing for change creates low morale and discouragement. Change should be seen as an opportunity for strengthening the viability of the organization.

94. Let People Find It.

There is never one right way to do something. People should develop their own way, which will probably prove more effective.

95. Be a Ruthless Optimist.

Optimism focuses on opportunities and possibilities, rather than complaints and regrets. A true optimist is not blind to problems. An optimist is realistic and positive.

96. Pay Attention.

Anything that is given attention grows. If end results are given attention to, they can grow as well.

97. Create a Routine.

Routine eventually becomes a habit. Including good things in a routine ensures that they will be done without even thinking.

98. Deliver the Reward.

Positive reinforcement works better than criticism. Even verbal rewards have good effects.

99. Slow Down.

This allows leaders to prioritize their work and do what is needed at the moment. Slowing down actually gets more done.

100. Decide to Be Great.

Making this decision is the first step towards actually being great. There is no excuse for not being great