



## Maintaining Passion, Enthusiasm, Motivation & Momentum



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# Author Profile



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After 20 years of high level legal and business experience, lawyer Charles Kovess knew that most people have a powerful and under-used ingredient they can use to drive successful changes in their lives. He turned his back on the law in 1993 to share those success strategies as a professional speaker, educator, facilitator and coach, and now he's a walking example of what he has so clearly proven... that 'passion powers performance', and that 'passionate people produce'! Charles has enthused and inspired many companies and individuals to achieve outstanding results by harnessing passion, he is known as Australasia's Passion Provocateur, and travels the world revealing its mighty magic.

He is a Certified Speaking Professional, (of whom there are only 87 in Australasia), Past National President of the National Speakers' Association of Australia, President of the Australia-Hungary Chamber of Commerce & Industry, and Trustee of the Global Energy Network Institute. Charles has authored two inspirational books, '*Passionate People Produce*', and '*Passionate Performance*', and is the co-author of '*The 7 Heavenly Virtues of Leadership*'.

Charles is not only passionate about the power of passion: he is also passionate about sustainable behaviours and sport! He is Chairman of an innovative wastewater treatment company, he is currently competing in his 25th consecutive season in triathlons; he qualified as an international water polo referee, played A Grade Amateur Football, and has completed eight marathons. He is the father of one daughter and three sons, and married Amy, his second wife, in 2005.

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# Maintaining Passion, Enthusiasm, Motivation & Momentum

Strategies For World-Class Results Through World-Class Performance

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## Introduction

You have done the team building program. You have had the annual conference. Now you are back at the coalface, and the energy in the organisation is lousy, your people are unhappy and unmotivated, they have lost their enthusiasm, and the momentum that you know you need to achieve your team's goals is disappearing rapidly!

What do you do?

This Learning Module will give you step by step explanations and examples of proven strategies that will help you to overcome your challenges.

But first you have to be motivated enough to take the steps and implement the strategies. Just reading about them is not enough. You have to get into action. I hope you get sufficiently excited by the ideas in this module to implement them, with passion!

### **What's the challenge faced by leaders?**

It is difficult being a leader. Human beings are complicated. Surveys that I have taken over the past 16 years in both Australia and New Zealand, with contributions by many thousands, suggest that less than 25% of people demonstrate that they are passionate or enthusiastic or motivated about their work.

"To be, or not to be: that is the question." Shakespeare's classic words might be over four centuries old, but are as relevant today as when first written.

Apply the question to employees for instance. What do they - what do you - want to be, what do managers and employers want them to be? Undoubtedly, as their leader, you want them to be energetic, passionate and enthusiastic about life and work.

It's a sad and wasteful reality that few employees are.

"Engaged" is the current and popular management word to describe these enthusiastic, positive and passionate employees, where extra discretionary effort is a normal part of their jobs. The problem is that only one in five employees display these attributes, according to Australian research by the Gallup Organisation.

The staggering aspect of this research shows that four out of five employees are not engaged with their work at all. Further, some are "actively disengaged", i.e., not just apathetic about work but looking for ways to disrupt it.

The fact that only one employee in five is enthusiastic about his or her job is hardly news to those who regularly shop for goods and services; but it appears it is news to far too many managers, who seem to be asleep on the job!

The Gallup Organisation estimates the annual cost of Australian disengagement to be a mammoth A\$33 billion. These sorts of numbers simply should not be ignored but, sadly, the evidence suggests they are.

Engaged employees lift performance, profile and profits.

A recent report by the Carnegie Management Group shows that engaged workers lower employee turnover by 70%, rate 86% higher with customers, and are 70% more likely to be more productive. The report also shows that engaged employees are more safety conscious and improve profitability.

So your starting point is to gain clarity on what is actually happening with you and those whom you lead.

Here's what you need to measure in your team:

- Energy levels
- Happiness levels
- Customer complaint levels
- Numbers of conflicts between employees
- Numbers of conflicts with suppliers
- Numbers of conflicts with customers
- Numbers of initiatives taken by employees
- Levels of willingness to take responsibility
- Numbers of instances where employees take responsibility
- Numbers of instances where employees avoid taking responsibility

The results of these measurements will help you to understand the size of your challenge, and the energy you will need to devote to resolve it.

## Principles Of Motivation

Why do we do what we do? What drives human behaviours? Understanding the answers to these questions is essential for every leader. Sadly, it appears that most leaders fail this essential requirement.

Every single action and behaviour that you take is driven by your thoughts.

The job that you choose to take is driven by your thoughts, and by your beliefs that are a subset of your thoughts, and the actions that you take are creating your life. You are creating your life and yet most people think life is what's happening to them. This is nonsense!

Every person is creating his or her life by the actions that they are taking, and the actions that they are taking on a moment by moment basis are a function of their thoughts and their beliefs.

Now there are basically two choices. You can have "SI" thoughts on one end of the spectrum, and "LD" thoughts at the other end of the spectrum.

SI stands for Steve Irwin, an amazingly passionate Australian with a global reputation who died suddenly in 2006. Imagine if you woke up in the morning and you had Steve Irwin type thoughts? What sort of behaviours did he exhibit? When he died 300 million people around the world were reported to have been impacted. And that was driven by his thoughts. One of his great quotes is, "I would give my life for an animal". And one of the questions that gives you an insight into the power of passion is "what would you give your life for?"

The alternative is what I call the LD thoughts at the other end of the spectrum. LD stands for Lousy Depressive thoughts! You wake up in the morning and you have LD thoughts! You then have LD behaviours and you have an LD life. Then, each day you wake up of course you've got LD thoughts because you have created an LD life!

The big and interesting question is where on this continuum of LD thoughts and SI thoughts do you and those whom you lead sit?

An exciting idea to contemplate is that it's your choice what your thoughts are. You choose in the morning, so what are you choosing? What are you choosing in this role that you are playing? What are your people choosing in the respective roles that they are each playing?

When you wake up in the morning, do you go "Wow! Who am I going to help today?", or are you saying "My life sucks". It's now wake-up time, because there are parts of everyone's life that is difficult and unappealing and there are beautiful, wonderful, magnificent parts of every one's life. You have terrific stuff and you have lousy stuff and if you focus on the lousy stuff, your life will be lousy. That's my promise.

To change behaviours there must be a pattern interrupt. Many people need the pattern interrupt. Why? Because even though they are not happy and not performing at high energy levels, they are adequately comfortable!

Your people ask “why should I do anything differently?” And they are right! Why should they? And if they have created the magnificent life that they want, that’s terrific; don’t change anything.

So, what are your people thinking about you, the team that you lead, and your organisation?

Your job as a leader is to craft their thinking, so that it leads to the behaviours being exhibited that you seek. The steps in this module will help you to do this.

## Principles Of Passion

Passionate individuals perform. Passionate individuals inspire. Passionate individuals achieve. Imagine tapping into such extraordinary talent each working day. Picture the growth, the rewards and the results.

My definition of passion, as I developed it through my work and then crafted it in my first book, *Passionate People Produce*, is:

*Passion is an unlimited source of energy from the soul (or 'spirit', or 'heart') that enables a person to produce extraordinary results. The reason the results are 'extraordinary' is because few people are passionate in their work place. Passionate people have massive amounts of energy.*

Unfortunately, very few people are passionate about their work. Yet, if business is to survive in the 21st century, leaders must create an “extra-ordinary” level of commitment from their people. A commitment based not only on the cerebral – but one that also involves the emotional – passion.

In the late 20th century, information became the new business nightmare. Managers were surrounded, inundated – and often drowned – in data. So much so that electronic overload threatened. The “Knowledge Age” is passing as we rapidly head into what I refer to as the “Passion Age”. This new era will see the mastering of the difficult part of business – people. Physical resources are the easy part. That is why so few organisations successfully access the knowledge and wisdom and passion of their people: it's just too hard.

Passionate performers make no distinction between labour and leisure, education and recreation. They simply pursue their vision with a commitment and energy sustained by their passion.

Effective leaders understand the principles of motivation, that's a given, but motivation and passion are not quite the same. One is a reactive process, the other a proactive one. Managers, coaches or corporate mentors all motivate, certainly, but this is achieved externally. One can encourage a person to be motivated, one can even teach them how to be motivated, but passion comes from the soul.

### **The pain-pleasure equation**

Leaders who want to access the passion and knowledge of their people must first understand the major drivers of human behaviour - the pain-pleasure equation. It's simple to define: how much pain is an individual willing to accept for a future pleasure?

Consider sportspeople and musicians: they are willing to undertake years of what is at times painful training because of the promise of pleasure that inspires them. Now translate that level of passion to your organisation:



1. What benefit will employees derive from contributing their passion and knowledge to the business?
2. What pain or disadvantage will employees reduce?
3. What is the present pain that prevents employees from contributing?
4. Can the employees clearly see the pleasure they will gain from contributing the passion and knowledge and facing, or experiencing, the pain of doing so?
5. Is the pain of contributing passion and knowledge greater than the pain of being “safe” in a low performance environment?

The successful leaders of tomorrow will be those with a strong empathy-based style, who create a passionate, results-driven, working environment.

## **Discovering passion**

What are you and your people passionate about?

The job of a leader is to lead people in a way that causes them to do what the leader wants them to do. Understanding people is a core element of this process, and understanding what your people are passionate about is a key strategy.

It is important to note that there are two types of passion: passion for the work, and passion for what the money generated by doing the work enables a person to do. When this idea is linked in a person’s mind, then it seems almost magically that people become passionate about whatever they are doing!

For example, a parent with two young children may be passionate about his or her children and will do anything for them. Work is what enables the parent to have the financial resources to care well for the children. Thinking about this helps to make the parent passionate about the work!

Ask your people, individually, what they are passionate about.

## **Passion killers in the workplace**

I have never met anyone who is about to start a new job, who told me that they are not enthusiastic or excited or passionate about the new job! And yet, evidence is clear that this passion and enthusiasm is lost in the case of most employees.

Why?

Your job is to discover the unique reasons in your workplace, and then reduce the likelihood of it happening in the future.

Common 'passion-killers' are:

- Unfairness
- Politics
- Rudeness
- Bullying
- Uncaring leader behaviours
- Unreasonable decisions

Take a survey of your team and ask them to specify the passion killers in your work place. But don't do this if you are unwilling to action on the feedback you receive.

## Building World-Class Teams

Most people prefer to work as part of an effective, motivated, successful, and appreciated team. How do you create such teams?

There are 11 key strategies that you can use. Most teams that I have examined do not use these: it is no surprise that most work places have low levels of passion! Your challenge is to design systems and processes to ensure that these strategies are implemented. The strategies are:

1. Frequency of interaction of team members in *well-structured* team meetings. Most team meetings are boring, ineffective and unengaging.
2. Clear adoption of the *standards* to which your team aspires. Is the team committing to play (in sporting terms) at international, interstate, local A grade, or country thirds standard? Just contemplate the accounting profession: are you working in a small suburban firm, or one of the big four global firms? The required behaviours are very different.
3. Recognition for good work amongst relevant stakeholders.
4. Celebrate *regularly* for even small achievements and improvements: during any Grand Final, team mates and supporters cheer wildly after the first score. They don't say 'well, we budgeted on that score!' There is insufficient celebration in most work places. How much celebration do you initiate?
5. Clear purpose, vision, goals, strategies, and values for the team, with each team member *clearly* knowing what these are, and learning them. These five must align with, and promote, the organisation's purpose, vision, goals, strategies, and values. I will clarify this in more detail below.
6. *Clear* team agreements, which can be some pages in length!
7. Support and encouragement of each other *continuously*.
8. Willingness to use each team member's unique, even weird, *attributes and skills*. Just consider the different sizes of players in sporting teams, particularly in rugby. Yet, most workplaces punish people who are 'different', particularly by bullying and ostracisation. How do you harness the 'weirdo's' in your teams? Creativity and innovation is often sparked by the tension between competing ideas and thoughts of team members.
9. *Clear* rules governing the conduct of team meetings, with agreed start and finish times that cannot be altered without unanimous consent.
10. Practice sharing mistakes at team meetings, and reward the most valuable mistake. I will discuss this in more detail below.
11. *Discipline* to observe these key strategies.

These 11 strategies will all lead to the creation of the two most important characteristics of great teams: trust and commitment to each other. When team members are committed to each other, the results are always remarkable.

## BONUS IDEAS!!

There are other team strategies that are useful. Contemplate these, in the context of teams you lead, or of which you are a member, or of which you have been a part in years gone by. Some of these strategies or principles could be treated as rules/team agreements. Don't get hung up by semantics around terminology: just use them!

1. No gossip
2. No cynics
3. Shape up or ship out
4. Handle rejection
5. Admonish privately
6. Discipline without humiliation
7. Adopt the concept of cabinet solidarity
8. Ask the dispassionate to leave
9. Self review constantly
10. Be willing to get out of the comfort zone
11. Positive attitude and consistent practices of the leader
12. Use questionnaires to ascertain team member needs
13. Love / care about your team members
14. Agree and adopt a mistakes philosophy
15. Create an environment where team members feel safe to speak what's true for them
16. Adopt 'feelings are data' as a usable philosophy

## Creating Meaning That Maintains The Passion

Passion is a source of unlimited energy.

Why is energy relevant to profits? Because money is essentially a representation of human energy. The equation goes like this:

- Money was invented to replace barter
- Human beings bartered goods and services
- These goods and services were the direct result of human beings 'doing things'
- The more things they did, the more they could barter
- The amount of human energy determined how much could be done i.e., each person's productivity
- Thus, the more energy you had, the wealthier you would become

So how do you create this energy source in your business? Your job is to create meaning in your business and in your team, and to nurture that meaning. Here are the key strategies.

### 1. THE LEADER MUST BE PASSIONATE

If the leader is not passionate, then employees are unlikely to be passionate. We know when people are passionate, and the evidence shows not many employees feel this way. In my view, that's why so many businesses in Australia do not survive for even 10 years—energy levels just dry up. The passionate leader engages the minds, bodies and souls of the people engaged in the business, and powerfully inspire them.

In the Western world, most businesses focus on the mind, so if you want to change anything, begin to focus on the body and soul elements of your people. This means encouraging your people to be fit, to rest adequately, and to optimise nutrition. It means allowing a balance between career and family, and a recognition that most people are working to create a better life for their loved ones.

### 2. SHARE THE DREAM THAT STARTED YOUR ORGANISATION

*"All successful people, men and women, are big dreamers. They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision or purpose."*  
Brian Tracy

Anything that has ever been created started with a dream. What was the dream that started your organisation? It rekindles passion when you share that dream with employees. In Disneyland, for example, new employees are given four days of 'dream-sharing' before they learn the technical parts of their jobs!

### 3. SHARE THE VISION FOR THE FUTURE WITH YOUR PEOPLE

Now that you've shared the dream, where is your business going? What is the vision for the future? Why should employees commit to that vision if they don't understand it or don't even know it?

Are you one of the few organisations that has clarified and then published its Purpose, Vision, and Goals? When I ask employees about these fundamentals, the usual response is sceptical, even cynical, laughter. In fact, very few employees can remember them!

If your organisation has published its Purpose and Vision, are they empowering and inspirational? Do the employees understand what the words mean? Can they share these fundamentals with new employees and with customers? Do they want to share them? Many leaders are unwilling to share their financial and business goals with their employees. If you keep employees in the dark, how can you expect them to throw their souls, their passion, into your business?

### 4. BUILD TRUST

Without trust, there is no communication. Without communication, the real issues are shoved under the carpet. Building trust is like building a brick wall; it can take years to do it, but the wall can collapse overnight.

Still, both the brick wall, and trust, is worth building! Understand the power of trust and how it unlocks the truth, and your employees will be more willing to access their souls and their passion, and, more importantly, to contribute them for the benefit of the business.

### 5. BUILD TEAM WORK AND TEAM SPIRIT

Not many people are 'loners'. Most of us want to be in relationships, we want friends. Team work supports this basic human need. If you value team work and team spirit, you create the environment that allows passion to grow.

### 6. REWARD MISTAKES

This sounds a bit scary, but we live in fast-changing times. Human beings are designed to learn through trial and error. Unless you and your employees are learning new skills, new attitudes, new ideas, you will be left behind! People who are left behind soon lose their passion.

The tragedy is that employees are often punished for making mistakes. They were punished in school, and they see colleagues lose their jobs for making mistakes. There are lots of reasons why we hide mistakes. Stay at the forefront of technology by sharing and rewarding mistakes: they are learning experiences. Innovation and creativity cannot occur in an environment that punishes mistakes.

## 7. HAVE SOME FUN

Your business is not a life or death matter! The illusion is that if we don't make enough money, then we will die. If you let go of this illusion, you can create more fun. It is just not true that profits and fun are mutually exclusive.

Fun is not something that happens at 4:36 pm on Fridays: it is an ongoing process where the leader is constantly thinking of ways to create fun. Southwest Airlines in the USA has created an extraordinary business by focussing on fun.

## Taking Responsibility

*“The most ability is responsibility.  
Nothing happens until someone steps forward and says,  
‘You can count on me’ “*  
John Maxwell, speaker and writer.

Your organisation’s future, and your country’s future, is inextricably linked to economic performance. And economic performance is inextricably linked to development of skills and knowledge. Organisations and countries alike must protect and enhance skills and knowledge: there are huge risks to our economic future inherent in any significant ‘brain drain’!

Consider, as an example, the life science revolution, and the likelihood that, simply through technology, most of us will be able to live well past 100 years of age. In fact, in the past I have been criticised by some audience members for predicting that humans are designed by God, or by universe (depending on your belief system) to live healthily and happily for 120 years. Now a number of expert scientists are predicting that we can achieve 150 years of useful living!

Indeed, to remain relevant and able to make a contribution in fast-changing times, requires a constant development of skills and knowledge, and retention of the most talented repositories of these skills and knowledge: people. Yet, if people are not developing, they feel left behind, and this kills passion, enthusiasm, and motivation.

My proposition is this: each one of us who is aware of the need to develop our, and our nation’s, skills and knowledge capabilities is personally responsible to change the system and the environment. We cannot afford to pass the buck to others.

On top of this, each person in an organisation is personally responsible for the future of their organisation. Your job as a leader is to create a culture where your people learn what it means to take responsibility, and then in fact do so.

### **What does it mean to ‘take responsibility’?**

20 years’ experience as a tax lawyer showed me that we live in an ‘analgesic society’. If something goes wrong, or something is damaged, or money is lost, then find someone or something to blame. Find the ‘analgesic pill’ of a remedy against another. Relieve the problem with a court case, or a refusal to pay money, but do not, in any circumstances, acknowledge that the problem lies with us, that we are actually responsible. Find a reason to justify what you did, so that the fault can not be said to lie with you!

It is so easy to blame others, to justify a situation because of someone else’s behaviour, and to ‘pass the buck’ because we don’t have the relevant position or authority to do something about the situation.

Taking responsibility for our lives, for our organisations, and for our nation’s future is difficult, terrifying, and dangerous. And yet, it is liberating, energising, and motivating. I agree with Helen Keller’s view:



'Life is either a daring adventure, or nothing'

Can you imagine what would happen in your organisation if every single employee, each in his or her way, started to take some small steps of responsibility for the future of your organisation? When I work with organisations, and this culture is implemented, the results are truly spectacular.

What blocks the willingness to 'take responsibility'?

True leaders are willing to take responsibility. Organisational success in any field, be it business, sport, politics, or charity, is determined by the number of team members who are willing to take responsibility and to be accountable. Yet, not many people seem willing, or able, to do so. Why?

We are not stupid! There are a string of specific reasons why we resist taking responsibility, but we must overcome them. Passion and caring are the clues to taking personal responsibility for the future: when people are passionate about the organisation, and they feel that they are cared for, then the willingness to take responsibility transforms.

Passion is the source of your courage: it enables you to do difficult things, to take risks, to live the life of daring that Helen Keller challenges us to live.

When you are passionate about your organisation's, and your country's, future, you will care enough to 'take responsibility' for the development of critically important skills and knowledge capabilities. Gary Hamel in *Leading the Revolution* (Harvard Business School Press, 2000) says that we are in such revolutionary business times that we all need to be revolutionaries! In the book's last page, he asks:

*'It doesn't matter whether you're the big cheese or a cubicle rat...  
It doesn't matter whether you command a legion of minions, or only your Palm Pilot.  
All that matters is whether you care enough to start from where you are!...  
So ask yourself: Do you care so much about the magnificent difference that you can make in this world that you're willing to try and change it with your bare heart?...'*

Therefore, stop waiting for the Government to do something. Stop waiting for your bosses to do something. Stop waiting for 'big business' to do something. Stop waiting for 'them' to do something.

It's really up to you, and to me. And it's up to each person who can see one small step that should be taken.

Do what you, with your unique insights and knowledge, see needs to be done. Do what you are passionate about, and the responsibility that you are willing to take will indeed change our world, and become an inspiration to those around you to emulate your example.

## Changing The Culture

To maintain passion, enthusiasm, motivation and momentum to success, you need to be able to change culture in your organisation, because it is culture that either supports or squashes these elements.

If you are going to change the way that you behave, you're going to change your thoughts, change your actions. Think about the change process...what needs to happen for you to change your behaviour? Think about something that you've changed. You've given up smoking; lost weight; succeeded in putting on weight because you were anorexic; got fit – when have you chosen to change?

If someone demanded of you “Change your behaviour or you will die” do you consider you'd change? I would. Would you? Change or die! So here we are, leaders come out to make announcements to their teams, saying “We're going to build a magnificent organisation”. And then these leaders expect their employees to jump excitedly into the journey of change.

Here's your test to see how well you understand the human condition. In America, 80,000 heart patients who underwent major heart surgery were told “change your behaviour or you will die”. They were told to change behaviour in two very simple ways – lose weight and get fitter. And they all agreed. Change or die. So after one year, what percentage of them successfully changed their behaviour?

The answer is just 10%!! That's how difficult the change process is, and you need to understand this and act accordingly as a leader.

A research report discussed a particular doctor who increased this 10% success rate – by the way you can imagine the cost to the American health system of this – to 77% success rate, and it was by understanding the human condition.

So what do you need to do to get people to change?

There are basically two concepts – the first is you need a *stimulus*, or stimuli being the plural. You need something to stimulate you – that's the role I play, as Australasia's Passion Provocateur©: I'm here to provoke you, I'm the stimulus to provoke you to say to yourself “Hey, am I a living, breathing, waking example of passion, so that the people who are following me are inspired to say ‘I want to be like that bloke’”. That's what I want, but we need something else. What do we need?

And the answer is ... you need support. If you want yourself to change, if you want people to change, you get them excited by various stimuli and then they need *support*.

To help you understand, I will share with you what the successful doctor did, which are sub-sets of these two models. The stimulus was this – most doctors said change your diet, the successful doctor said “Why do you want to live?”. The stimulus was “Do you want to live? Why? What's your vision of your life? What is the joy that you want to live?”.

You see, if your life is lousy and depressing, why would you want to live? If you're depressed, why would you want to live? Many patients often say “No, I'll just let nature take its course”. What's

your vision for your own life for the future? Then we need support ... the successful doctor said “Come in three times a week for an exercise session and a weigh-in and some counselling”. Three times a week.

If you want to change culture, if you want your organisation to raise the levels of passion ... if you want to understand the human condition and if you want people to commit to getting better and better and better, you need to put in various support mechanisms and there has to be an ongoing reminder of the stimulus for the change.

Now, in football, what support mechanisms could the coach use to help players change behaviour? And what’s the stimulus? The stimulus is winning. And all the players want to win - winning is much more fun than losing.

What are the support mechanisms?

There are two types of support mechanisms: internal and external. If you want to change behaviour, you need internal support which you create for yourself, and external support that comes from an external source.

INTERNAL SUPPORT	EXTERNAL SUPPORT
<ul style="list-style-type: none"> <li>• Personal goals</li> <li>• Affirmations</li> <li>• Celebrations</li> <li>• Visualisation</li> <li>• Self-talk</li> <li>• Self-discipline</li> <li>• Rewards</li> <li>• Inspirational readings</li> <li>• Inspirational audio and video programs</li> </ul>	<ul style="list-style-type: none"> <li>• Systems and processes</li> <li>• Personal trainers</li> <li>• Psychologists, psychiatrists, counsellors</li> <li>• Imposed discipline by leaders</li> <li>• Wagers with others</li> <li>• Mastermind groups</li> <li>• Exercise groups</li> <li>• Competitions</li> <li>• Rewards and recognition</li> <li>• Team meetings to share stimuli</li> </ul>

Your role as a leader is to encourage your team to design their own internal support mechanisms, and then for you to design the external support mechanisms that will lead to the desired culture change.

## To Sum Up

Passion is a very powerful force, and when linked with our minds help to create an outstanding and unstoppable business. If you take the above steps, the passion levels in your employees will increase, your customers will be delighted, and you will create the results that you want.

My experiences over the past 16 years, working with teams of all descriptions, gives me the confidence to tell you that the above strategies work, although the unique mix of 'weirdo's' in your teams and workplace will require you to do some heavy-duty thinking to decide which strategies are more appropriate, and in which order of application.

I urge you to take risks, to get out of your comfort zone, and to be willing to make mistakes.

As the Nike ad says, "Just do it"!



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