

1 The Four Laws of Motivation

If someone had told me twenty-eight years ago—when I was a drug addict and dealer—that I would soon be working with U.S. Presidents and world leaders, I would have thought they were smoking the same stuff I was smoking!

I grew up on the streets of New Orleans, a party town where Mardi Gras never ends. I started using drugs at the age of ten. By twelve I was dealing. I dropped out of school not long after that. I never made it past the eighth grade. What happened next is a blur. There is a whole decade of my life that I don't remember very well. I went from one high to the next, barely coming up for air. Then I had an amazing, life-transforming experience that changed me forever, and *I got motivated!* Powerful strategies were revealed to me that I am going to share with you throughout this book.

I got off drugs, earned a high school equivalency diploma, and went to college. I planned to spend the rest of my life helping the people I understood best: addicts, alcoholics, the homeless, the poor, and the abused. Instead, in one of the most stunning surprises of my life, I found myself working with business leaders, professional athletes, politicians, heads of state, music superstars, Hollywood celebrities, and the most influential people of our time.

The day the Secret Service ushered me into a limo with President Ronald Reagan (the first of five U.S. Presidents that I have been honored to serve), it hit home for me just how radically my life had changed. As a consultant, personal coach, and entrepreneur, I am now in the position to help motivate scores of people—from Olympic gold medalists and corporate executives to middle managers and college students. The company that my husband and I started produces the world's largest business seminars. Through our GET MOTIVATED Business Seminars we've taught more than two million people how to advance in their careers, improve their relationships, make more money, achieve their goals, and experience greater fulfillment in their personal lives.

Literally tens of thousands of people pack the biggest sports arenas in America for our GET MOTIVATED Business Seminars. I host about thirty of these events every year—in Miami, Chicago, Los Angeles, Atlanta, Seattle, Dallas, Denver, and every other major U.S. city from coast to coast.

The *Washington Post* describes our seminars as “the Super Bowl of Success.” The *New York Times* says we “rouse sales reps, entrepreneurs and executives to higher levels of business performance.” *Time* magazine calls us “the motivational Dream Team.” And the *Wall Street Journal* raves that our events are “a barnstorming feel-good tour de force.” Honestly, it blows my mind when I hear these kinds of accolades. I'm a former drug dealer and dropout. People with my background normally don't live to tell the tale let alone have an opportunity to experience life at this level. I am incredibly humbled by it all.

Why Successful People Succeed

This book is about motivation—how you can motivate yourself and others, quickly and easily. The system I am about to unveil is based on an eight-year study that my team and I have conducted with more than 10,000 people.¹ It is a research-based, systematic approach to achievement—and it works.

I've spent the past twenty-five years of my life with some of the greatest achievers on earth. They all have different talents, personalities, and skills. But they have one thing in common: Each of them is *highly motivated*. In fact, the more motivated a person is, the more success he or she experiences. Motivated people advance farther and faster in their careers, earn more money, are more productive, experience more satisfying relationships, and are happier than the less motivated people around them.

In fact, I'll go so far as to say that *motivation is one of the greatest keys to success* in every area of our lives. Education is important, but motivation is more important. Talent counts, but motivation counts more. Your network of contacts is valuable, but your personal motivation trumps all of these things.

Would you like to have more passion and energy to achieve your goals? When you feel your motivation fading, would you like to know how to instantly reignite it? Wouldn't it be great to have the ability to motivate the people you love—your spouse, children, friends, and family—and help them to excel? Do you want to know the secrets of inspiring your coworkers and colleagues to perform like champions? I have good news for you. Exciting new research has now shown us exactly how to *activate and sustain motivation*—and that's what this book is all about.

Motivation is the power that creates action. It's like the gas in your car that makes it go. You could have a Bugatti Veyron, a million-dollar

marvel of automotive technology, but without gas, that car won't take you anywhere. The same is true of motivation; *it is the fuel of success*. A person could have all the intelligence, talent, and opportunity in the world—but without motivation, all that potential will go nowhere.

Most of us have not been as successful as we would like—and I believe there is a reason for that. We simply didn't know how to harness the power of motivation. After all, motivation is difficult to understand. One day we feel motivated . . . and then the next day we don't. We can be fired up in the morning but burned out by lunchtime. When we feel motivated, we're not always sure *why*. Even worse, we never know how long our motivation will last. And when we are unmotivated, we usually have no idea how to stir up energy and excitement. Motivation is unpredictable. It seems to come and go, as random and fleeting as the wind.

The mystery of motivation has puzzled educators, employers, and behavioral scientists for centuries. How can managers inspire their employees and their teams to be more productive? What is the best way for parents to motivate their children? How can teachers engage disinterested students? How can coaches provoke their athletes to excel and win championships? Perhaps most important of all, what can each of us do to motivate ourselves?

Until now motivation has been a hit-or-miss game, like throwing darts blindfolded and hoping one will strike the target. Sometimes we accidentally hit upon a strategy that works, but more often than not we miss the mark. This awkward, haphazard approach to motivation fails to produce dependable results. You may think, *There's got to be a better way*. I'm here to tell you that there is.

Within the pages of this book, you will receive the tools and technology to crack the code of motivation. I'm going to show you a quick, easy, reliable way to motivate yourself and others for maximum achievement. You will not only learn how to *get motivated*, you'll also find out how to *stay motivated*.

Whether you are a manager looking to motivate your team, or an individual seeking to realize your personal goals, *Get Motivated* can help. Do you want to increase your income, stop smoking, start your own business, lose weight, or improve your health? I'm going to show you how to generate the motivation needed to do all those things and more. Are you a parent or teacher who wants to learn the secrets of motivating children? This book will show you exactly how to do that. In fact, *Get Motivated* can help you improve and enrich all of your relationships.

You are going to learn how to profile the Motivational DNA of others so that, in just a few seconds, you will know exactly what makes them tick, how to best communicate with them, connect with them, inspire and motivate them. And you'll learn precisely how to motivate yourself as well.

MOTIVATION IS NOT ONE-SIZE-FITS-ALL

Most motivational books offer little more than recycled platitudes and simplistic solutions. They are the literary equivalent of Kool-Aid. Sugar without substance. They all seem to follow the same format, promising "Ten Simple Steps to Achieving Your Dreams." The simple steps are so simple, in fact, that we already know what they are. Work smarter, not harder. . . . Have a good attitude. . . . Set goals. . . . Think positive. . . . Never give up. . . . And so on. If that's what you were expecting from this book, let me assure you that I am not going to bore you into a cliché-induced coma. The insights and methodology that I am about to show you offer a fresh and practical approach to motivation. I will not insult your intelligence by serving up a big bowl of motivational mush. I promise not to feed you any monotone maxims, dim-witted hype, predictable proverbs, or pabulum. This book is for grown-ups.

The fact of the matter is that everyone cannot follow the same “ten simple steps” and get the same result. It is statistically improbable that even *ten* people following the same steps can get the same result. Motivation is a uniquely individual force.

In the same way that each person has a different fingerprint and a distinctive combination of DNA, every individual is hardwired with a specific motivational pattern. What motivates me is probably not going to motivate you. And if I attempt to motivate you using strategies that work for me, the likelihood of its succeeding is exceedingly slim. In order to effectively motivate yourself and others, you must first understand the Four Laws of Motivation.

LAW #1: EVERYONE IS MOTIVATED DIFFERENTLY

I have studied the dynamics of human achievement for more than two decades. After evaluating the data, I am convinced of what Zig Ziglar has said from our platform many times; there are no “unmotivated” people. That may surprise you, but it’s true. Everyone is motivated. Even crooks and criminals are motivated. Bank robbers are motivated to rob banks and drug addicts are motivated to do drugs. They are motivated, but by the wrong things. Nevertheless, it is possible for everyone to be motivated properly—and this is the secret to high-level achievement.

Although everyone is motivated, we are all motivated *differently*. That is why you’ll sometimes hear parents say, “After my first child, I thought I had parenting figured out. Then my second child came along and all the rules changed!” What worked well with the first child may not work at all with the second. You see, even in childhood we each have our own unique motivational code.

Why do you suppose managers have such a difficult time energizing departments or igniting team morale? It is because every single team member is motivated differently. Managers usually try to increase productivity by using strategies that they themselves find motivational. When those tactics aren't effective with some of their employees, the managers conclude, "These employees are unmotivated." That's a terrible mistake. Most employees are *very motivated*. But they may not be motivated by the same drivers that motivate their manager.

LAW #2: EACH INDIVIDUAL HAS A UNIQUE AND DISTINCT MOTIVATIONAL TYPE

Every person has a *unique achievement pattern*, or what I call Motivational DNA.

Just as your genetic DNA determines your physical attributes, Motivational DNA dictates how you are best motivated. Your Motivational DNA is composed of the "drives," "needs," and "awards" that motivate you.

Your motivational Drives, Needs, and Awards, or DNA, combine to form a pattern that is every bit as unique as your fingerprint. Metaphorically speaking, these factors are encoded in you at conception and remain the same throughout your life. It's not something you can change or alter. It is a part of who you are.

Every one of us is hardwired with a precise motivational matrix that determines exactly what motivates us and what doesn't. What works for someone else may not work for you. Why? It's in the DNA. You were made to be motivated in a specific way. There are certain motivators that excite and inspire you, and other motivators that you dislike and don't work.

Here's why this is fundamentally important: *The quality of your life is largely determined by your motivation.* The successes or failures of your relationships, finances, health, personal goals, and professional endeavors are all shaped by Motivational DNA. Not only that, your ability to energize and motivate those around you is directly connected to your skill in decoding their motivational types.

Exceptional leaders intuitively recognize and respond to the motivational styles of those around them. They instinctively sense how to inspire themselves and others. What has been absent is a usable methodology for the rest of us. Motivational DNA provides that missing link.

Cracking the Motivational Code

I first began to develop the Motivational DNA research that I will outline in this book in 1999. Since then, clients, counselors, and educators around the world have participated in the process. My team and I have conducted primary research with more than 10,000 people in virtually every field of occupation: business, medicine, education, government, the arts, entertainment, sports, science, law, and finance.

The quest to unravel what motivates people has taken me to more than seventy countries. I've conferred with kings, prime ministers, and presidents. I have personally interviewed virtually every winning Super Bowl coach and quarterback of the past two decades. I've worked with Academy Award-winning actors, Grammy Award-winning musicians, Olympians, *New York Times* bestselling authors, NBA all-stars, baseball Hall of Famers, millionaires, billionaires, and A-list celebrities—a Who's Who of success. This helped me to identify the similarities, trends, behaviors, and qualities that motivate people to achieve outstanding results.

Many times I was mystified by the seemingly arbitrary nature of success. How could one person with extraordinary talent, passion, and commitment succeed, while someone else with an equal amount of talent, passion, and commitment fail? I was often left with more questions than answers.

- Is motivation internal or external? Environmental or genetic?
- Can motivation alone change undesirable behaviors?
- Are motivated people born or made?
- Is it possible to motivate someone to do something they truly don't want to do?
- What types of incentives motivate people best?

This last question was the real catalyst for my breakthrough. After years of research, my team and I found that there are eighty-one specific things that people say motivate them—everything from love to money, from curiosity to contribution, from feeling valued to the fear of failure. By reducing these motivators to their most fundamental form, we discovered six factors that actually encompass all eighty-one motivators.

By decoding the precise combination of these elements, you can unlock a person's ability to succeed at the highest levels.

My team and I discovered a pattern that correlated consistently across a broad spectrum of people, regardless of age, gender, personality, race, religion, or education.

In short, our findings on Motivational DNA really worked! And it worked the same way for everyone, male and female, old and young.

LAW #3: WHAT MOTIVATES ONE PERSON CAN DE-MOTIVATE ANOTHER

I first stumbled upon Motivational DNA with two children: my sons, Zack and Blaize. At the time, the boys were five and ten years old. Although they had the same parents, lived in the same home, attended the same school and church, and were involved in the same sports, the brothers were polar opposites in terms of temperament. While both of them were intelligent, attractive, and athletic, their dispositions were complete contrasts. The younger one was cheerful, cooperative, outgoing, and good-natured. Our older child was sullen, contrary, introverted, and pessimistic. Both were terrific kids, but the younger one was always more motivated and enthusiastic.

Unfortunately, I made a common mistake—one that is inevitable until you understand the nature of Motivational DNA. I assumed that I had one motivated child and one child who was less motivated. What I didn't realize at the time was that I actually had *two* highly motivated children. However, I was motivating one of them correctly and the other one incorrectly. In fact, I was so unskilled at motivating my older son, Zack, that I was actually *de-motivating* him. I was using the same motivational strategies with Zack that I applied with his younger brother, Blaize. But because the motivational types of these two children are on opposite sides of the spectrum, the motivators that worked so well with Blaize made matters worse with Zack.

As I now know, Zack's motivational type is what I call a PSE. In the terminology of Motivational DNA, that means he has a Production Drive, a Need for Stability, and is validated by External Awards. (I'll explain these concepts in more detail shortly.) Blaize, on the other hand, is a CVI motivational type. He has a Connection Drive, a Variety Need, and is validated by Internal Awards. For now all you

need to know is that these two children have no overlapping motivational factors. They require completely different strategies to motivate them.

As a mother, I was frustrated with the situation at home. Zack required so much attention that I felt Blaize (the one I thought was more cooperative and motivated) was being shortchanged. It seemed unfair that most of my parenting time was spent correcting, cajoling, and scolding Zack, while Blaize's reward for good behavior was to be overlooked.

This is ridiculous! I thought. *I'm a motivational speaker and educator—I should be able to motivate my own ten-year-old son!* Zack seemed to be a square peg in the round hole of our family circle, and I couldn't figure out why. Blaize was an animated, expressive, confident child. Zack barely spoke above a whisper in public. Blaize could carry on a lively twenty-minute conversation with any adult he met, while Zack couldn't even look a grown-up in the eye when he shook hands. The rest of our family are "glass-is-half-full" optimists, while all Zack could see was the black cloud that dwarfed every silver lining.

The interesting thing to me was that Zack had been this way all his life. The first conversation I had with Zack occurred when he was fourteen months old and had scarcely a dozen words in his vocabulary. Zack was whining and crying at the time. He was in a foul mood and I was trying to figure out how to console him.

I said, "Zack, do you want a bottle?"

"NO!" he shouted.

"Are you hungry?" I asked.

"NO!"

"Are you tired? Do you want to lie down?"

"NO! NO!"

"Why don't we watch *Sesame Street* together?"

"NO!"

“Would you like to play with your toys or go to the park?”

“NO!”

And so it went.

Exasperated, I finally said, “Is NO the only word that you can say?”

He lifted his chubby little leg and stomped his foot on the ground.

“NO!” he yelled. “NO WAY!”

What I did not understand at the time—or even a full decade later—was that Zack was hardwired with a particular Motivational DNA. In an effort to understand my child, I administered some of the testing methods that I use to help my coaching clients. We did personality tests, strength assessments, listening exercises, and numerous other evaluations. It was through this process that I stumbled upon the hidden achievement code of Motivational DNA and began to unravel its secrets.

Applying the techniques outlined in this book, I saw instantaneous changes in Zack. The changes took place so quickly, it was shocking. That’s when I knew I was on to something. I began to motivate Zack using incentives that were compatible with his motivational type, and he blossomed. He went from being uncooperative and contrary to cooperative and agreeable. The child who previously complained about every chore was suddenly cleaning his room without being asked and offering to take out the trash. Two months later, the shy, introverted boy who could not raise his voice above a whisper in public auditioned for the school play and landed the leading role. In fact, the more that my husband and I used the techniques I am going to show you, the more motivated Zack became.

In the three years since then, Zack has become one of the most popular and outgoing kids at his school. His grade point average has skyrocketed from 2.8 to 3.9. Zack is now a star player on his football team and excels at everything he tries. In fact, his teachers and classmates voted him “Most Motivational Leader” at school. Zack was also

selected from several thousand adolescents as one of just fourteen delegates to attend an elite youth leadership-training program.

Last summer, Zack helped me emcee several of our GET MOTIVATED Seminars and spoke like a pro before audiences of more than 18,000 people. He even conducted onstage interviews with several NFL stars using a Q&A format—*without cue cards!* His professionalism, poise, and witty comebacks were so impressive that after the athletes left the stage, the audience gave Zack a standing ovation. This is an example of the power of Motivational DNA—it works.

LAW #4: NO ONE MOTIVATIONAL TYPE IS “BETTER” THAN ANY OTHER

Remember, everyone is motivated differently and that’s okay. There is no “best” Motivational DNA, just as there is no “best” blood type. You may have Type A while I have Type B, but neither blood type is better than the other. They are equally good—until one of us needs a blood transfusion; then it is crucial to have a donor with a compatible type. Giving someone the wrong type of blood can be fatal.

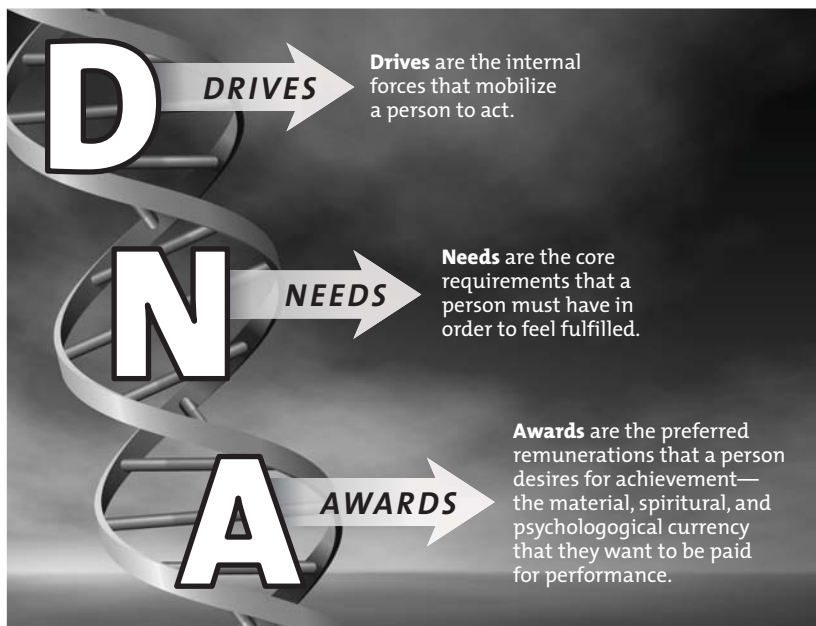
In the same way, if I try to motivate someone using strategies that are effective for my motivational profile, it can absolutely *kill* the other person’s motivation. Strategies that work amazingly well for your Motivational DNA can actually be *de-motivating* for someone who has a different motivational type.

Let me give you an example to describe this. I have a keyless electronic safe in my home. The safe has a digital keypad that is programmed to unlock the vault when I press a six-digit code in a specific sequence. When I press the right numbers in the correct sequence, the door opens. If I press the wrong numbers, a fast beeping noise indicates that

I entered an incorrect code and I need to try again. If I do not input the correct code within three tries, the system will shut down. Then the safe will not accept any more codes—even the correct code. Sadly, a similar process takes place with people. If you keep attempting to motivate them in the wrong way, they shut down. They lock up. This is why it is essential to understand, decipher, and apply the code-cracking skills of Motivational DNA.

Motivational DNA may sound complex, but it is actually quite easy to understand. In this book, I will teach you everything you need to know to use this process successfully.

Just as biological DNA is composed of individual genes that are linked together, Motivational DNA consists of specific factors that are linked together.



Motivational DNA is made up of Drives, Needs, and Awards:

- The Drives for *connection* and/or *production* are the internal forces that mobilize a person to act.
- The Needs for *stability* and/or *variety* are core requirements that a person must have in order to feel fulfilled.
- *Internal* and/or *External* Awards are the types of compensation or remuneration a person desires to reward achievement and encourage performance.

I have organized the six elements of Motivational DNA below in an easy-to-follow chart.

D DRIVES	N NEEDS	A AWARDS
Connection	Stability	Internal
Production	Variety	External

All six of these motivators (Connection, Production, Stability, Variety, Internal Awards, and External Awards) inspire everyone. To one degree or another, all of us desire Connection with other people and we all like to be Productive. Everyone wants to experience some measure of both Stability and Variety. We all crave Internal Awards (like appreciation) as well as External Awards (like financial compensation). However, each of us has a definite preference for *three of these motivators*.

THE THREE-QUESTION TEST

I have asked thousands of people the following three questions. They are simple indicators of deeply ingrained achievement patterns. To get a quick reading of your own Motivational DNA, ask yourself the three questions below. This will give you a simple assessment of your basic motivational makeup.

1. Do you tend to be more competitive or cooperative?

Competitive people have what I call a Production Drive. They are inclined to be task-oriented. Cooperative people, on the other hand, have what I term a Connection Drive—in other words, they tend to be people-oriented or people-centric.

2. Do you prefer constancy or change?

People who prefer constancy have what I refer to as a Stability Need—a desire for consistency, order, and routine. In contrast, people who prefer change have what I call a Variety Need. They are stimulated by new experiences and energized by change.

3. Which would make you feel more valued at work: sincere *appreciation* without a financial bonus, or a *bonus* without appreciation?

If you'd rather have appreciation, you possess what I call an Internal Award system—one characterized by private recognition and contribution. If you'd rather have the monetary bonus, you have what I call an External Award system—one characterized by public recognition and opportunity for advancement.

This three-question survey offers a fast and simple way to determine your motivational type. When you take the twenty-one-question pro-

file in Chapter 2, I'll help you drill down deeper to find your primary Motivational DNA. You'll also learn how to motivate yourself according to your type.

Keep in mind that your achievement patterns can differ in various settings or in different contexts. What motivates you in one setting may shift, depending on whether you are at home, at work, with friends, or in a learning environment. For example, my husband, Peter, has an off-the-charts Production Drive at work, as he races to accomplish challenging goals. At home, however, his primary drive shifts to Connection, as he balances his Production Drive with his need for supportive personal relationships that are separate and distinct from his professional obligations.

In the same way that the facets of a diamond refract different prisms of color depending on how the light hits it, so each of us reflects a variety of motivational tendencies in different aspects of our lives. At work, you may have a strong need for Stability as you methodically prioritize and execute tasks, but in your personal relationships your primary need may shift to one of Variety as you seek to have fun, learn, travel, and grow with those you love.

As you get older, or as the priorities of your life change, your motivational preferences may also vary. Just as physical changes occur as we age (even though our genetic DNA remains the same), our motivational preferences may alter as we get older (even though our basic motivational makeup remains the same). The better you understand the basic principles and dynamics of Motivational DNA, the easier it will be to motivate yourself, and others, in various settings.

THE FOUR LAWS OF MOTIVATION

1

Everyone is motivated—but each of us is motivated *differently*.

2

Each individual is created from conception with a unique and distinct motivational type.

3

The very things that inspire and excite one motivational type may cause another to disengage. What motivates one type can de-motivate another.

4

No one motivational type is “better” than any other.

MOTIVATION LEAVES CLUES

When I was eight years old, my parents took me to a country fair. At one booth, local policemen were fingerprinting children. A tall, friendly police officer pressed my thumb on a black pad and then onto a little card. While I examined my ink-stained thumb, he looked at my fingerprint. The policeman grinned slowly, handed me the card, and said, “You were a thumb sucker, weren’t you?”

I was a little embarrassed and more than a little surprised. How could he tell that by looking at my thumbprint?

The policeman pointed to a little dent on my thumb, which I still

have to this day. He said, “Kids who suck their thumb get a dip that shows up on their fingerprints.”

He could tell something about me that other people didn’t know—and something that I didn’t want to reveal—just by glancing at a few distinguishing characteristics. The same is true of Motivational DNA. When you master this methodology, you will know how to motivate yourself and others by zeroing in on a few recognizable signs. It even works when the people you wish to motivate don’t want to reveal (or simply don’t know) what motivates them.

Now let’s examine the six factors of Motivational DNA under a microscope, as it were, to see what they look like and how they differ.

Drives: The Internal Forces That Mobilize a Person to Act

PRODUCTION DRIVE

Individuals with a Production Drive tend to focus on achievement and value results. Producers are usually strategic thinkers and problem solvers. They exhibit strong leadership potential and are able to thrive under pressure. Those who have a Production Drive are typically persistent, energetic, and confident. They are able to organize people and move projects forward. Bill Gates, Barbara Walters, and Lance Armstrong are all examples of Producers.

CONNECTION DRIVE

Individuals with a Connection Drive move toward affiliation and value relationships. Connectors are usually friendly, reliable, and well liked by others. They are empathetic listeners who provide the speaker with

a sounding board. Those with a Connection Drive are supportive, loyal, inclusive, and collaborative. They promote teamwork, harmony, and community. They are the kind of individuals who celebrate the success of others.

Every motivational type can exhibit less favorable qualities as well. I think of these negative elements as “mutant strains.” In biology, mutation occurs when there is a sudden structural change in the DNA. When mutation occurs, properties or traits not found in the original DNA are created. A mutant strain can result in genetic disorders or other nonbeneficial characteristics, such as spina bifida or Down syndrome. Similarly, “mutant strains” in our motivational DNA can produce disruptive behaviors.

For example, because of their intense focus on achieving results, **Producers** can be overly competitive, exhibiting the kind of win-at-all-costs behavior that may upset friends and colleagues. **Connectors**, on the other hand, can be too pliable and accommodating. They may allow others to take advantage of them or go out of their way to avoid healthy conflict.

Needs: The Core Requirements That a Person Must Have in Order to Feel Fulfilled

THE NEED FOR STABILITY

People who have a Stability Need enjoy routines. They are good with schedules, systems, and organization. They are usually practical, methodical, and responsible. Stabilizers like to follow procedure and obey the rules. They find comfort in the predictable. They value accuracy and are logical (rather than emotional) in their decision making. Those with a Stability Need tend to be careful and consistent. They are great

operations people; they are the sort of people who make the trains run on time. Stabilizers refine ideas and improve processes.

THE NEED FOR VARIETY

People who have what I call a Variety Need enjoy change. They tend to be animated, persuasive, and spontaneous. Variables are not flustered by rapid transitions or last-minute modifications. They have an ability to shift gears and turn on a dime. They are confident in their ability to master new skills. Variables are usually fun-loving and enthusiastic. They typically have a hunger for adventure and crave new experiences.

There are also possible downsides, or mutant strains, of Stabilizers and Variables:

- **Stabilizers** at times can experience paralysis by analysis. They can be too slow to take action because they feel they need more time to analyze the options or lack enough data to make a good decision. They may also become inflexible to change and resist innovation. Stabilizers are often the ones who play devil's advocate to new ideas or projects.
- **Variables**, on the other hand, have a tendency to underanalyze risks. They may become so excited about a new idea or direction that they dive in the water without measuring its depth. They may grow intolerant of routine and want rapid change in spite of potential consequences. While Stabilizers may think without acting, Variables can act without thinking.

Awards: How a Person Desires to Be Compensated for Achievement—The Material, Spiritual, and Psychological Currency a Person Wants to Be Paid for Performance

INTERNAL AWARDS

Individuals who have an Internal Award system feel validated and esteemed by sincere appreciation. They are “mission-minded” people with a need to make a positive difference. They value contribution. Internals generally prefer private recognition to public recognition. They derive satisfaction from meaningful work. Psychological pay is of primary importance to them. They need to feel good about what they are doing. Internals are motivated by a good working environment, coworkers they like, the opportunity for personal growth, and receiving specific positive feedback.

EXTERNAL AWARDS

Individuals with an External Award system feel validated by tangible benefits. They value hard work and believe that winning should be rewarded. Externals enjoy public recognition by their superiors, special privileges, and freedom from controls. Fair pay is of primary importance to them. They need to be compensated financially in a way that is commensurate with their labor. Externals are motivated by salary, bonuses, authority, opportunity to advance, private offices, and perks.

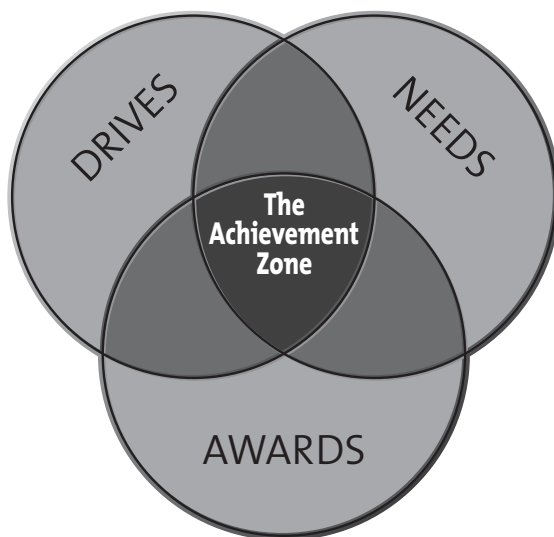
Regrettably, our culture tends to regard those with an Internal Award system as virtuous, whereas those with an External Award system are perceived as greedy. While Internals are seen as selfless, Externals are classified as selfish. But that kind of stereotyping is devaluing and de-

structive—and untrue. My brother Brian happens to be an External. He is motivated by money. He is also one of the most generous people I've ever known. He donates liberally to countless organizations and children's charities. Nobody who knows my brother would think of him as greedy. To the contrary, he is an extremely kindhearted and giving man who happens to be motivated by an External Award system. Awards are not a measure of character; they are simply factors that make a person feel esteemed and appreciated. Remember, there are no "best" types, only different types.

Living in the Achievement Zone

When your Drives, Needs, and Awards are all being met, you are in what I call "the Achievement Zone." It's like the illuminating fusion of battery, wire, and incandescent bulb. You absolutely light up! However, when just two of your three motivational factors are engaged—for instance, your Drive and your Need—you can be reasonably content but you will not feel completely fulfilled.

Let's say your motivational type is "CSI"—you have a Connection Drive, a Stability Need, and an Internal Award system. As an Internal, you are motivated by the knowledge that what you do makes a positive difference. Now let's suppose that you are in a stable job that allows you to work with a friendly group of like-minded people. In other words, two of your three motivators overlap—your Connection Drive and your Stability Need. But let's say that your job does nothing to affect or influence people in a positive way. You do your job well, but you don't feel as if it matters. In that scenario, it is impossible for you to feel genuinely fulfilled. You can still do your job successfully, and even enjoy many aspects of it, but you won't really light up over the work you do. As a result, your motivation level will be muted and you will not experience the passion and bliss of being in your career sweet spot.



In the illustration above, I've drawn our Drives, Needs, and Awards as overlapping circles. The real sweet spot of high-energy motivation is the dark-shaded area that I call the Achievement Zone—the place where work is fun and success is effortless. But you can get there only when the Drives, Needs, and Awards of your Motivational DNA are all being met.

THE KEY TO EFFORTLESS ACHIEVEMENT

From my research, I can tell you that only about 15 percent of people intuitively know what their Motivational DNA is and are able to utilize that knowledge to their advantage. Most people have only a vague sense of what motivates them and are even more clueless about how to effectively energize others. In the next few chapters, I am going to show you exactly how to identify your Motivational DNA. You'll also learn how to motivate yourself, your coworkers, friends, family members, and others using the principles of Motivational DNA. You will discover how to use strategies that are compatible with your motiva-

tional type to achieve outstanding results in every area of your life—physically, financially, emotionally, at work, and at home.

As you begin to consciously motivate yourself in the way that you were designed to be motivated, you will experience remarkable advancements in your career and personal life. Goals that eluded you in the past will be accomplished with ease. And when you learn how to motivate others using this method, people who were once difficult or indifferent will transform before your very eyes. They will become easy to work with, excited to learn, and eager to achieve. The ramifications of this are enormous. It affects absolutely everything that you do and every single person you come into contact with.

In Chapter 2, we're going to decipher your motivational code. And I promise that you won't need to be a scientist to figure it out. Let's get started!

FREE BONUS #1

Unlimited Online Usage of the Motivational DNA Profile Tool™ plus a telephone coaching session with one of Tamara's GET MOTIVATED coaches. (\$249 value)

I want this book to add value to your life in a way that no book has ever done before. Starting right now, I am going to give you a free gift at the end of every chapter in this book! In all, you are going to receive 16 free gifts—including organizational tools, an interactive webinar, audio teachings from the world's greatest celebrity achievers, personal success coaching, special reports, executive summaries of bestselling books, free tickets to my Get Motivated Seminar—and much more!

The retail value of these gifts totals more than \$1,800. It's my way of saying thank you for investing in yourself by purchasing this book. I sincerely appreciate the time you are taking to read *Get Motivated!*, and I am determined to ensure that you get *far more than you expected* from this book.

My first gift to you is found online at www.GetMotivatedBook.com. It is a Motivational DNA profile that only takes a few minutes to complete. This online assessment tool will automatically calculate the results of your Motivational DNA profile. It will tell you exactly what motivates you and what de-motivates or discourages you. You'll also get several tips for goal achievement, based on your type. It is my pleasure to give you unlimited access and usage to this testing tool so that you can use it for yourself, coworkers, friends and family members—as often as you like. Additionally, I am going to give you a telephone coaching session with one of my Get Motivated coaches to help you interpret your results and utilize them for your personal and professional success.