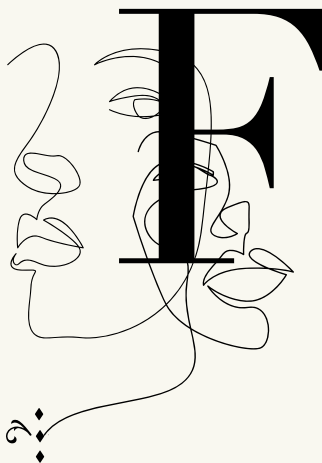




An Idea That Will Change the Way You Motivate and Inspire Others

BY DR. R.K. STUTMAN



IS THERE SOMETHING you haven't read or don't know about motivating others? More boldly, could there be a universal idea about inspiring others that is unknown to most leaders? You are about to find out that there is.

Some times, the more you know about a topic, the more difficult it is to act on what you know. Too many options create a sense of helplessness and inaction. Understanding motivation and inspiration might just be one of those topics.

People are motivated by so many ideas and catalysts, it is nearly impossible to list all of the possibilities.

From status to responsibility, rewards to punishments, altruism to relationships and power to praise, the list is ever-expanding, making it exceedingly difficult for a leader to know what to do. To make matters worse, some of our deeply treasured views on motivation turn out to be inaccurate.

Consider the following facts from academics who study inspiration and motivation. When lawyers are asked to reduce their fees to \$30 an hour to help needy retirees, they overwhelmingly say, "No." But when asked if they would help retirees for free, they are more likely to say, "Yes." **Say what?**

Security guards who are paid to help people in wheelchairs enter stadiums can become difficult and unhelpful when they receive a request that is out-of-the-ordinary. Security guards who volunteer and aren't paid extend themselves more fully and are more helpful, especially when asked to go above and beyond to help those in wheelchairs. **What gives?**

Team members who feel like they are making progress and have the support of their leader to help them succeed report higher motivation than do team members who are highly recognized and rewarded for their accomplishments. **Can this be so?**

Students who are paid by their parents to attain good grades underperform in school when compared to those students whose parents expect them to excel and encourage them without any incentive.

JUST WHEN YOU THOUGHT MOTIVATION AND INSPIRATION were straightforward, it turns out that people—and what inspires and motivates them—are highly diverse and complex. When confronted with so many strategies and complexities, the common thing to do...is to do very little. That is likely the reason leaders are viewed perennially by those who follow them as less inspirational and motivational than they should be.



SO, WHAT IS A LEADER TO DO?

How do we sort through this mess and develop a sound foundation for motivating and inspiring others?

For the past 30 years, I have served as an advisor and coach to thousands of leaders in organizations large and small. I am persistently in search of practical advice and powerful ideas to help leaders meet the challenges they face. I read widely in the academic and popular literatures, and I am repeatedly struck by the same observation. There are many oysters in the ocean but few pearls. By that I mean, there are a plethora of ideas, both captivating and ordinary, about leadership and how to achieve it, but very few ideas that have the power to make people better as leaders. This is especially true when it comes to motivation and inspiration.

Leaders are not especially good at motivating and inspiring others, despite the fact that scholars and practitioners have been writing about these fundamental ideas for thousands of years. We know a great deal about what motivates and inspires others, yet we fail to incorporate centuries of wisdom into our everyday actions. In fact, our colleagues tell us we are very mediocre at motivating them.

SEVERAL STUDIES HAVE CONFIRMED

that in addition to more praise, what colleagues most want from leaders is for them to be more inspirational and motivational. Why don't we give those around us the motivation and inspiration they crave? Motivation, after all, is relatively straightforward, especially at work. We are all in it for the money, right? Everyone has a price, right?

As it turns out, everyone does have a price, but that price does not commonly involve money. People are motivated and inspired by many things, including money, affection, responsibility, status and power. We could make a list as long as your arm.

The problem is that, what works for one person doesn't always work for others. Maybe this is why leaders find it so difficult to motivate and inspire.

Let's dig into this problem deeper. But before we do, we need to define the ideas of motivation and inspiration more precisely.

• ✦ •
*Good Leaders Motivate.
 Great Leaders Motivate
 and Inspire.*
 • ✦ •

Motivation is all about compelling action toward a specific goal or outcome. When leaders engage in a tactic or strategy to move people to act, they are said to be motivating others. The term motivation is employed to describe just about anything that encourages people to change or to perform.

Inspiration, on the other hand, encapsulates strategies or tactics toward a broader goal of wanting to excel in the first place. Inspiration is about priming the passion to succeed and achieve, powering the desire so others want to excel. Inspiration is less about a particular outcome or achievement and more about encouraging others to want to reach new heights.

While it is technically true that not all practices that motivate people are inspirational and not all practices that inspire also motivate, the two pathways to change are more similar than different. Both concepts are about moving people forward and compelling them to act differently. Inspiration fuels the fire. Motivation is the match.

Unfortunately, leaders generally learn more strategies for compelling specific action than they do inspiring people to achieve. This is reflected in much of the popular literature which focuses on motivation and leaves the lofty goal of inspiration to be discussed by authors

in more abstract and philosophical ways. That is to say, the ideas and practices to motivate are more well known and explored than those leaders use to inspire.

Some might say motivation is a both everyday and common practice of good leaders, while inspiration is the result of many conversations and tactics, and that is more difficult to nail down.

The truth is, people need encouragement to act and the inspiration to push past the roadblocks and impediments strewn along the way. While good leaders aspire to motivate, great leaders aspire to motivate and inspire. The challenge for leaders is to learn to do both.

WHAT YOU ALREADY KNOW ABOUT INSPIRATION AND MOTIVATION IS POWERFUL.

We've all had moments in our lives when we needed motivation and inspiration. From those experiences, we learn what motivates and inspires us. And perhaps others.

By knowing the practices and ideas that push us forward, we naturally collect insight regarding how to influence others. When we add these instincts to those strategies made popular by books and speakers on the topic, we have an expansive list of tactics we might employ.



Let's Run Down a Brief List of Ideas and Actions:

1

INCENTIVES (rewards) come in many forms, including compensation, affection, time, and knowledge. Many people are motivated to attain incentives because they value them and believe others do, as well. Some people are very much driven to achieve incentives, whereas others find incentives conflict with the intrinsic reasons for performing and largely ignore them. I often say that some people are so incentive-oriented as to be "coin-operated," while other people are largely immune to need to reach for extrinsic fruits of value, preferring their own passions for performance as drivers to perform.

2

DISINCENTIVES are those actions that produce fear or discomfort and motivate people through avoiding the punishment associated with not performing. The so-called "cold shoulder" when you don't comply with the wishes of an intimate partner is a benign example of a disincentive. More exaggerated examples include strident behavior, such as yelling or berating others, or the withholding of rewards such as money, experience or title because of poor performance. Excluding others from joining in may be the most hurtful of the disincentives, as people have a desperate need to be heard and included. Because disincentives are viewed as anti-social, and also because many people react strongly against them, they are not as commonly employed as tactics to motivate, though we know some people are driven to perform more by punishment than by reward. In any case, some people refuse to submit to disincentives and prefer to walk away, while others accept them and the power they hold to motivate.

3

PRAISE, and its cousins recognition, approval and appreciation, are examples of pro-social tactics to motivate and inspire others. Children, in particular, are highly influenced by praise from those in power and authority, and many of us don't outgrow the need to feel appreciated by those who lead us. For some, praise is a powerful motivator and an essential reason for achievement. But for others who often define success on their own terms or who find intrinsic satisfaction for achievement, praise bounces off them as if they were cloaked in a force field.

4

AUTONOMY, like its brethren responsibility and control, is yet another force for motivating and inspiring others. Some of us have a deep need to control the outcomes of what we produce. We like the responsibility and autonomy to show others what we can achieve without much assistance. For people motivated by autonomy, the satisfaction of achievement through hard work and skill carries significant weight. Yet others run from responsibility as if it were a barn fire. The idea of being in charge, responsible and in control is anything but motivational. Give these fine souls the directions and they will execute, but please don't ask them to "own it."

5

CHALLENGE and its related ideas of high expectations and competitive spirit are also highly-motivating ideas which compel some people strongly forward. For those motivated by challenge, they often need a swift kick in the pants, some fiery rhetoric or a skillful competitor to get their juices flowing. The challenge, however passionately delivered, is what they need to make change and to strive for more.

Others, as we know, shy from challenge, sometimes to the point of being de-motivated by it. For some more sensitive souls, challenge is anything but motivational and they would prefer not to be pushed or prodded by anyone or anything.



AUTHORS LINDSAY MCGREGOR AND NEEL DOSHI suggest why you work affects how well you work. By understanding the “why,” they contend, leaders can better motivate others. The idea of the impact on others and a higher reason for performance, they propose, is a better way to influence and motivate others. By emphasizing a purpose larger than us and our everyday tasks, and in many cases one that is socially beneficial, people are moved to perform. We know through experience that some people are very much influenced by the larger meanings attached to the work they do. Unfortunately, we also have seen that some people don’t give a hoot about the “why” or a higher purpose and find any articulation of a greater good to be a lot of hot air.



RECENTLY, AUTHOR DANIEL PINK has suggested traditional rewards and punishments used to motivate and inspire are outdated and no longer work in the new economy. In addition to autonomy and purpose, Pink offers the idea of mastery as a highly effective way of motivating others. When they invest in the skills and learnings that make others better, Pink offers, leaders can highly motivate others to achieve. Even the time, space and encouragement to experiment and learn can motivate others through the idea of mastery. Leaders investing in people to create their own mastery can be very compelling to some people. Pink is clearly onto something when he suggests some people have a deep desire to learn and explore and when leaders offer opportunities toward this end, people strive to excel.

Unfortunately, not everyone is a learner. Some people seem to have missed this idea and have little interest in mastery or even in learning anything they don’t have to.

We have only scratched the surface of the many ideas that exist to motivate and inspire others. Some people are highly motivated by status and power, others by relationships and connection, some by altruism and helping others succeed, and still others by belonging and identification.

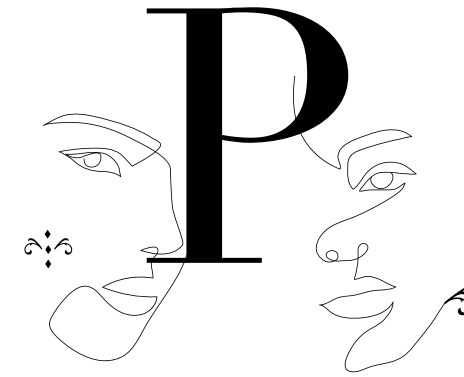
Suffice it to say, the list is expansive and knowing even a small slice of the well-known tactics and strategies enables us to motivate and inspire others more effectively. When reviewing these ideas, I trust you didn’t miss one very important point.

People are VERY DIFFERENT and what motivates and inspires one person may fail with—or even de-motivate—another.

SO, HOW CAN THERE BE A UNIVERSAL IDEA ABOUT MOTIVATION AND INSPIRATION? WE WILL GET TO THAT. FIRST LET’S GET A DEEPER UNDERSTANDING OF THE CHALLENGE.



People are Very Different.



IN GROUP SETTINGS, I ask people to raise their hands if they have more than one child. For those whose hands go up, I ask them to keep their hands raised if their kids are REALLY different from one another. Most hands stay raised. I then do this with siblings, asking the audience to continue with their hands up if they have a brother or sister who is markedly different than they are. Once again, very few people lower their arms.

When I then do this regarding marriage partners and significant others, I am always taken aback by how opposites attract, as most people claim their spouse or partner is very different from them.

Unscientific as this exercise is, it underscores a common experience we all have with others—people are really different. When we consider differences in generations, cultures, experiences and the like, it is a wonder we find much commonality between those we live and work with.

When we ponder this social fact, it is easy to understand why the predominant paradigm of those who study motivation do so from a perspective of individual difference.

The predominant paradigm of those who study motivation do so from a perspective of individual difference.

AFTER ALL, PEOPLE ARE HUGELY DIFFERENT and we can prove it by crunching the numbers: 6 kinds of angry bosses, 4 tendencies of decision-makers, 8 types of difficult people, 16 personality types and so on.

Understanding this myriad of variations so suggests this “individual difference” paradigm is at the heart of being effective. Once we are armed with this understanding, we can adapt and flex to these differences, changing our choices and approach to be more masterful in our leadership. **Sounds complicated!**

From this vantage, great leadership depends on reading the people and situations involved. Masterful leadership is contingent upon the many different factors present in the situation. In the case of motivation, leaders need to motivate different people with different approaches and strategies, precisely because people vary widely with what they find motivational.

One direct report needs challenge, high expectations, maybe some fiery rhetoric, whereas this same approach de-motivates the colleague in the next chair. To be charged up to perform, another report needs praise, recognition, and approval from those above, while another subordinate doesn't respond to praise at all, seemingly possessing a shield where praise and recognition is quickly deflected.



People are different, so we need to recognize and adapt to those differences. This seems self-evident. **With all those differences, there couldn't possibly be a universal approach that would work with just about everyone, right? WRONG.**

ADAPTING TO EVERYONE'S DIFFERENCE IS HARD, MAYBE IMPOSSIBLE.

The flow of everyday conversation and meaning is a river that runs fast and deep. Sizing people up while navigating that river is nearly impossible.

Occasionally, we can enjoy a few moments of reflection to consider what might work better to motivate and inspire a person within our leadership circle, but to do so in the throes of meetings, decisions, reviews and on-going discussions is a herculean task reserved only for the most facile among us. The rest of us punt. That is to say, we focus on the task at hand and leave more the more heavenly goals of leadership, like motivation and inspiration, for another day.

When we do act strategically to motivate and inspire, we quickly learn to disregard the dozens of strategies out there. In desperation, we go with just one. The easiest one for us to master. The one that motivates us.

MOST LEADERS TEND TO MASTER THE ONE APPROACH THAT MOST MOTIVATES THEM...AND APPLY IT TO EVERYONE.

For those of us with even a modicum of self-awareness, we have an appreciation for what motivates and inspires us. We then apply the golden rule vigorously in self-defense.

For those of us who are motivated by responsibility and autonomy, it is easiest for us to apply this idea to everyone we lead, even though we know this idea might miss the mark entirely.

While praise may not push people forward or light a fire, very few people find more praise to be detestable! So some leaders focus on offering compliments and praise as their “go-to” strategy of motivation. Funny thing, though, is that for leaders who have high standards and

expect much from others (which are some of the best leaders), they have a hard time offering praise unless people perform exceptionally well. Rats! Another good idea that is not so easy to engage.

The point is that when we focus on what motivates us, we often completely miss the mark with many people. So we limp along, not becoming very good at the “motivation thing,” oftentimes surrendering completely to the idea that consistently inspiring and motivating others is an impossible task.

But what if I told you it doesn't have to be this way? That after studying thousands of the most admired leaders in the world, I have uncovered a universal and timeless idea that applies to everyone, in every culture and with every generation. What if I told you that admired leaders believe in a universal way to inspire and motivate anyone and everyone, despite their individual differences. Would you want to learn about this idea? If so, read on.

A Timeless Idea About How to Motivate and Inspire Others

Before I spill the beans and disclose what motivates and inspires everyone, all of the time, it will prove instructive if I tell you a brief story first. This story will explain this idea better than I can articulate it and provide the foundation for a deeper understanding of what it means, so please bear with me for just a moment.

YOU DON'T HAVE TO play golf and enjoy the game to know of Tiger Woods. He is one

of the most recognizable athletes in the world for a very good reason. In his chosen sport, one that is especially difficult to master, he is perhaps the best there has ever been.

During the spring of 2005, while playing in the final round of the Masters golf tournament in Augusta, Georgia, one of the famed “majors” of professional golf, Tiger Woods headed toward the 16th tee box one shot in the lead. But near disaster occurred when he hit his tee shot left of the green and the ball nestled against the higher grass of the rough while his ball rested on the lower cut of the fairway.

Putting spin on such a golf shot is almost impossible and Woods confronted a shot so difficult that the television commentators warned the viewing audience that if he attempted to get the ball close to the hole, it was likely to cost him his fourth Masters jacket.

For context, and for those who haven't followed Tiger Woods' life particularly closely, this tournament was long before a nine-iron through his car windshield signaled the end of his marriage. Long before his DUI arrest in Florida. And the recent car crash in California.

At the moment of this chip shot, Tiger Woods was at the height of his prowess and possessed skills with a golf club no one had ever witnessed before.

He agreed with his caddy to hit, on the fly, a spot on the green the size of a dime. And Woods did what no one else thought even he could do. His club raced through the grass and did hit the ball with spin. And the ball landed on the exact spot he aimed for, some 20 feet away.

The ball checked into the hillside and started a slow trickle directly down the hill toward the cup. Five thousand spectators sitting and standing within the confines of the hilly amphitheater of the 16th green could not believe what they were seeing.

As the ball moved so ever slowly down the hill toward the cup, the spectators started to cheer, yell, whistle and stamp their feet. They began to clap, shout, shriek and jump up and down. The noise in that small surround was almost deafening until the ball was only a foot away from the hole. Then the volume rose even higher, as people began to grab each other and scream for the ball to keep rolling.

The ball continued and finally rested on the lip of the cup, the Nike logo almost perfectly framed on camera for the world to see (imagine what was that worth!), and after 2.2 seconds made the final revolution for a birdie “2.”

Woods himself said days later that if he hit the shot 100 times, he wouldn’t get it very close, much yet put the ball in the cup. Most golf aficionados believe this to be if not the greatest, then one of the greatest golf shots ever executed in competition. Woods, of course, went on to win the tournament in a playoff several holes later to record his fourth Masters trophy.

So, what does this have to do with motivation and inspiration? Follow the metaphor here.

A well-known sports writer perched near the putting green witnessed the shot unfold along with the many other witnesses that day. Like everyone else, he was awestruck by the skill and luck of that shot. But he also observed something else. Having covered many of the world’s major sporting events, he had never seen nor felt anything like the exuberance of the fans around the green. Their enthusiasm for the shot was so large and so loud that he could feel the ground shake and the vibration of movement up to his thighs. Everyone was cheering. Everything was shaking.

He wrote the next day in a national newspaper that the ball made the final revolution for one reason and one reason alone—because everyone wanted it to go in. Not that the spectators

thought they could collude to make the ball go in, but their excitement and riotous applause created such an atmosphere of movement and sound that the ball could not have found a final resting place on the edge of the cup. The ground was shaking in anticipation and the ball had no choice but to follow the enthusiasm to the bottom of the cup.

The most Admired Leaders in the world believe in the same idea and put it to practice to motivate and inspire others. The timeless universal of motivation and inspiration is not reward or mastery, nor praise or purpose; it is the desire to have those people we respect rooting for our success.

We all have a need to have those we admire to “want” our ball to go in, to cheer us on and believe in our ability to succeed. I call the demonstration of this unconditional belief and support “fanness.” It is an idea that spans generations, cultures and time.

The best leaders demonstrate Fanness every day for those they lead, while at the same time holding them accountable, pushing them to excel and judging them objectively. Fanness is not mutually exclusive of other important acts of leadership. Instead, it is what motivates and inspires everyone to reach for new heights while confronting the limitations of skill, attitude and knowledge.

Everyone desires to have those they respect and admire cheer them on while they lead them forward. Fanness is what every great leader aspires to show others through their actions and decisions.

FANS ARE OBSESSED WITH YOUR SUCCESS, NOT THEIR SUCCESS.

Fans cheer because they know others need that support from those they respect in order to achieve what they are capable of. Fans clap for others because they know acknowledging others is fundamental to quality relationships.



What it Means to be a

FAN

*Fans are obsessed with your success,
not their success.*



Fans root for your performance because higher performance benefits everyone around both of you. Fans believe in others because they know that belief is a decision, not an opinion.

The decision to believe in other people and their success in many respects is the very definition of leadership.

We all find it easier to be a fan when performance is high, when our children succeed at school, when our marriages are free of strife, when things are going well. But true fans find the consistency to show Fanness in the face of challenge—when performance is low, children are wayward, marriages are rocky and outcomes are disappointing.

Being a fan requires us to cheer for others' success regardless of the context or situation. Fanness is about who we chose to be, not what we do in a given moment.

Fanness does not mean that we avoid confrontation or challenge, that we suspend critical feedback or that we fail to carry tough messages. Leadership requires a balance of reality that often mandates we hold others accountable. But when we confront poor performance with the spirit of wanting others to succeed, rather than proving to them they have fallen short, we act as fans. Not all Fanness is positive or uplifting. Fanness only requires us to act consistently to the benefit of others. Such leadership is rare and worth learning how to master.

WANTING OTHERS TO BELIEVE IN US

We all want the people we respect and admire cheering for our success. There are no exceptions to this rule. In every culture, generation and ideology, the human condition drives us to desire this one universal quality from those who lead us.

It is an unfortunate fact that the majority of us are not surrounded by those who believe in us or demonstrate that belief in everyday behaviors. We are indeed lucky if we have crossed paths with even one teacher or supervisor or coach who makes it unquestionably clear that he or she is rooting for us every step of the way.

My heart always goes out to those people I have come across in life who respect and desire the respect of someone (such as a parent or leader or even a peer or sibling) so deeply that they continue to achieve in a desperate attempt to prove to those individuals that they are worthy of their belief

To be self-inspired to prove your worth is never as fun nor as rewarding as to have a role model do this for us without need of proof. How many children spend much of their lives trying to earn the praise and belief of a parent who loves them but is unable to demonstrate belief in their success?

Being a fan means believing in others and demonstrating that belief in everyday actions. Telling people you are their fan means relatively little. Showing them means everything. Those we lead know implicitly whether we are fans. They can observe it in our actions, choices, messages and decisions. We have to prove it every day. In the words of **Zig Ziglar**, **“People often say that motivation doesn't last. Well, neither does bathing—that's why we recommend it daily.”**



We all want the people we respect and admire cheering for our success.



What Would a Fan Do?

ACTING ON THE IDEA OF FANNESS

is remarkably straightforward. Leaders who want to become more inspirational need only ask one simple question: In this situation, what would a fan do? Asking this question often and keeping the idea top of mind is essential.

FANS DO MANY THINGS TO MOTIVATE AND INSPIRE OTHERS.

Every situation presents a unique opportunity to show others that we are rooting for them and encouraging their success. We intuitively know of the many ways leaders show Fanness every day.

1. TAKE THE TIME TO LISTEN AND ENGAGE.
2. FIND OPPORTUNITIES FOR OTHERS TO LEARN & GROW.
3. SUGGEST “STRETCH” ASSIGNMENTS THAT CHALLENGE OTHERS TO EXPLORE THEIR PERCEIVED LIMITATIONS.
4. OFFER FEEDBACK AND COACH PEOPLE UP FOR PERFORMANCE.
5. SHOW UP AND SERVE AS A SAFETY NET WHEN OTHERS STUMBLE.

HERE ARE SOME COMMON WAYS OF BEING A FAN

6. ENCOURAGE OTHERS WHEN THEY ARE DOWN OR DISCOURAGED.
7. GET OTHERS INVOLVED IN ACTIVITIES THEY DESIRE TO BE A PART OF.
8. ASK OTHERS TO TAG ALONG, SHADOW OR FOLLOW YOU TO TAKE PART.
9. GIVE OTHERS EXPOSURE TO THOSE WHO MIGHT HELP THEM.
10. PATIENTLY TEACH OTHERS HOW TO OVERCOME AN OBSTACLE.
11. TRUST OTHERS WITH A PRIZE ISSUE OR RESPONSIBILITY.
12. GIVE OTHERS THE FREEDOM TO EXPLORE ON THEIR OWN.
13. INCLUDE OTHERS IN SPECIAL MOMENTS.
14. SHARE SUCCESS AND CREDIT WITH OTHERS.
15. AGREE WITH OTHERS IN FRONT OF THEIR COLLEAGUES.

Studying the world's most Admired Leaders has allowed us to uncover dozens of behaviors that define Fanness that are not as obvious and are even more powerful. Understanding how the very best leaders show Fanness can change everything about how you lead.

IS THERE ANYONE IMMUNE FROM WANTING FANNESS?

In group settings, when I offer the idea of Fanness as a universal approach to motivating and inspiring others, I invariably get the question: Is anyone immune in this desire to have important others rooting for their success?

Of course, no one in the room suggests they are an exception. We all instantly know and recognize truth when we hear it. The desire to have those we respect cheer for our success strikes a resonant chord with everyone. Nonetheless, the point can be driven home with an anecdote about basketball great Michael Jordan.

Jordan won five NBA championships while playing for the Chicago Bulls in the 1990s. Known by the nickname "Air Jordan" for his uncanny leaping ability, Jordan was ruthlessly competitive and perhaps the most skillful player of all time.

During his reign, he played for an exceptional leader in NBA basketball coach Phil Jackson. Jackson, a former player, knew more about basketball and basketball players than just X's and O's. Jackson understood how to motivate professional players through team recognition and appreciation.

According to his players, Jackson could do some quirky things to show them he cared about them as people. As an example, to make players know he was thinking of them, on occasion Jackson would leave inspirational quotes taped in their lockers before game time. He even did this for the team leader Michael Jordan.



After his playing days were over, Jordan reflected on the notes and quotes he found in his locker and told an audience that sometimes the messages were corny, sometimes the messages were interesting and sometimes the messages were inspirational, but whenever he opened his locker to find a note from Jackson it always made him feel special. **Think about that for a moment. When Michael Jordan played for Jackson and the Chicago Bulls he needed to feel special. The greatest basketball player on one of the best teams of all time wanted to feel special.**

I think this is strong proof there isn't anyone in your life that doesn't need to feel special. If Michael Jordan, while winning NBA Championships, needed to know Phil Jackson was his fan, then everyone in your world, no matter how important or successful, desires your Fanness. No one is immune.

SO WHY AREN'T LEADERS AS INSPIRATIONAL AS THEY COULD BE?

I am often asked in groups why leaders aren't as inspirational as they could be. Even when leaders learn and know about Fanness, many don't make the change to become great fans. Why? The reasons are many and they all sound convincing when we say them out loud.

First and foremost, being a fan of others requires consistency and commitment. This is hard work, and hard work is rarely fun. Other priorities get in the way of this commitment. Making a change requires time, energy and reflection. With so many distractions in our lives, how do we find the time to master a new way of motivating others? Time is precious.

Some leaders don't make the change because they have been imprinted by bad role models. They still have in their heads the need to make others prove their worth, sometimes every minute of the day.

Other leaders lack the self-awareness to know what people want and need from them, or even how their behaviors impact others.

The idea that I am “good enough” undermines the willingness of leaders to work at mastering **Fanness®**. *We also see leaders who flat-out accept the mediocrity of their own leadership! They are okay with being “good enough.”*

Why even work at mastering Fanness? After all, we can convince ourselves that the results are adequate and no one is complaining about our leadership, so why make a change?

The truth is, the reason for change has never been more imperative. People want and need to be inspired and motivated by you. They can’t reach their potential without your help. They know it and you know it. Now is the time to be the leader others want you to be.

CLOSING THE GAP BETWEEN HOW YOU FEEL ABOUT OTHERS AND HOW YOU MAKE THEM FEEL

For someone who is dedicated to helping leaders become more motivational and inspirational, the reasons people offer for not becoming more motivational can be depressing.

These excuses fall flat in my eyes. With some sympathy, I choose to believe that most leaders are not as motivational and inspirational as they could be for one simple reason that is easily fixed—they don’t know how.

Admired Leadership® aims to change that. I hope you’ll visit AdmiredLeadership.com and explore how the best leaders in the world demonstrate Fanness for those they lead. By mastering even one of the 10 behaviors we outline in our digital platform, a leader can transform their impact on others and become the motivational and inspirational leader others need them to be.



It’s time to close the gap between how you feel about others and how you make them feel. I hope you will take the time to learn more.

BY MASTERING WHAT IT MEANS TO BE A FAN AND A FEW OF THE BEHAVIORS OF FANNESS, ANYONE CAN BECOME A MORE INSPIRATIONAL LEADER.

Excited about idea of Fanness? Please watch and share this video:



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