



Letters on Leadership #4: Motivation and Volition

Coaches and business leaders around the country ask us about the importance of motivation. Frankly, we don't concern ourselves with motivation. We take it as a given that the teams and corporations with whom we work already possess motivation. Motivation is, quite simply, wanting to succeed. Granted, there may be people out there who are not motivated and who do not want to succeed. If we are building a championship culture we do not want those people around us. However, good organizations are full of people who want to succeed. There are countless "good" organizations in America. There are lots of "good" corporations, football teams, and softball teams. At The Program we have no interest in being "good". We want to be great, and to compete for championships in everything we do. Motivation, merely *wanting* to succeed, isn't enough to compete for championships.

We focus on *volition* instead of motivation. If motivation is wanting to succeed, volition is being *willing to sacrifice* in order to succeed. Everyone wants to win. Your competitors want to win too. Because they want to win they work hard, they practice hard, they put the time in. We work with enough organizations to know that while everyone puts in the required work to be good



(because they are motivated and want to succeed) most individuals are not willing to make sacrifices – meaning, they don't have the volition to be great. They aren't willing to sacrifice some of their social life so they can work on their technique or make an extra sales call. They aren't willing to sacrifice their favorite television show to study their playbook or to work on a presentation. Make no mistake: they want to succeed. They just don't have the volition to do so. At The Program we define hard work as doing ***One More™***. We are going to do One More than our competition in everything we do. One More sprint, One More rep, One More call. Another way to look at it is that every one of us has a "One More." Our "One More" is a weakness, something we can spend six minutes a day working on to turn it into a strength. Each of us has a "One More," from the leader of the organization to the most junior member.

Motivation and volition may appear very similar to casual observer just as good organizations and great organizations may appear similar. However, in competition a great organization will steamroll a good organization any day of the week. Great organizations will ask themselves these three questions on a daily basis:

1. Do I want to succeed?
2. What am I willing to sacrifice in order to succeed?
3. What is my One More, and how do I attack it?

Attack!

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"Letters on Leadership" are published periodically by The Program, a leadership development and team building company that works with the nation's leading corporations as well as professional and collegiate athletic teams.

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