

WALL STREET JOURNAL
bestselling author

Success Factors

THE POSITIVE SIDE OF GOLF

Comes
With a **7-DAY**

**MOTIVATION
CHALLENGE**

WES BERRY

keynote speaker | wordsmith

***Business
Quick
Reads***
Series Volume 1

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Part 1

Motivation: The Key to Success

“You can’t be that kid standing at the top of the waterslide, overthinking it. You have to go down the chute.”

—Tina Fey

Chapter 1

What is Motivation?

When it comes to golf, I am a high handicapper or what in some circles is referred to as a hack. Let me put it this way: I spend more time in the trees than the squirrels.

So, my golf game constantly humbles me. However, my sons are much better golfers than I will ever be. One of them even went to college on a golf scholarship, and honestly, all four of my sons can beat me at golf any day of the week and twice on Sunday. Although, considering my poor quality of play, I'm probably not giving them the credit they deserve.

To motivate my boys, we often make a little wager. Yeah, a chance to both take my money and claim bragging rights.

A while back, my college player son shared some wisdom with me about how he approaches those tree-lined holes. He said, "I just look at them the exact way you always taught me to look at problems." Okay, so he didn't say that. Instead, he said, "I see a tree-lined hole and say to myself, 'I will hit between the trees.' I frame my shot with those trees, and they help me get where I want to go." He doesn't think about hitting the trees. Instead, he thinks about hitting *between* the trees. He sees those trees as an opportunity to define his game positively. Good motivation changes your mindset. The whole idea of having that sort of self-motivation can move mountains.

The trick to positive thinking is that it only works if you believe. And I'll be the first to admit that some things are more challenging to believe in than others. Just suppose you muster the willpower to define your situation positively. In that case, you'll be surprised how many big and small problems you will transform into opportunities.

Sports psychologist and golfer Dr. Bob Rotella says, "Golf is about how well you accept, respond to, and score with your misses, much more so than it is a game of your perfect shots." Anyone who has played a game of golf can relate. Golf is full of sand traps, near hits, and even the occasional goose on the green. That's the way you have to think about stuff. I mean, that's how you can stay on the right path. Every path has obstacles; the more consequential the path, the more challenges you'll encounter. The key to motivation is the

ability to prevail in those dark hours. It's easy to be motivated when everything is sunshine and lollipops, but when you need that motivation the most is when you hit those bumps in the road. And if you want to attain significant success, you want the path with the most bumps.

The first step in motivation is developing a positive mindset. If you can't visualize and believe in your success, you won't be able to succeed. Let's face it; you must embrace the positive side of every situation. You know there'll be negatives, but you still have to be able to take that next step. That's the whole point of this concept; just like in golf, the most important shot is the next shot. Well, in everything, it's the next step; if you hold on to that last shot instead of looking forward with optimism, you'll ruin your opportunities for success. There are always going to be bumps along the road. There are

going to be problematic situations. There will be problems, but your real motivation must be rooted in a mindset to think positively about that next step.

As for my golf game, I'm positive . . . that for me, it's good exercise.

So What Is Motivation Exactly?

Lee Trevino, one of the all-time great golfers, used to say, "Pressure is playing for ten dollars when you don't have a dime in your pocket." Of course, Trevino, who won more than his fair share of golf tournaments, didn't have to worry much about coming up short. But still, that sense of desperation and having everything to lose can be a compelling motivator. I'm a poor golfer, and yet I am out there playing all the time. I even live on a golf course. It's that one shot that I get

right that brings me back. Bobby Jones once said, “Golf is the closest game to the game we call life. You get bad breaks from good shots; you get good breaks from bad shots—but you have to play the ball where it lies.” If it were all success, I don’t think I would be motivated at all.

Motivation is perhaps the single most important thing in business and in life in general. Without motivation, success is impossible.

You hear a lot these days about focus, drive, and inspiration. “You’ve got to keep your focus on the big things,” someone may tell you, or “He’s got the drive to bring this thing home.” And inspiration is a really common goal. After all, people want to be in situations that inspire them, or they want to inspire other people. How many times have you heard a sports star described as driven or inspired by his parents or his love of the game?

When it comes down to it, though, these words are all different ways of describing one very important concept: motivation.

When someone describes a person as having “the drive to succeed,” they mean that they have motivation. When you hear someone talk about their son on the football team, saying, “He’s got to stay focused on the big game,” they really mean that he has to stay motivated.

Let’s take a look at one very motivated individual: Tiger Woods.

Driven by the Roar Within: The Unstoppable Motivation of Tiger Woods

Tiger Woods is one of the most iconic golfers of all time, widely known for his exceptional skills on the green. Over the course of his career, Woods has won numerous awards and

accolades, including 82 PGA Tour titles and 15 major championships. However, what sets Woods apart from his peers is his unwavering motivation to be the best, both on and off the golf course.

From a young age, Woods displayed an exceptional talent for golf. He was introduced to the game by his father, Earl Woods, who recognized his son's potential early on. Earl became Tiger's coach and mentor, instilling in him a strong work ethic and a dedication to the sport that would become the hallmark of his career.

Motivation has always been a key driving force for Woods. He has often spoken about his desire to be the best, and his willingness to do whatever it takes to achieve that goal. Whether it was practicing for hours on end or making adjustments to his technique, Woods was always

looking for ways to improve and stay ahead of the competition.

What Motivates Woods?

His desire to honor his father's legacy. Earl Woods passed away in 2006, and Tiger has often spoken about how much of an impact his father had on his career. In an interview with *Golf Digest*, Woods said, "He's the one who instilled the work ethic in me. He's the one who believed in me. He's the one who never let me give up."

His desire to overcome adversity. In 2009, Woods was involved in a highly publicized scandal that threatened to derail his career. He was accused of infidelity and found himself in the midst of a media firestorm. However, he refused to let the

scandal define him, and instead used it as a catalyst to rededicate himself to the sport he loved.

In an interview with ESPN, Woods spoke about the impact the scandal had on him, "I had to take a hard look at myself in the mirror and decide who I wanted to be. I knew I had a long road ahead of me, but I was willing to do the work and put in the effort to get back to where I wanted to be."

In an interview with *Golf Digest*, Woods said, "I've made plenty of mistakes in my career, but I've always tried to learn from them and use them to make myself better."

His desire to inspire others. He often speaks about the importance of giving back and has been involved in numerous charitable endeavors over the course of his career. In 1996, he established the Tiger Woods Foundation, which is dedicated to

providing educational opportunities to underserved youth.

In an interview with *Forbes*, Woods said, "I want to use my platform to make a positive impact on the world. Golf has given me so much, and I want to give back in any way that I can."

Woods' Positive Mindset and Mental Toughness

In addition to his motivation and philanthropy, Woods has also been known for his positive mindset. He has spoken about the importance of staying focused and maintaining a positive attitude, even in the face of adversity. This has been a key factor in his ability to bounce back from setbacks and stay at the top of his game.

One of the ways that Woods maintains a positive mindset is through visualization. He has spoken about how he visualizes shots in his mind

before he takes them, which helps him stay focused and confident. In an interview with *Golf Digest*, Woods said, "I've always been a big believer in visualization. I see the shot I want to hit in my mind, and then I go out and execute it."

When comparing Woods' motivational drive to his positive mindset, it's clear that the two are closely intertwined. His motivation has been fueled by his desire to be the best and honor his father's legacy, but it's his positive mindset that has allowed him to stay focused and overcome the obstacles that have stood in his way.

Overall, Woods' unwavering motivation and positive mindset have been key factors in his success as a golfer. He has been able to maintain his focus and composure under pressure, learn from his mistakes, and stay dedicated to the sport he loves. His legacy as one of the greatest golfers of

all time is a testament to the power of hard work, determination, and a positive attitude.

Woods has also been known for his mental toughness. He has been able to maintain his focus and composure under pressure, which has been a key factor in his success. In an interview with *Golfweek*, Woods said, "I try to stay in the moment and not get too far ahead of myself. I know that if I stay focused and stay in the present, I can play my best golf."

So how does all of this relate to you and your goals, you might be thinking. Well, here's what we can learn from Tiger:

1. **Stay focused on your goals.** Woods has always been able to block out distractions and stay committed to his vision. This involves setting clear goals, developing a plan to achieve them,

and staying disciplined in our approach.

Woods' unwavering motivation drives him to be the best, and he puts in the work and dedication necessary to achieve his goals. This is a valuable lesson for anyone looking to succeed in any area of their life. By setting ambitious goals and working hard towards them, we can achieve great things and make a positive impact in the world.

2. **Maintain a positive mindset.** Woods has always believed in himself and his abilities, even in the face of setbacks and challenges. By staying positive and focused, we can overcome obstacles and achieve our own goals. This involves visualizing success, staying in the present moment, and learning from our mistakes to improve ourselves.

3. **Maintain your composure under pressure.**

This is an essential skill for anyone looking to succeed in high-pressure situations, whether it's in sports, business, or any other area of life. By staying calm and focused, we can make better decisions and perform at our best, even when the stakes are high.

4. **Learn from your mistakes.** Woods has faced many setbacks and challenges throughout his career, but he has always been able to bounce back and come back stronger. By accepting our mistakes and learning from them, we can grow and improve ourselves. We should not see our failures as an end in themselves, but rather as opportunities for growth and development. Like Woods, use your mistakes as fuel for motivation.

5. Stay humble, even in the face of success.

Woods has always been grateful for his achievements and has never taken his success for granted. This is an important reminder that success should not be measured solely by external accomplishments, but also by our character and the impact we have on others.

The mindset of Tiger Woods provides valuable lessons for anyone looking to be successful in any area of their lives. By adopting his motivation, positive mindset, ability to learn from mistakes, focus, and humility, we can achieve our goals, overcome challenges, and make a positive impact in the world. His legacy serves as an inspiration for all of us to strive for greatness and make a difference.

Taking Action

Celebrities like Tiger Woods can really inspire us. But when we talk about being inspired by a friend, a family member, or even a celebrity, we're really saying that we're motivated by them to take action. But what does that really mean? Is motivation just about getting up and doing something? Well . . . kind of. But it's more than just answering a call to action. It's better to think of motivation as a mindset for success that helps you to build a pattern of achievement. Getting up and doing something once is an action; getting up, again and again, is motivation.

How do you do this? How do you figure out not only how to motivate yourself, but what motivates others? This is especially important if you're in a leadership position, whether it's coaching a little league game or as CEO of a large

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company. Finding the motivation you need to carry through, and motivating others, can make or break your success in any venture.

First, let's take a look at the different types of motivation, and then we'll figure out how to get there.

Chapter 2

Extrinsic vs. Intrinsic Motivation

I'd like you to take a moment and picture some of the goals that motivate you. They can be anything from raising your children to earning more money at work. Take about three or four minutes and write down as many of these goals as come to mind.

Got it? Great!

While there are an endless number of goals that can motivate you, the resulting motivation can generally be divided into two categories: extrinsic motivation and intrinsic motivation. While these two types of motivation are quite different, there's nothing that says that one is necessarily better than the other—it just depends on what motivates you

best.

Extrinsic Motivation: As you might have guessed from the name, extrinsic motivation drives work that is done for an external reason. In other words, extrinsically motivated individuals are driven to act by the expectation of a reward. ¹

The word “reward” can make extrinsic motivation sound selfish. Should I feel comfortable being motivated by the fact that I’m getting something in return? The short answer is yes, you should feel okay about that!

Consider one of the most basic examples of extrinsic motivation—working for a paycheck. Many of us may not like our jobs, but we’re motivated to get up and go every day by the fact that we get a paycheck, which allows us to eat, pay rent, and hopefully put something away for the future.

There are lots of examples of extrinsic motivation around us every day. Look at sports, where athletes compete toward a championship. Or consider the businessmen who compete against each other to make the *Forbes* list of billionaires. These external motivations can be psychological, as well. Perhaps you do something nice to earn praise or you focus on doing something just right, so you don't get into trouble for doing it wrong.

While there's nothing inherently wrong with extrinsic motivation, it's also important to be aware of the limitations of this model. While some people are continually energized by external goals, others may find that over time, these goals can become less effective and may even backfire if they don't make sufficient progress.

Intrinsic Motivation: In contrast to external goals, intrinsic motivation is derived

entirely from within. To put it simply, when you operate based on intrinsic motivation, you act because you enjoy what you're doing for its own sake.

Think about a bestselling Stephen King for instance. His work was rejected many times before his bestseller *Carrie* was published. And now he makes millions from his books. He didn't give up because despite all the rejection, he had a passion for what he was doing.

Of course, not all intrinsic motivation has to be so epic. Take exercise. For extrinsically motivated people, they may exercise because they want to look better or to lose weight. For those who are internally motivated, however, they may exercise for the sheer enjoyment of challenging themselves and meeting their goals. They'll probably end up losing weight and looking good,

too, but that's just a side effect of the main show—their enjoyment.

For many people, intrinsic motivation is a much more effective driver of action. Unlike extrinsic goals, which are limited by the rewards you can receive, intrinsic motivation is measured solely by your own level of enjoyment. While that can wax and wane, just like any other aspect of life, it's entirely internally determined, which means that you are the sole arbiter of your motivation.

So what about that list I asked you to make? Take a look at it and see if you can identify which of your goals are extrinsic and which are intrinsic. Remember, there's no judgment here, so don't feel embarrassed if you're all one or the other. More likely, you have a mix of the two. This list can help you to better understand the kind of motivation that drives you and can guide you to further developing

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your ability to motivate yourself.

Chapter 3

You Too, Can Become a Motivational Force

While dividing motivation into two broad categories (intrinsic and extrinsic) is helpful in getting a better, general understanding of the concept, we can also start to look at some of the factors that can affect how your motivation plays out in real time.

From your external environment to your self-esteem, there are a number of things that can affect your motivation, either helping you to focus more clearly or making it more difficult to pursue your goals. Because we're all individual people motivated for different things, these factors can

have very different impacts from one person to the next. Still, it's important to recognize some of the ways that your motivation might be affected by your environment. We will take a long look at motivating yourself in the final section of this book. Right now, let's discuss motivating others.

Whether you're trying to get your kids to clean their room, or your employees to reach the company's target goal, at some point you're probably going to need to motivate someone besides yourself. Right?

Warren Buffett: Billionaire and Motivator

Warren Buffett's company, Berkshire Hathaway, is one of the largest, most profitable organizations in the world, and that's in large part thanks to the vision and continued work of Buffett

himself. He famously set a number for himself—approximately \$2 million—that he needed to hit to feel comfortable for the rest of his life, which he hit around age 27.²

Still, at age 90, Buffett remains actively engaged at Berkshire Hathaway, despite the fact that he's a billionaire several times over. What could it be that drives a successful, über-wealthy man to continue to come into the office every day well into his ninth decade of life? What possible motivation could there be?

Buffett is a perfect example of intrinsic motivation. Yes, he's made money and gained business success, but what he really loves is the work itself. He enjoys working with the market, managing his group of trusted employees, and learning all he can about as many things as he can. It's the work that drives Buffett, pure and simple.

As a manager, Buffett works to transfer this sense of intrinsic motivation to his employees. He does this by allowing them to have significant leeway through his hands-off approach. In his 2012 annual report for Berkshire Hathaway, Buffett writes, “Most of our managers are independently wealthy, and it’s therefore up to us to create a climate that encourages them to choose working with Berkshire over golfing or fishing. This leaves us needing to treat them fairly and in the manner that we would wish to be treated if our positions were reversed.”

In essence, what Buffett is trying to do for his company is to instill this same sense of intrinsic motivation, for his employees to work because they enjoy the work, and this motivation trickles down from the top through all layers of the organization.

According to the *Ivey Business Journal*,

there are four primary rewards that members of an organization want to experience: meaningful purpose, a sense of choice, a feeling of competence, and a sense of progress.

1) Meaningful Purpose

Everyone wants to feel valued and to feel as though their work means something. Without a sense of purpose, your work can start to feel stale. It's imperative to help your employees to feel a sense of purpose in their work and to know that their work is appreciated.

2) A Sense of Choice

When workers have a sense of choice about the ways that they accomplish their tasks, it can grant an added sense of satisfaction, rather than making them feel like they are

simply being plugged into a system like a replaceable part. While there should always be procedures, providing flexibility for employees can go a long way toward increasing motivation.

3) A Feeling of Competence

Getting the job done is one thing but feeling as though you have mastery over a task is an unbeatable emotion. Whether you emphasize formal employee development or a specific coaching model, helping employees to feel a sense of competence about their performance is a powerful tool.

4) A Sense of Progress

If a worker remains in the same place, performing the same task for too long, it can quickly become devoid of meaning. Without a sense of progress and growing

into the job—or growing out of it—there’s a good chance that person will either move on from your organization or become entirely disengaged. Help to provide markers or signposts for progress, and your employees will respond in kind.

Yes, you can become a big driving force of motivation! You can learn to motivate yourself, and others as well. Motivation *can* be learned. Let me walk you through eight specific steps to help you discover how to be the motivator you always knew you could be. Then, in section three, we will work further on finding your own motivation.

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Part 2

How Do You Motivate Others?

*“The standard you walk past, is the
standard you accept.”*

—David Hurley

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Chapter 4

Understand Individual Needs

Understanding the individual and unique needs of people has become a big thing in America today. Whether it's gender, age, race, religion or work environment, companies are striving more than ever to make people feel safe and valued. But how do you know what these individual needs are? Here are a few ways to find out:

1. *Conduct one-on-one conversations to uncover personal motivations.* There's no better way to get to know individuals than to have a sit-down discussion with them. This can be done in an

office setting but is much more relaxed over coffee. Keep it informal, and be a good listener. Find out what makes them tick, and what they are passionate about. This will help you uncover their personal motivations.

Is money their motivator? Do they have a family to provide for? Children? Aging parents? A student loan to pay off? Do they want to travel more? Purchase a new car? While we all want (and need!) a secure income and good paycheck, that may not be the *main* reason, or the only reason, they are working.

What else motivates them? Is it passion about their job? About this particular field? Do they love the high from landing a sale or creating a new product design? Why did they choose this career path?

2. *Ask open-ended questions to learn about their career aspirations.* Use the questions above, and others to find out what they want. Are they seeking to advance in the workplace? Do they prefer a leadership position?

3. *Pay attention to their interests, strengths, and values.* When you are talking to them, find out what they do for fun. Ask about their hobbies, their affiliations (church? The Lion's Club?) and their family. Do they coach their daughter's little league team? Are they a Sunday School teacher at their church? Finding out things like these can let you know that may be good at leadership, teaching, or coaching. Do they volunteer at the food pantry? They might have a passion for helping others.

4. *Adapt your approach based on their preferred communication style.* If you need to tell somebody something, there are a myriad of ways to do that. You can head over to their cubicle for a chat. You might send them an email. Texting is a good option if you have their number. You can ask them their preferred method of communication, but then be sure to use it. Also, you'll learn over time which types of communication work better for certain individuals. Some are visual and do better if it's written down and in front of them. Others are auditory and do better if told something in person. Things will go smoother if you know the best way to get your messages across.

5. *Recognize that motivation factors might change over time.* Perhaps they have a child who just went off to college, and now their paycheck means a lot more because they have to pay that

tuition bill. They may ask for a raise or try to work their way up to a better-paying position.

Or perhaps it's not money, but advancement they are after. If they're an empty nester, a job which before required travel or too many hours away from the family might be perfect for them now.

Understanding the individual needs of the people in your company—as well as the people in your life—will not only help you communicate with them better but will offer you both the opportunity to grow as individuals.

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Chapter 5

Set Clear Goals

According to *Psychology Today*, motivation is “the desire to act in service of a goal.” Sounds simple, right? But there’s more: “Motivation is one of the driving forces behind human behavior. It fuels competition and sparks social connection . . . Motivation encompasses the desire to continue striving toward meaning, purpose, and a life worth living.”¹

All right! Now, we’re getting somewhere!

Let’s look at the first part of that definition, which essentially says that motivation is your desire to take some action towards achieving a goal. This is the simplest, most straightforward way of defining motivation, and it’s hard to find any fault with it.

The most important part, though, is the concept of a goal. Motivated people don't do things just to feel like they're not standing still. Instead, truly motivated individuals have a goal in mind, and their actions are taken to advance their progress towards that goal. Whether it's trying to get a promotion or looking to become the next John Grisham, the goal is the thing that drives the individual.

For example, you want to go on vacation. You talk to your family about where to go, and together you decide on a destination. Do you drive or fly? Let's say you decide to take a road trip there. You map out the drive and plan the stops along the way. Perhaps a night at the Holiday Inn after nine hours of driving, then breakfast at their continental breakfast bar the next morning and you're on your way to the final destination. The kids are excited

about seeing Mount Rushmore, and you're excited that you thought to book a hotel there so you don't have to look for lodging when you arrive.

Everyone knows what to expect. You have a place to stay, you are going there to see Mt. Rushmore and teach the kids a little about history, and your partner is thrilled about the hiking you'll do. The planned family vacation gives everyone something to look forward to. And the more homework you do, the better it usually turns out, at least from my experience. Because you know your end goals, you know what types of clothes you need to take for the weather, and to remember your boots for the hiking.

Likewise, employees need to know their end goals. People can't do their job if they don't know what they're doing it for. How do you set clear goals for them so that they stay on track? Here

are a few suggestions that have worked well for me in business:

1. *Clearly define the specific objectives and desired outcomes.* Are you trying to get more sales? Design a new product? Reach a new clientele?

2. *Break down larger goals into smaller, achievable milestones.* This will keep individuals from feeling worn down and defeated. There will always be setbacks and failures, especially when you're trying something new. Make sure you build in achievable goals so that people can experience successes along the way. When I write, I often set smaller goals for myself. Saying I want to write a book is a big deal. But setting myself a word count or a chapter count, with a deadline, is much more achievable. Then, I treat

myself to a golf game or an ice cream when I reach that smaller goal.

3. *Communicate the importance of each goal and how it contributes to the bigger picture.* Why are they doing what they do? For example, if they are designing new cars, starting with an updated engine that cuts down emissions as well as gives better gas mileage may be the goal. This, in turn, will help sell more cars.

4. *Regularly review and adjust goals based on progress and changing circumstances.* Things change, people change, the market changes. Keep track and regularly review your goals. Perhaps the product deadline for the new kitchen remodel has changed because the client is having a dinner party at Thanksgiving and is willing to pay more to have the kitchen completed by then. Or maybe, just the reverse – they're having surgery

and want the remodel moved. What if your carpenter is hurt and you need to move it a few weeks yourself? Things happen. Be prepared to handle them.

5. *Ensure everyone understands how their individual goals align with team and organizational goals.* We are all parts of a whole. Teamwork is essential, and everyone needs to feel that their contribution is important. Be sure that your team knows how all the pieces come together in the end.

No matter what you want, whether it is to live a happy life, to travel to Europe, or to raise sales by 10% this quarter, if you set clear goals to get there, you'll reach your end goal.

Chapter 6

Provide Autonomy

Autonomy can be defined as the right to self-govern yourself. You live by your own rules. In our personal lives, autonomy means we only have to answer to ourselves. If we forget about rules and mess something up, we have to deal with the consequences.

Autonomy in the workplace looks different. While employees may get a certain amount of freedom from rules, their autonomy resides within the confines of the workplace goal. If you mess up, your team suffers, and there are consequences that go beyond your personal welfare.

While on the surface, it sounds like autonomy in the workplace would be chaotic, it is

often just the opposite. Imposing strict rules may sound like it cuts down on chaos, but in reality, it can stifle creativity and add unneeded performance pressure. Autonomy in the workplace means trusting your employees to get their jobs done without micromanagement. It's recognizing that all people are unique in approach, schedules, and creativity, and all work differently.

If employees can get their work done without rules, why have them?

There are many benefits to offering autonomy in the workplace. Your employees will feel more trusted, which builds self-confidence. They will have the freedom to get out of their comfort zone, fostering creativity and taking chances that they otherwise might not take. This could lead to some creative innovations that will

help your company grow and your employees thrive.

So what are some easy ways to bring autonomy into your workplace? Let's take a look:

1. *Delegate tasks and allow individuals to take ownership of their projects.*

Avoid micromanaging once you've given out the tasks.

2. *Encourage them to make decisions within their area of responsibility.* Offer them freedom to figure things out without having to bring everything to you for permission.

3. *Support their ideas and suggestions, even if they differ from your own.*

There are often several solutions to the same problem.

4. *Provide guidelines and resources, but avoid micromanaging.* Make sure they have access to the latest resources, workshops, or classes. An educated employee will succeed better than someone starting out with no foundation.

5. *Create an environment where mistakes are seen as learning opportunities.* Everybody makes mistakes. Your workplace should be one where employees can use their failures as a stepping-stone for future growth. Nobody is perfect, and grace goes very far in the employee/employer workspace.

Managing your employees with autonomy is a bit like parenting. As parents, our goal is to turn our kids into adults who can survive in the world, and who have the knowledge of how to handle everyday tasks without our help. Likewise,

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Wes Berry

if you give your employees wings, they will take
you to amazing places.

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Chapter 7

Offer Meaningful Rewards

While we talked about rewards as part of an extrinsic motivational system, it's worth talking about how rewards impact motivation as a whole. Just as a reminder, for extrinsic motivation, actions are driven by the promise of a reward, whether that's a raise, a special treat, or simply a pat on the back.

Even for intrinsically motivated people, rewards can have an interesting impact. As I mentioned before, interest in a particular goal can fluctuate over time, and while you may generally be motivated towards achieving a particular goal, everyone has bad days now and then. While rewards don't provide much in terms of motivation on the good days, it's on the bad days where they

can make all the difference.

Let's say your main motivating goal is to be a writer—more specifically, to write a *Wall Street Journal* bestselling book. Every writer you've talked to, every book you've read, has told you that you have to write every day to keep the creative juices flowing and the momentum building. But there will be mornings where you just don't want to write. (Trust me—I know!).

When that happens, you generally have three options. The first is to take a pass that day and try to come back stronger tomorrow. The second is to try and slog through anyway, hit your word count for the day, then crawl back into bed and hope the next day is better. The third—and for some, the most effective—choice is to promise yourself a reward. Tell yourself that if you hit your goal today, then you'll treat yourself to something special. (As

I said earlier, I always like ice cream.)

Some people may consider this bribery—and they're right, at least technically. But whatever you want to call it, the most important thing is finding whatever it takes to capture that motivation in the moment, even if you have to promise yourself a sweet treat in order to find it. Strong motivation is a habit, and it takes practice—and sometimes, that might mean a little bribery. Even for employees.

Here are some ways to motivate the employees in your business:

1. *Acknowledge and appreciate achievements publicly and privately.* It's a great idea to call them into your office after a successful accomplishment. Thank them personally for their hard work and dedication, Let them know that they

are appreciated, and that you are aware of their accomplishment. Then, when you can, reward them publicly. This can be done by calling them out in a meeting, or by keeping an employee board where everyone will see it. Many companies have employee-of-the-month boards up where you can put their picture. Some employers offer a designated parking spot for the employee of the month.

2. *Provide opportunities for career advancement and professional development.* No one wants to feel like they're stuck. Creativity is the driving force of success. Offer classes, access to speakers, workshops, and training courses for your employees. Keep them learning, and keep them up to date. When new software comes out, make sure they have a chance to learn how to use it.

3. *Offer financial incentives such as bonuses, raises, or profit-sharing.* Money is a great incentive, and the chance to earn bonuses and raises above and beyond the normal salary is always a winner. They can be smaller and more frequent, or large annual bonuses given out at an end-of-the year a banquet or during the holidays. Likewise, profit sharing is a win-win for both the employer and the employee. By offering a percentage of revenue to your workforce, this motivates them to daily strive to build and improve your company's sales. Home Depot is a great example of profit sharing. This monetary bonus shows up to their non-management employees twice a year.

4. *Offer flexible work arrangements or additional time off as rewards.* Since Covid, more people have started working virtually. Offer flexible work arrangements for your employees

regardless of whether or not we're in a pandemic. Flexible start and end times can help accommodate school schedules with their children. If the job allows, see if they want to work from home a day or two a week. Additionally, you could offer comp-time for individuals who stay late during deadlines. If they put in two extra hours, be sure to reward them at some future point with those two hours off to use when they prefer. Some companies offer a four-day work-week schedule, allowing their employees to work four 10-hour days.

5. *Tailor rewards to each individual's preferences and needs.* Everybody has different needs at different stages of their lives.

Rewards have always been a big part of the work world. Use them wisely and you will have a happy workplace.

Chapter 8

Create a Positive Environment

Your frame of mind has a lot to do with your motivation level. In fact, it can sometimes have everything to do with it. One of the diagnostic criteria for depression is a lack of motivation. It's a vicious cycle. You're depressed, and you lack the motivation to accomplish anything. Then you feel bad about not accomplishing anything and it deepens the depression, making it harder to get motivated, and so on, and so on.⁵

However, depression isn't the only emotion that can affect your motivation levels. Frustration can also set in and wreak havoc on your motivation. If you're having trouble reaching your goals, or you feel that you aren't making enough progress to justify the level of effort you're expending, it's only natural to feel discouraged. Anger, sadness, and

jealousy can all have negative impacts on your motivation levels as well.

However, the reverse is also usually true. The word you need to remember is positivity. If you can embody a positive mindset, then you'll struggle much less to maintain your motivation. If you can embrace patience and remind yourself that any goal worth accomplishing won't happen overnight, finding motivation becomes much less difficult.

As we saw with Tiger Woods, positive mindset can make all the difference when it comes to your motivation. If you believe that you're making progress and you believe that your goals are achievable, then you're much more likely to stay the course. Even when things are going wrong or when you make a misstep or a mistake, a positive mindset can help you to transform that error into a lesson, actually bringing you even closer to

achieving your goals.

So how do you create a positive environment where your employees will thrive? Let's take a look at a few strategies:

1. *Foster a culture of respect, kindness, and inclusivity.* Everybody has value and longs to be included. One of the best ways to foster a culture that values and respects others is to be an example yourself. Treat all employees the way you would want to be treated. A great way to start is to look them in the eye as they speak, listen to what they say, and give them your time. Then, take things a step further. Acknowledge the holidays, and special days set aside to honor individuals, such as Black History Month, Women's History Month, and Native American History Month. Hire and fire

based on the person's work performance and not the person.

Encourage open communication through regular team meetings and feedback sessions. Indra Nooyi, former CEO at PepsiCo, credits her success at PepsiCo to the fact that she actively listened to the employees. She was able to create a culture of recognition and diversity, unleashing the power of the people there. She quotes Epictetus in her bestselling book *My Life in Full*: "We have two ears and one mouth so that we can listen twice as much as we speak." People who feel heard have a more positive attitude towards their work. By giving them a voice, they are able to better serve the company, as well as meet their own needs to be more productive.

2. *Address conflicts promptly and constructively to maintain a harmonious atmosphere.* Have you heard about the 24-hour rule in marriage? If it bothers you, bring it up within 24 hours or let it go. The same is true in business. Squash the issue, deal with it, before it grows.

3. *Celebrate team successes collectively to boost morale.* Celebrating together keeps morale up, builds morale, and helps everybody realize that the hard times, the challenges, were all worth it.

4. *Provide a physical workspace that is comfortable, organized, and conducive to productivity.* Everybody's workstation should be ergonomic and fit their size. Office supplies should be readily available to help them stay organized and efficient. If possible, windows are a great option, as natural light provides energy. Some people work

better with others in an open cubicle area, others do better when they're alone. Figure out how each individual works best and try to accommodate them as much as possible. Of course, not all space changes are practical, just do the best you can, and your efforts will be recognized and appreciated. Switch things up to avoid injury. For example, if your employees are on the assembly line, is there a way to rotate work so that a few days a week they swap places with other employees, thus avoid boredom and repetitive use injury? Think outside the box. This will help keeps minds fresh and boredom or discouragement from settling in.

The happier your workforce is, the less you will have to deal with workplaces absences or strife. Creating a positive environment will not only help their mindset, but research shows that a

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positive outlook reduces illness. A little positivity
can go a long way!

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Chapter 9

Promote Personal Growth

Before we launch into how to promote personal growth, let's take a deeper look at mindset. In the last chapter, we talked about creating a positive environment, which fosters the freedom to grow and thrive in a safe and nurturing environment. (Sounds a lot like parenting, doesn't it?) Now, let's look at how people think and learn.

Research shows that there are essentially three different types of mindsets. These are:

- Growth Mindset vs. Fixed Mindset in Learning
- Belonging Mindset
- Purpose and Relevance Mindset

Growth Mindset: In the growth mindset, employees are more likely to push through challenges. A growth mindset helps individuals see intelligence as malleable instead of a fixed thing. We are all capable of growing and learning throughout our lives. If people truly understand this, they won't be afraid to learn new skills and try new things. In a fixed mindset, people believe that their intelligence, abilities and talents are fixed and cannot grow.

One of the most fascinating stories about growth mindset is the story of Shinichi Suzuki. He was a Japanese violin maker who believed in what he called "talent education." People learn their native tongue by listening to it spoken while they are growing up, so he surmised that music could be learned the same way. Whether or not a child had natural "talent", Suzuki believed they could

become an outstanding violinist by using the “Mother tongue” method. He created a fun method of learning music that very small children (Some starting as young as three) could use. These kids learned to play violin long before they could read music, simply by listening. Suzuki shows us all that talent isn’t always fixed. It can often be learned.

Belonging Mindset: In a belonging mindset, employees who have a strong sense of belonging in their environment are more likely to succeed and persist through challenges. This might simply be best expressed as having the same feeling at work as you would sitting among friends at the dinner table. You should feel comfortable sharing your thoughts and opinions, and feel free to come up with new ideas without the fear of rejection or being “shot down.” Employees should not be afraid

to be themselves.

Purpose and Relevance Mindset:

Individuals should feel like the work they are doing has a purpose and is relevant outside of the workplace. For example, is it helping people? Is it providing something that individuals want or need? Is it fulfilling some purpose? A great example of this is in the school world, when students do “real world” math. They can see how what they are learning can be used in everyday life. In the workplace, it may be electricians working to create a more efficient light fixture that not only saves energy but is soothing to the eyes. Perhaps this light can be used in hospitals in the newborn wards. You get the picture.

Once you’ve identified the mindsets of your people, and made sure they have a positive

environment, you can begin to promote their personal growth. But how?

Here are some ideas:

1. *Identify areas where individuals want to develop new skills.* This could be your administrative assistant wanting to learn Excel, or your graphic designer wanting to learn the newest design software.

2. *Provide access to training, workshops, or online courses.* With the internet, we are no longer restricted by travel or the cost of travel. There are many workshops and online courses that you can take to learn new skills. Some are even free! How many times have you watched a YouTube video to learn a menial skill like how to set a mousetrap? If and when available, traveling to workshops or taking outside classes is also very

valuable. Not only do you get to learn new stuff, but you meet new people with fresh ideas, and can network.

3. *Assign projects that challenge them to step out of their comfort zones.* This works especially well if you've made sure everybody has a growth mindset and isn't afraid to fail in front of others. Thomas Edison famously said that he didn't fail at all during his early attempts at the lightbulb. Instead, he simply found 10,000 ways that didn't work.

4. *Encourage peer mentorship and knowledge sharing within the team.* This is vital for growth. Simply said, more can be done together than separately. The more comfortable your team is with each other, the more they will share. As far as mentorship goes, I wouldn't be here today if not for my mentors. Older, wiser employees with more

time in the company have a lot to teach the younger crowd. From sharing sales strategies to how to handle a grouchy customer, or even what to do when you hit a creative block, mentors are a valuable resource in any company.

5. *Recognize and celebrate their progress and achievements along their growth journey.* Personal rewards are perfect for this. A kind word, a gift card, a lapel pin—all of these are great ways of acknowledging their journey towards personal growth.

No matter how you go about it, encouraging personal growth will benefit both the company and the employees who work there. It's time and money not wasted!

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Chapter 10

Lead by Example

Leadership is the process through which a person influences and motivates others to get involved in the accomplishment of a certain task, goal, or movement. So what makes a great leader? Vision. Flexibility. Empathy. Communication. Competitiveness. Integrity.

“But I’m not good at communicating,” you might say. Well, neither was Moses so God sent Aaron to help out.

Leaders don’t have to do it all alone. They just have to be able to lead and bring together the right people to help accomplish their goal.

Even the President of the United States has a cabinet.

History is filled with great leaders. George Washington. Abraham Lincoln. Julius Caesar. Winston Churchill.

Let's take a look at one in particular, and see how he lead by example.

Mahatma Ghandi was born in India, an ordinary boy who desired to excel. After high school, he went to London to earn his degree in law. Then, he went on to become the most important part of India's struggle for freedom against colonial rule. Ghandi led by example, using his people skills, motivation, and of course, his resilience. Through an entirely non-violent approach, he eventually helped his country gain their independence in 1947. His leadership inspired non-

violent movements in civil rights and freedom around the world.

You might not be Mahatma Ghandi, but you can still inspire the people you lead. Here's how:

1. *Demonstrate enthusiasm and passion for your work and the organization's goals.* Like Ghandi, your passion will be what motivates others. If you're excited about your new cola flavor, or the latest tech on the new car model, your enthusiasm will spread. Energy is contagious. Tom Blake, the founder of TOMS Gear and author of the bestselling book *Start Something That Matters* is a great example of demonstrating leadership passion in the workplace. He invested in his passion after a trip to Argentina in 2006. He saw the hardships faced by children who didn't have shoes, including

the inability to attend school. So, he created a for-profit company that improves lives. For every pair of shoes that TOMS sells, they donate a pair of shoes to someone in need. To date, his company has impacted over 100 million lives.

2. *Display a strong work ethic by being punctual, committed, and dedicated.* If you delegate everything and sit in your high-rise office eating bonbons, people will start to resent you. Get out there and work alongside others. Nobody, including the leader of a company, is too big to take their own notes or empty the trash once in a while. Many historians believe that if Washington had not been on the front line with his soldiers "the entire American Army would have been captured and the war over before it had begun."⁶ He led by example, faithfully adhering to his own believe that, "When

my country demands sacrifice, personal ease must always be a secondary consideration."

3. *Show willingness to take on challenging tasks and responsibilities.* Fear is contagious. If you move forward with confidence, so will the rest of your team.

4. *Exhibit a positive attitude even in the face of setbacks or challenges.* Remind others that persistence is the key to success. There will always be challenges. It's what you do with those challenges that count.

5. *Be open to feedback and continuous improvement to set a growth-oriented tone.* We can all learn from each other, including leaders. Your office should have an open-door policy, where people can feel free to come in and offer compliments or critiques.

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As a leader, you set the stage for the entire team you lead. Whether you're a football coach, an army general, or the manager of an engineering team, your character will either make or break the success of the whole.

Chapter 11

Offer Challenging Tasks

Research has shown that one of the top reasons employees leave their workplace is because the work isn't challenging enough. They either don't have enough challenges to fill their day-to-day job, or there is no chance to expand their skill set.

Nobody likes to be bored. Offering up tasks that are challenging (but not too challenging) as well as creative not only stimulate more creativity but leave people with a bigger sense of satisfaction at the end of their workday. Here are a few ideas to get your started:

1. *Assign projects that require creative problem-solving and critical thinking.* Leaving things open-ended can offer them a chance to use their noggins. Don't feel like you have to offer a solution or a step-by-step guide to everything they do. To encourage creativity this way you can:

- Find a problem
- Encourage them to write down a series of different solutions.
- Evaluate your solutions. Creating scenarios and storytelling can be a great way to figure out where each solution is headed.
- Pick the best solution and put it into action.
- Later, look at the results and see what you can learn from it.

This type of critical thinking and problem solving can allow your teams to come up with very creative and outside-the box- ideas.

2. *Provide opportunities to lead initiatives or collaborate on cross-functional teams.* Even non-leaders should have a chance to leading something. It can be a work project, or maybe it's an employee resource group or an employee social gathering. Given a chance to lead, even something small, can wake up the leadership skills in an employee would didn't previously consider themselves a leader.

As for working with other teams, they can learn from each other. Have the marketing folks join the hardware team to figure out a new take on the latest video game plan, for example.

3. *Rotate tasks periodically to prevent monotony and stimulate learning.* This is good advice whether in an office setting or on the assembly line. Also, learning to do different tasks makes it easier to fill in gaps if someone needs to take a leave of absence.

4. *Encourage them to take on responsibilities that align with their aspirations.* If someone loves to write, offer them a chance to write something. Once you know their goals and talents, you can better assign them tasks that will bring their passions into play.

5. *Ensure there's a balance between challenging tasks and manageable workload.* If everything is a challenge, people will get burnt out. Give them enough to stimulate them without overloading them.

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People love a challenge, and it's so much more rewarding to come home at the end of the day feeling like you've stepped out of your comfort zone, accomplished something amazing, and gone beyond what you thought you were capable of. This builds confidence, fosters a healthy attitude, and makes work more fun. As the saying goes, if you love what you do, you'll never work a day in your life.

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Chapter 12

Provide Regular Feedback

Providing feedback to employees is a powerful but often overlooked tool. Leaders and managers are afraid of rocking the boat or hurting feelings. But providing your employees or your team with regular feedback can not only improve communication, but it can also strengthen the bonds between employees and managers. Regular communication, whether in work situations or in life, builds trust and allows relationships to grow and flourish. It eliminates the nagging thoughts of “What is he thinking about my work? Am I going to remain on this team or are they going to transfer me?” Things like that.

But how can you provide regular feedback

in a way that is both positive and fruitful? You certainly don't want individuals to despise these discussions or look towards them with trepidation. They should be one of several powerful tools that you use to keep things positive in your work environment. Of course, there will be times when you have to critique. But even this can be done in a positive manner. If you've created a safe environment in your workplace, with an open-door policy and the freedom to express their opinions and thoughts, sharing feedback shouldn't feel stressful for either side. And likewise, the more regularly you do it, the less you'll have to say each time. Keeping the meetings short and sweet can help.

So how do we do this? Here are some tips:

1. *Schedule regular one-on-one*

meetings to discuss progress and challenges. How often you provide feedback isn't as important as using a set schedule. Once a week, once a month, or whenever, just so people are prepared and know what's coming when they get a call to the boss's office. Some managers choose to share at certain key points in the process of working on a project. When you share, close the door and keep it private.

2. *Offer specific and actionable feedback on their performance.* Don't make it personal. Focus on the situation rather than the person. Be mindful of your body language and tone of voice. If there is a particular problem with their work, offer a solution or resources they can look into to improve.

3. *Recognize their achievements and improvements since the last feedback session.* Be specific. Instead of saying, "You are doing a good

job,” give them specific areas where you see improvements or achievements.

4. *Listen actively to their concerns and provide support when needed.* Give them a turn to talk. Make eye contact when they speak, and let them know you are listening and interested in what they are saying. Offer solutions to their problems, or if you don’t have one right away, let them know you’ll get back to them. And give them a date by when you will do that.

5. *Help them set and track performance goals to measure their growth.* These goals should be attainable, of course. They should align with company objectives. And they should be goals that helps them feel accomplished. There are a myriad of ways to do this, and a lot of software created just for this purpose.

In review, providing regular feedback is one of the strongest tools you can use as a leader. It keeps everyone on the same page, and reduces the chance of miscommunication, regrets, hurt feelings, or misunderstandings of the goals. Like any relationship, employee/employer communication is essential for improved growth and a healthy environment.

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Chapter 13

Competition – Helpful or Harmful?

We live in a different world today than when I grew up. Used to be, when you had a race at school as a little tyke, for instance, you placed first, second or third or you didn't get a ribbon. Nowadays everybody gets a "participation" award, just so those who don't place don't feel bad. Now I'm all for making everyone feel safe and valued. But in the workplace, "participation" awards just don't cut it. A little competition can be a great motivator.

Let's take a look at basketball to understand our point.

Even if you're Team LeBron, you can't deny that Michael Jordan was one of the greatest basketball players to ever step on the court. I had the good fortune to attend several games during his magical years with the Chicago Bulls. Jordan wasn't just a peak athlete—he was a cultural phenomenon. With his athletic ability and game management skills, he led the Bulls to six NBA Championship titles, while earning five NBA MVP awards—tied with Bill Russell (and just one behind Kareem Abdul-Jabbar).

With all of that talent, would you believe me if I told you that Jordan didn't make his high school basketball team his sophomore year? When Jordan went to check for his name on the varsity list, it wasn't there. He did, however, see the name of his friend and fellow sophomore, Leroy Smith. Jordan was told he was just too short (5'11") to play

on the varsity squad.

Crushed, Jordan went home and wept. But the next day, Jordan made a promise to himself. He was going to work his way onto that team, no matter what. He played his heart out on the JV squad, then devoted himself to training as hard as possible. The next year, in the best shape of his life (and four inches taller), Jordan made the varsity squad, earning a scholarship at North Carolina and embarking on his journey to change the game of basketball forever.

Competition has long been used as a motivational tool—and not just in sports. Just as coaches like to pit players against each other to try and get the best performance out of their team, sometimes managers encourage their employees or teams to compete against one another. This can come from making the most sales, processing the

greatest volume of data, or achieving the best customer satisfaction rate.

But does competition actually improve performance? Is competition an effective tool to motivate people to perform their best or to achieve their goals? The data is actually unclear. According to Dr. Kou Murayama of the University of Reading, while the data suggests that competition has no impact on performance, our own experiences of competing may show that's not entirely true.

So, what's the deal? As it turns out, Dr. Murayama identified two different kinds of goals that competition inspires in people: performance-approach goals, where you focus on outperforming other competitors, and performance-avoidance goals, where you focus on trying to avoid doing worse than other people. Because these goals are opposites (and because competition tends to inspire

both of these goals at the same time), they tend to cancel each other out.

Of course, that's not the case for everyone. Jordan is a prime example of this. Throughout his career, he would invent "slights," which he would use to motivate his performance. He would imagine another player saying something derogatory or convince himself that he had been disrespected by someone and turn that into motivation to outperform that other player.

If you're in a workplace, you really can't escape some form of competition. People vie for position. They work hard to move up the ladder, to "get ahead" of the next guy. To live "above the Joneses."

But is it good or bad to add a little competition into the situation? What does research say about using competition for motivation?

According to *Harvard Business Review*, a little motivation in the workplace can be a good thing. It “increases physiological and psychological activation, which prepares body and mind for increased effort and enables higher performance.”

Competition against rival companies can enable employees to find creative ways to get ahead of the competition that’s out there and come up with more creative advertising campaigns.

Research suggests that competition can trigger different emotions. If competition makes an employee feel anxiety, for example, it can impede creativity. However, if they interpret that arousal from competition as excitement, they are more likely to be creative and positive about their work. And they are also less likely to use unethical behaviors to get ahead.

In some cases, competition can definitely cause employees to use unethical behaviors to get ahead. We don't ever want that. So the catch is to stimulate excitement instead of anxiety regarding the competition.

But how?

If you offer incentives such as bonuses or extra time off, employees seem to view the competition as exciting, according to research. Whereas if you threaten to take away bonuses or require mandatory overtime if the deadline is not met, this makes employees anxious. Rewards versus punishment. My grandma always used to say, you can catch more bees with honey than vinegar.

Employers should move into competition with excitement themselves, offering up the "prizes" and encouraging employees to use their

strengths.

“You’re really good at marketing This is a chance for you to shine,” a manager could tell an employee during one of their feedback briefings, thus igniting the competition gene.

So competition can be a good thing if used correctly. Encourage the excitement, offer rewards, and provide positive, regular feedback about their work. This will only help them feel more powerful, and in turn, provide you with more creative and enthusiastic employees.

Part 3

Motivating Yourself

"Success is not final; failure is not fatal: It is the courage to continue that counts."

— Winston S. Churchill

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Chapter 14

Making Motivation a Part of Your Life

We've talked a lot about motivation, and the different ways you can motivate the people in your workplace. Before we go further, I want to take a look at one individual who was motivated despite some incredible setbacks.

Triumph of the Mind: Charles Krauthammer's Journey from Adversity to Influence

Charles Krauthammer, the renowned political commentator and author, faced a life-altering event during his time at Harvard Medical School.

In 1972, after his freshman year at Harvard, Krauthammer's suffered a diving accident while swimming in a pool during summer break. The accident left him with a severe spinal cord injury that rendered him quadriplegic, paralyzed from the neck down and reliant on a wheelchair for mobility.

The injury marked a profound turning point in Krauthammer's life. His aspirations of becoming an Olympian diver were shattered, and he faced the daunting challenge of adapting to a new reality. But despite the devastating nature of his injury, Krauthammer's determination and resilience remained unbroken. He was motivated to make something of his life, regardless of his challenging situations.

After spending 14 months recovering in the hospital, he returned to medical school for a degree in psychiatry. In 1978 he joined the Carter

presidential administration as a director of psychiatric research, and later became a speech writer for Vice President Walter Mondale. In the late 70s and early 80s he embarked on a career as a political commentator and was a columnist for the *Washington Post*. Krauthammer's column was syndicated in more than 400 papers nationwide. In 1987, his column in the *Washington Post* won the Pulitzer price.

Later, he went on to become a commentator on the Fox News network and author many books.

As a writer and commentator, the same determination that once drove him to perfect his dives now fueled his dedication to meticulous research and nuanced analysis. Every word he penned, every insight he shared, was a reflection of the same relentless pursuit of excellence that once propelled him to conquer the diving board. He

approached each issue with the same meticulousness that marked his dives, leaving no stone unturned in his quest for truth and understanding. His unique perspective, shaped by his background in medicine and psychiatry, brought depth and insight to the complex world of politics.

His remarkable journey through rehabilitation, medical school, and eventually a successful career as a psychiatrist, author, and political commentator, speaks to his indomitable spirit and his ability to channel his motivation and intelligence into new avenues of achievement. Krauthammer's accident significantly influenced the course of his life and career, shaping his perspective on adversity, resilience, and the human capacity to adapt and overcome.

Krauthammer's journey was not simply a transition from one path to another; it was a transformation that harnessed the same motivational skills that once propelled him off the diving board. The traits that made him a skilled athlete—discipline, determination, and the relentless pursuit of excellence—became the pillars of his resilience, enabling him to navigate life's challenges and make a lasting impact. These disciplines evolved and adapted, serving as the bedrock of his intellectual pursuits. His journey of healing and self-discovery became a testament to the power of motivation and the human capacity to transform adversity into triumph.

Whether in the realm of sports, medicine, or politics, Krauthammer's life demonstrated that the human spirit, armed with determination and a relentless pursuit of excellence, can transcend

limitations and leave an indelible mark on the world.

Talk about motivation!

As we reflect on Charles Krauthammer's journey, we are reminded that the pursuit of excellence is not confined to a single arena. The same motivation that leads an athlete to reach for the skies can be channeled into intellectual pursuits, transforming challenges into opportunities for growth. Krauthammer's story underscores the potential within each of us to adapt, learn, and evolve, regardless of the hurdles that come our way.

Moving Forward

So how do you get there? How do you really motivate yourself, despite any challenges that may (and will!) come your way? What if you're just simply not feeling motivated? Let's take a look at

how you can work on developing your personal motivation.

Goals

When you're considering your personal motivation, a great starting point is to set some goals. Let's do another exercise. Start with a clean sheet of paper in a quiet room—turn off your cell phone, your music, the TV, and anything else that might distract you.

For the next three minutes, I want you to just brainstorm a list of goals for yourself. They can be as small or as extravagant as you want. I've had people say their goal was to be an astronaut, and I've had some say that they just want to have a nice sandwich. At this point, all that matters is the generation of ideas.

Done? Great! The next step is to look at

your list and make two smaller lists, about three to five items each. On the first list, choose the most easily accomplished goals that you wrote down, the ones that you'd describe as short-term. The other list should be—surprise!—long-term goals.

This quick exercise isn't meant to be set in stone, but it should hopefully get you thinking about the kinds of goals you're most interested in pursuing. The ideal goals—the best kind for long-term motivation—are the ones that are achievable but require you to stretch yourself just a little bit.

Choosing a worthwhile goal is important. While you'll still get a little jolt of dopamine, the neurotransmitter that signals you've achieved something, ultimately, if you choose something that's not satisfying, you won't have grown. Adding that stretch, that little bit of challenge that makes you reach a little further, is the key to long-

lasting motivation and satisfaction.

Personal Responsibility

One of the more common complaints I hear from people who lack motivation is that they can't "trick" themselves into holding themselves responsible. Gee, do ya think? If you start out feeling as though you have to trick yourself into motivation, you've already lost.

Instead of thinking of it as a trick, look at motivation as a mindset. When you hold yourself accountable to yourself, you may know there are no direct consequences to letting yourself down. You aren't going to dock your pay, and you're not going to fire yourself. But when you adopt a motivated mindset, your goal stays front and center. Even if you fail occasionally, you can keep your focus on the prize at the end.

Build Habits

As I said earlier, motivation is a habit. The more consistently you keep yourself motivated to achieve your goal, the less that you will have to work at it in the future. Just like athletes, who feel miserable when they don't get their daily workout, when you develop motivation as a habit, you'll start to feel uncomfortable when you don't pursue that goal—and that's a good thing.

Habits are hard to break. If being unmotivated has become a habit for you, it's important to be patient as you build your new habit. Just like Rome wasn't built in a day, your new mindset needs time to develop, to push out the old ways of doing things to build a new infrastructure.

Enlisting the Subconscious

Do you ever find yourself forgetting someone's name, only to recall it again hours later—usually in the middle of the night? Or when you buy a new car, do you suddenly start to see that same make, model, and color all over the place? Even when we're sleeping, we're visited by dreams, which can be very realistic or completely off the wall.

All of these things are driven by your subconscious, that powerful force that sits just beneath your active, thinking brain. For something you don't pay a lot of attention to, your subconscious does a lot of work.

Your brain is continuously processing information, working through ideas, finding and discarding solutions to problems you didn't even realize you were working on, until you're standing

in the shower, and suddenly, you have a bright gleam of inspiration.

Of course, that's only one of the possible outcomes. Sometimes, your subconscious works on a problem and comes up with a great solution. Other times, it flits from thought to thought, looking for something to occupy its attention—and that's when bad things can happen. The important thing is to get your brain to focus.

For instance, when you forget someone's name, your brain starts to work on the problem. You may even say to yourself, "Oh, I'm sure I know that person's name, but for the life of me, I just can't remember it!" That simple statement is like a set of instructions for your subconscious, and it starts the process of making connections and digging deeper into your memory banks, all in the background of your everyday life, until the penny

drops, and like a flash, the name is there.

Consider your new car, which suddenly seems to pop up everywhere. You never noticed how many red Jeep Wranglers there were until you started to drive one—and then suddenly, they’re everywhere.

But have the number of Jeep Wranglers actually changed? Of course not. The only difference is that your subconscious starts to notice them all the time—not because you told it to see them, but because your subconscious doesn’t know what else to do.

In the first case, you’ve given your subconscious an assignment, a productive problem for it to solve. In the second case, your subconscious was at loose ends. You hadn’t given it anything to focus on, so it looked for something to keep itself busy. Perhaps it used your new car as

its anchor, assuming that you chose this particular car, so it must be something you enjoy seeing.

While seeing your car all over the place might be fun for a little bit, there's nothing particularly productive about it. It's a space filler, a little bit of harmless trivia. The problem is that the subconscious only has so much bandwidth, and without direction, your subconscious will focus on unimportant matters, crowding out the attention that should be used for the important stuff.

The natural question, then, is how we can direct our subconscious to work on the things that really matter? How can we keep it from running amok? How can we keep our subconscious focused on achieving our goals without getting distracted?

Vision Boards

There are a few techniques that people have

found success with. Some people keep a diary, tracking what they did each day, which can allow for productive reflection. Others keep a gratitude journal, tracking all of the things for which they're grateful and building a positive mindset, no matter how gloomy the days may be.

Still others will write a letter to themselves from the future, writing as someone who has already achieved their goals, which can be a very effective exercise in visualization.

One of the most effective, time-tested, and scientifically proven methods, though, is the vision board. Before you look at me and say, "A vision board? Are you for real?" I'd ask you to give me a chance. After all, executives, athletes, and many others use vision boards as a way to train their subconscious, a practice that neuroscientist Tara Swart says is backed by science.

According to Swart, a vision board makes you more likely to recognize opportunities as they appear because it “imprints important things onto your subconscious and filters out unnecessary information.” In essence, a vision board cuts out the noise, and instead focuses your subconscious, assigning it to the goals embodied by your vision board.

I often have people ask me about my rules for creating a vision board. The answer that I give every time is that anyone who gives them rules for reaching their goals doesn't actually want them to be achieved. Sure, you can find lists of rules, website after website, and book after book that will promise to tell you how you can supercharge your vision board if you just follow their simple rules. Don't buy it.

A vision board is nothing more than a way

for you to motivate and inspire yourself. That means that a vision board is also a deeply personal thing, and what works for one person may not work for you—or for anyone else, for that matter. No one knows you better than you know yourself, which makes you the ultimate authority on your vision board.

Of course, I can offer a few suggestions for how to set up your vision board and how to make sure that it's a reflection of your current goals. So, let's get started.

The first step is to start with your goals and determine what's most important to you. You can take the list of goals you identified from our earlier exercise, or you can start from scratch—it's all up to you. What's most important, though, is that you figure out what matters most to you.

A vision board isn't about material goods,

although that might be part of it. A vision board is really about inspiring values that will lead you to achieving your goals.

Once you've identified your goals, it's time to start on the vision board itself. One common question people ask me is where they should keep their vision board. I've found that the best place for your vision board is somewhere that you're going to see it—a lot.

You don't have to spend a lot of time gazing longingly at your vision board, lost in a trance. But you do need to see it over and over again, reminding your subconscious about its assignment, reinforcing the message, and helping to clear out all of the noise and all of the distractions. Above your desk is certainly a popular place, but you should feel free to put it anywhere you'll see it frequently, where it will have the opportunity to inspire you the

most.

Whenever I make a vision board, I like to start fresh. I'll purchase a new corkboard and a box of thumbtacks, find a stack of magazines, and clear my schedule. The more deliberately you construct your vision board, the more meaning it will have for you, and the more likely it will be to inspire you.

You should do your best to be as specific as possible. Let's say that one of your most important goals is to be able to travel more. Rather than choosing pictures of cruises and mountain climbers, consider the specific places that you'd like to visit and choose images related to that. If you want to visit London, find images of Big Ben or Buckingham Palace. If you want to head to Australia, choose pictures of the Sydney Opera House and the Great Barrier Reef.

Or say you want to make more money. The

obvious question is, what would you do with it? Perhaps you want more money so you can buy a really nice car or move into an upscale house. Maybe you'd like to take care of your parents or another family member. Or perhaps you just want the security of having a strong savings account. Your vision board is for your personal motivation. You should feel free to be honest with yourself, knowing what motivates you best.

Whatever the case may be, you should feel free to look to as many sources as you'd like for your images. Don't feel like everything has to look the same. Magazines are a great source, of course, but you can also print out images you find online. Personal photographs can be an excellent source for images, especially if you're looking to recapture how a particular moment made you feel. Some people even attach small objects, like feathers or

notes.

The way that you organize your vision board is really up to you. Some people devote areas of their board to specific goals, while others choose more of a shotgun approach, placing the images on their board however they happen to fall. If your mind works best by following a logical pattern, then by all means, be as logical as you want in your arrangement.

Don't feel like your vision board has to stay the same, either. It can change as often as you like—which may be never, or it may be every few months. Sometimes, you can achieve a goal and use the space to better align with new goals. Other times, your priorities may have shifted, and what was once important may have gone by the wayside. Your board is there to inspire and motivate you—you can do whatever you need to in order to help it

reflect your vision.

A Simple Scrap of Paper

Vision boards may not be for everyone, and that's fine. You know yourself, and if you try a vision board, and after a while, you don't seem to feel a difference, there's no shame in that. There is another very powerful way to direct your subconscious, and it takes nothing more than a pen or pencil and a small piece of paper.

On your small piece of paper (it can be a card, a scrap of notebook paper . . . anything you can write on), write down your single most important goal. Use as few words as possible and really drill down to the core of that goal to get at the heart of what it is you want to achieve.

Once you've done that, take a look at the piece of paper and read the goal to yourself a few

times. Once you're satisfied with it, stick that piece of paper into your wallet, and carry it around with you wherever you go. You don't even have to look at the piece of paper; just knowing that it's there in your wallet is enough to keep your subconscious churning.

It seems like such a small, simple thing, this little piece of paper tucked into your wallet. But that piece of paper is more than just a few words. It's a kind of mantra that your subconscious knows is there. It can help to guide your actions even though you may not realize it.

After carrying that piece of paper around for a while, you'll likely start noticing that subtle changes are happening that are bringing you closer to your goal. That's your subconscious at work. Even without looking at that piece of paper, even without taking it out and reading it every day, it will

help to guide your subconscious to work towards your goal. You'll likely start noticing the opportunities that arise that will bring you closer to achieving the goal on that little slip of paper.

Enlisting your subconscious as a partner in achieving your goals is a powerful way to marshal all of your brainpower toward the accomplishment of your task. And the best part is that it's not all that hard to do. All it takes is a little bit of conscious effort, assigning your subconscious the task that you want to have completed.

Instead of spending precious mental bandwidth on noticing Jeep Wranglers, your subconscious will be actively working towards achieving your goals. This kind of progress might be hard to notice at first, but once you see it, you'll be amazed at how much your brain can accomplish with just a little direction.

A Final Word on Motivation

Walter Hagen, one of the most successful professional golfers of all time, had a very interesting approach to hitting a bad shot. “I never played a perfect 18 holes,” he said, “There is no such thing. I *expect* to make a few bad shots. Therefore, when I make a bad shot, I don’t worry about it. It’s just one more of those bad shots out of the way.”

It might sound trite, but this approach—the “not every day is a winner” approach—is the right way to think when it comes to keeping yourself motivated. Over time, your motivation will wax and wane, and you’ll have good days and bad days. The trick is to not let the bad days get in the way of the good ones.

Motivation is a habit and a state of mind, and it won’t spontaneously develop overnight. Instead, it takes conscious effort at first. But once

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you take the time to build the habit, you might be surprised at just how natural it feels to be perpetually motivated.

**ALMOST THE END! YOU STILL NEED TO
COMPLETE THE 7-DAY CHALLENGE!**

7-Day Motivation Challenge

Why Accept this Challenge?

There are five main reasons to accept this 7 Day Challenge, particularly one presented by the author of a book you are reading:

- 1. Personal growth:** By taking on a challenge, you can push yourself to learn and develop new skills, which can help you grow both personally and professionally.
- 2. Improved performance:** A challenge can motivate you to improve your performance and

achieve better results, which can benefit both you and your organization.

3. Increased insight: A challenge can force you to focus your attention on a specific area, leading to deeper understanding and greater insight. This can help you make more informed decisions and drive innovation in your organization.

4. Satisfaction of fulfilling a challenging task: Successfully completing a challenge can give you a sense of accomplishment and satisfaction that comes from overcoming obstacles and achieving a difficult goal. This can boost your confidence and inspire you to take on new challenges in the future.

5. Mastering the Secret of Desire: By applying yourself to these challenges you will complete the journey of discovery that is the promise of this book.

In the case of a challenge presented by the author

of a book you are reading, accepting the challenge can also provide a unique opportunity to learn from an expert in the field and apply the insights and strategies presented in the book to real-world scenarios. This can help you deepen your understanding of the material and enhance your ability to apply it in your own work.

7-Day Challenge – Motivation

Extrinsic motivation is driven by external rewards, while intrinsic motivation is driven by enjoyment of the task itself. Throughout the challenge, you'll explore factors that affect motivation, including competition, rewards, and mindset.

Here's a breakdown of the challenge:

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Day 1: Start by taking a few minutes to write down your personal goals, or copy the list here that you wrote earlier. Reflect on which ones are driven by extrinsic motivation and which ones are driven by intrinsic motivation.

NOTES:

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Day 2: Explore the role of competition in motivation. How does competition affect your motivation? Is it a positive or negative factor?

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Day 3: Dive deeper into the concept of rewards.
How do rewards impact motivation? Do they make
a difference on good days vs. bad days?

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Day 4: Consider the role of mindset in motivation. How does your frame of mind affect your motivation level? How can you shift your mindset to improve motivation?

NOTES:

Day 5: Revisit your list of goals from Day 1. Select a few, specific, achievable goals for yourself. Write them down and create a plan to achieve them.

NOTES:

Day 6: Take action towards your goals. Use your plan to start making progress, even if it's just a small step.

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Day 7: Spend some time reflecting on your progress throughout the week. Consider what worked well and what didn't and adjust as needed. Use this time to recharge and prepare for the week ahead.

NOTES:

By the end of the challenge, you should have a better understanding of what motivates you and how to maintain motivation over time. Good luck!

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Wes Berry is a Keynote Speaker and Workshop Facilitator with the professional skills and real-life experience to deliver on any stage. He works with Fortune 500 companies like Johnson & Johnson to smaller businesses and associations of all sizes that are seeking a breakthrough experience. Wes changes lives and transforms organizations by delivering a Paradigm Shift. He has written sixteen business and success books and is a *Wall Street Journal* best-selling author and TedX speaker. As an entrepreneur, he built a \$750 million international company that operated in 130 countries.

His business knowledge and communications skills have made him an expert media contributor on many topics, from commercial drone applications to the downsizing of Sears, resulting in appearances with various media outlets. His many media appearances

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