



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

- **Leadership—**

Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

- **Influence—**

Consistently directs situations and inspires people for an all-win environment.

- **Teamwork—**

Organizes work tasks, people, and resources to deliver most effectively on organization goals.

#### RELATED COMPETENCY CATEGORIES:

- **Human Resource Management—**

Manages the process for aligning human capital with organizational goals.

- **Results Oriented—**

Passionate about winning. Dedicated to achieving all-win solutions to situations.

# Motivational Leadership

## SUMMARY

It has been said that only we can motivate ourselves. In other words, each individual is responsible for maintaining their own energy, drive, and consistent productivity. While most of us see that this is clearly true to a large extent, it is still the responsibility of leaders to create a work environment where this is encouraged to happen.

## CONTEXT

Some leaders are responsible for work environments characterized by a lack of confidence, direction, enthusiasm, and creativity. Motivation and teamwork are minimal, both at the individual and team levels. Other leaders excel at creating an organizational environment where their teams feel motivated to achieve ever higher levels of performance and success. Team members are energized by their careers and the work they perform. Teams work collaboratively and creatively to achieve organizational goals.

This module examines how leaders can foster an environment where motivation flourishes and people are encouraged to grow and do their best. It reviews the philosophies of workplace motivation developed by three prominent 20th century leadership authors, and demonstrates how Dale Carnegie's famous principles both precede and enhance those theories of workplace motivation.

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### At the completion of this module, participants will be able to:

- Recognize the leader's role as a motivator
- Recognize the relationship between expectations and motivation
- Develop greater awareness of the needs that drive people
- Align individual motivations with organizational goals

*"Motivation is everything. You can do the work of two people, but you can't be two people. Instead, you have to inspire the next person down the line and get them to inspire their people."*

—Lee Iacocca