

The Motive

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Dialogue

I almost didn't write this book because one of my heroes didn't agree with the premise.

What was the disagreement?

Two motives: tell me about both.

When leaders are motivated by personal reward, they will avoid the unpleasant situations and activities that leadership requires.

5 Omissions of Reward-Centered Leaders

1. Developing the Leadership Team

Criticism: I do team building events, we do offsites, our HR team is leading great work on this.

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

But I don't want to be a micromanager. I trust my team.

What is management?

Many of the reward-focused CEOs I've known will attempt to justify their abdication of managing their people by saying, "I hire experienced executives and I trust them. They shouldn't need me to manage them." Of course, this is inane. Managing someone is not a punitive activity, nor a sign of distrust.

3. Having Difficult or Uncomfortable Conversations

One of the main responsibilities of a leader is to confront difficult, awkward issues quickly and with clarity, charity, and resolve.

Failing to confront people quickly about small issues is a guarantee that they will become big issues.

~Alan M. / joyful accountability~

The higher you go in the food chain, the less consistently that happens. I've found myself preparing people for this reality.

4. Running Great Team Meetings

One reason you say this is important: better decision-making. Second: setting the standard for the rest of the organization. Example here: Dale Carnegie's statement about nobody going over whatever bar the instructor sets.

5. Communicating Constantly and Repetitively to Employees

Most CEOs don't hate the idea of communicating to employees. But the majority of them greatly underestimate the amount of communication that is necessary.

Trap: CEOs get bored with their own messages and don't find it "entertaining" for themselves anymore.

His term: Chief Reminding Officer

~The End of Servant Leadership~

The last section of the book is titled: The End of Servant Leadership. What's the end?

What have you changed your mind on?

Reserve

6 Types of Working Genius

The Genius of Wonder (W) – People with this genius can't help but question whether things could be better in the world around them. They are troubled whenever they see unmet potential, and they are constantly curious and on the lookout for the need to change something.

The Genius of Invention (I) – This type of genius is all about creativity. People who have it love to generate new ideas and solutions to problems and are even comfortable coming up with something out of nothing.

The Genius of Discernment (D) – People with this type of genius have a natural ability when it comes to evaluating or assessing a given idea or situation and providing guidance. They have good instincts, gut feel and judgment about the subtleties of making decisions that integrate logic, common sense and human needs.

The Genius of Galvanizing (G) – This type of genius is about bringing energy and movement to an idea or decision. People who have it like to initiate activity by rallying people to act and inspiring them to get involved.

The Genius of Enablement (E) – People with this type of genius are quick to respond to the needs of others by offering their cooperation and assistance with a project, program or effort. They naturally provide the human assistance that is required in any endeavor, and not on their own terms.

The Genius of Tenacity (T) – This type is about ensuring that a given project, program or effort is taken to completion and achieves the desired result. People who have this genius push for required standards of excellence and live to see the impact of their work.

Quotes

That's because the majority of the other books I've written focus on how to be a leader: How to run a healthy organization, lead a cohesive team, manage a group of employees. However, over the years I've come to the realization that some people won't embrace the instructions I provide because of why they wanted to become a leader in the first place.

LOCATION: 202

As it turns out, the primary motive for most young people, and too many older ones, is the rewards that leadership brings with it. Things like notoriety, status, and power. But people who are motivated by these things won't embrace the demands of leadership when they see little or no connection between doing their duties and receiving those rewards. They'll pick and choose how they spend their time and energy based on what they are going to get, rather than what they need to give to the people they're supposed to be leading. This is as dangerous as it is common. The purpose of *The Motive* is to make it a little less common.

LOCATION: 209

Most of the books I've written relate in one way or another to helping leaders make their organizations healthier, which essentially comes down to reducing politics, confusion, and dysfunction and increasing clarity, alignment, and productivity. As you might guess, just about every leader I've met would like his or her organization to become healthier. Why wouldn't they? Unfortunately, over the course of my career I've come to realize that 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. This unwillingness flows from a flawed—and dangerous—motivation for becoming a leader.

LOCATION: 1481

At the most fundamental level, there are only two motives that drive people to become a leader. First, they want to serve others, to do whatever is necessary to bring about something good for the people they lead. They understand that sacrifice and suffering are inevitable in this pursuit and that serving others is the only valid motivation for leadership. This is why it annoys me when people praise someone for being a "servant leader," as though there is any other valid option. The second basic reason why people choose to be a leader—the all-too-common but invalid one—is that they want to be rewarded. They see leadership as the prize for years of hard work and are drawn by its trappings: attention, status, power, money. Most people understand intuitively that this is a terrible reason to become a leader, but it's important to identify specifically and tangibly why this is such a problem. When leaders are motivated by personal reward, they will avoid the unpleasant situations and activities that leadership requires. They will calculate the personal economics of uncomfortable and tedious responsibilities—responsibilities that only a leader can do—and try to avoid them. This inevitably leaves the people in their...

LOCATION: 1504

Reward-centered leadership: the belief that being a leader is the reward for hard work; therefore, the experience of being a leader should be pleasant and enjoyable, free to choose what they work on and avoid anything mundane, unpleasant, or uncomfortable. Responsibility-centered leadership: the belief that being a leader is a responsibility; therefore, the experience of leading should be difficult and challenging (though certainly not without elements of personal gratification).

LOCATION: 1534

Imagine young men being drafted into the National Football League. When some players get chosen by a team, they feel primarily a great sense of relief and accomplishment. "I've finally made it. After years of hard work, I'm being rewarded and recognized. My life is about to become more enjoyable, and I don't have to worry about money. I can't wait to celebrate, find a house, buy a car, ..." Other players, though grateful for and gratified by their accomplishment, immediately feel the weight of proving their worth to the team that drafted them. "I can't wait to get my

new playbook and start preparing for the season. I don't want my coaches and teammates to look back on this next year and regret choosing me. I need to find a place to live as soon as possible and get to work improving on..." There is a fundamental difference between these players, one that will almost always have a greater impact on their eventual success than their talents and skills. Simply stated, players who are responsibility-centered almost always exceed expectations. Players who are reward-centered almost always fail to live up to theirs.

LOCATION: 1542

Developing the Leadership Team Just about every leader will give lip service to the importance of building his or her executive team. This is why it is so surprising that this activity is often delegated, and sometimes even abdicated completely, by many CEOs and other organizational leaders. In some cases, leaders delegate team-building to their head of HR. Let me be very clear; this does not work. And that's not a knock against HR folks. If people on a leadership team don't believe that the leader sees team development as one of his or her most critical roles, they're not going to take it seriously, and it's not going to be effective. The leader simply must take personal responsibility for, and participate actively in, the task of building his or her team.

LOCATION: 1594

And this is true for any leader. Failing to confront people quickly about small issues is a guarantee that they will become big issues. And if you're not a responsibility-centered leader, one who understands that if the leader doesn't do it, no one will, then you're probably going to find a reason, almost any reason, to ignore those messy issues and do something else. Before moving on from this topic, it's probably worth taking a moment to call out the simple underlying reason that most people avoid difficult conversations: it is embarrassing and awkward. There is nothing comfortable about turning to a man or woman whom you know, someone who is of similar age to you, and who is talented in their own right, and telling them something that makes them feel momentarily bad. I have to admit that I don't like doing this, and I used to be really, really hesitant to do it. Until one day I realized that holding back and avoiding those conversations was actually an act of selfishness. I wasn't avoiding those conversations for the sake of my employees' feelings, but for my own! In the end, I was trading off my discomfort for theirs, leaving them to experience even greater pain when their shortcomings manifested themselves during a performance review, a compensation discussion, or worse yet, an exit interview. Ouch. And that's to say nothing of what it did to the organization as a whole.

LOCATION: 1688

Because we human beings are fallible, and prone to flattery and fatigue, even the best of us can slide almost unconsciously into reward-centered leadership. This happens because responsibility-centered leaders will inevitably receive praise for their humility and selflessness, even though they are merely doing what they ought to do

as leaders. With this praise, it becomes almost natural for them to start comparing themselves to reward-centered leaders, and gradually lower their standards. One day a leader can wake up and realize that he or she is avoiding situations and responsibilities that seem thankless. On a final and related note, it is critical that responsibility-centered leaders—and even those who aren't—confront the reality that the people they lead are probably not telling them the unvarnished truth about their behavior. For every morsel of constructive feedback a leader gets, there will be a dozen compliments, many of them unwarranted. And even when this is understood in theory, it is very, very difficult for any leader, even the most humble of them, to avoid letting constant approval and admiration create a warped and inaccurate self-image. This is why it is so important for leaders to surround themselves with people who will be honest with them.

LOCATION: 1844