

INSPIRATIONAL SELECTIONS FROM

JOHN C.
MAXWELL

MOTIVATED
TO SUCCEED



for ESEC'S

TOTAL IMMERSION
ENGLISH PROGRAM
(T.I.P.)

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ESEC

Education Service Exchange With China, Inc.

美中教育服务机构

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First and foremost, I want to express my deep appreciation to Dr. John Maxwell for his kindness and generosity in partnering with us in the creation of the Total Immersion Program (T.I.P.) curriculum, *Motivated to Succeed*. I am confident that his writings will be a valuable resource and inspiration for every participant in T.I.P. for years to come.

Without the vision and commitment of Mr. Tod Shuttleworth, Senior Vice President of Nelson Global Publishing, and the invaluable contributions of time, expertise and energy of Debbie Eicholtz, Director, Book and Graphic Design, Thomas Nelson, Inc., and Rachel Donnor, Administrative Assistant, Grupo Nelson this essential part of the T.I.P. curriculum would not have been possible. My heartfelt thanks to each one and all who assisted at Nelson Publishing.

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Dr. Danny Yu
President, ESEC

Sunny 67#
Mar 2. 2007

FOREWORD

A PERSONAL MESSAGE TO T.I.P. STUDENTS
FROM DR. JOHN MAXWELL

Congratulations! You have made a life-changing decision to enter the Total Immersion Program (T.I.P.) with Educational Services Exchange with China (ESEC). Dr. Danny Yu, President of ESEC, has a long and distinguished 25-year record training thousands of Chinese students in English at the most prestigious colleges throughout China. Dr. Yu's latest endeavor, T.I.P., is a fresh, innovative program that will help you reach your English language goals and help you succeed in your life and career.

It is well known that individuals form new, life-transforming habits, whether in language learning or in life, in a 30-day period set aside to embrace new patterns of thought and practice. I firmly believe that T.I.P. students who diligently apply the ABC's of the T.I.P. program: Attack Your Limitations, Build Your Confidence, and Commit Yourself, and the positive principles found in each morning motivational reading will find themselves enjoying the fruits of their efforts long after the program's closing ceremony.

I am pleased to join with Dr. Yu and ESEC in providing you with this selection of life stories, leadership insights, and reflective questions to encourage you every-day of your program and for your continuing study afterward. I sincerely hope that you will be enriched, empowered, and inspired to reach your highest potential in your language learning and in all of your life's endeavors.

With warmest wishes for your success,
Dr. John C. Maxwell

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SELECTIONS FROM

ATTITUDE

101

WHAT EVERY LEADER NEEDS TO KNOW

P U B L I S H E R ' S P R E F A C E

Who cares about a person's attitude? As long as someone can do the job, you shouldn't worry too much about it, right? If John Maxwell believed that, you wouldn't have *Attitude 101* in your hands right now.

As America's leadership expert, Dr. Maxwell has devoted his life to helping people become more successful. His books and seminars teach that anyone can be a REAL success if they master skills in four areas: Relationships, Equipping, Attitude, and Leadership. This book is designed to give you the essentials of attitude—in a quick, easy-to-read format.

People's lives are so hectic. Their time is valuable, and yet, they are also on information overload. More new information has been produced in the last thirty years than in the previous five thousand. A weekday edition of the New York Times contains more information than average people in seventeenth-century England were likely to come across in their lifetime. The amount of information available in the world has doubled in the last five years, and it will keep doubling.

So this book, a companion to *Leadership 101*, *Relationships 101* (available January 2004), and *Equipping 101* (available January 2004), is the short course on attitude. Dr. Maxwell recognizes that as an individual, your attitude has a profound impact on your life. As a leader, you cannot ignore the attitudes of the people you lead and expect to achieve success—whether you're leading a business, a family, a sports team, or a group of volunteers. A person's attitude impacts their relationships, colors their view of failure, and defines their approach to success. Attitude can make or break you.

We are delighted to publish *Attitude 101* because we realize that few things in life are a greater asset than an attitude of positive determination. *Attitude 101* is designed to empower you and your team to succeed by helping you become equipped with the right kind of attitude. Here's to your success—and to your reaching the next level!

PART I

THE IMPACT OF ATTITUDE

HOW DOES ATTITUDE IMPACT LEADERSHIP?

Attitude is always a “player” on your team.

Growing up, I loved basketball. It all started for me in the fourth grade when I saw a high school basketball game for the first time. I was captivated. After that, I could usually be found practicing my shooting and playing pickup games on my small court at home.

By the time I got to high school, I had become a pretty good player. I started on the junior varsity team as a freshman, and when I was a sophomore, our JV team had a 15–3 record, which was better than that of the varsity. We were proud of our performance—maybe a little too proud.

The next year, critics who followed high school basketball in Ohio thought our team had a chance to win the state championship in our division. I guess they looked at the players who would return as seniors from the previous year’s varsity team, saw the talent that would be moving up from the JV, and figured we would be a powerhouse. And we did have a lot of talent. How many high school teams in the late 1960s could say that all but a couple of players on the team could dunk the ball? But the season turned out far different from everyone’s expectations.

FROM BAD TO WORSE

From the beginning of the season, the team suffered problems. There were two of us juniors on the varsity who had the talent to start for the team: John Thomas, who was the team’s best rebounder, and me, the best shooting guard. We thought playing time should be based strictly on ability, and we figured we deserved our place on the team. The seniors, who had taken a backseat to the previous year’s seniors, thought we should be made to pay our dues and wait on the bench.

What began as a rivalry between the JV and varsity the year before turned into a war between the juniors and the seniors. When we scrimmaged at practice, it was the juniors against the seniors. In games the seniors wouldn't pass to the juniors and vice versa. The battles became so fierce that before long, the juniors and the seniors wouldn't even work together on the court during games. Our coach, Don Neff, had to platoon us. The seniors would start, and when a substitution became necessary, he'd put not one but five juniors in the game. We became two teams on one roster.

I don't remember exactly who started the rivalry that split our team, but I do remember that John Thomas and I embraced it early on. I've always been a leader, and I did my share of influencing other team members. Unfortunately, I have to confess that I led the juniors in the wrong direction.

What started as a bad attitude in one or two players made a mess of the situation for everyone. By the time we were in the thick of our schedule, even the players who didn't want to take part in the rivalry were affected. The season was a disaster. In the end, we finished with a mediocre record and never came close to reaching our potential. It just goes to show you, rotten attitudes ruin a team.

TALENT IS NOT ENOUGH

From my high school basketball experience I learned that talent is not enough to bring success to a team. Of course, you need talent. My friend Lou Holtz, the outstanding college football coach, observed, "You've got to have great athletes to win . . . You can't win without good athletes, but you can lose with them." But it also takes much more than talented people to win.

My high school teammates were loaded with talent, and if that were enough, we could have been state champions. But we were also loaded with rotten attitudes. You know which won the battle between talent and attitude in the end. Perhaps that is why to this day I understand the importance of a positive attitude and have placed such a strong emphasis on it for myself, for my children as they were growing up, and for the teams I lead.

Years ago I wrote something about attitude for my book *The Winning Attitude*. I'd like to share it with you:

Attitude . . .

It is the “advance man” of our true selves.

Its roots are inward but its fruit is outward.

It is our best friend or our worst enemy.

It is more honest and more consistent than our words.

It is an outward look based on past experiences.

It is a thing which draws people to us or repels them.

It is never content until it is expressed.

It is the librarian of our past.

It is the speaker of our present.

It is the prophet of our future.¹

Good attitudes among players do not guarantee a team’s success, but bad attitudes guarantee its failure. The following five truths about attitudes clarify how they affect teamwork and a leader’s team:

1. Attitudes Have the Power to Lift Up or Tear Down a Team

In *The Winner’s Edge* Denis Waitley stated, “The real leaders in business, in the professional community, in education, in government, and in the home also seem to draw upon a special cutting edge that separates them from the rest of society. The winner’s edge is not in a gifted birth, in a high IQ, or in talent. The winner’s edge is in the attitude, not aptitude.”²

Unfortunately, I think too many people resist that notion. They want to believe that talent alone (or talent with experience) is enough. But plenty of talented teams out there never amount to anything because of the attitudes of their players.

Various attitudes may impact a team made up of highly talented players:

<u>Abilities</u>	+	<u>Attitudes</u>	=	<u>Result</u>
Great Talent	+	Rotten Attitudes	=	Bad Team
Great Talent	+	Bad Attitudes	=	Average Team
Great Talent	+	Average Attitudes	=	Good Team
Great Talent	+	Good Attitudes	=	Great Team

If you want outstanding results, you need good people with great talent and awesome attitudes. When attitudes go up, so does the potential of the team. When attitudes go down, the potential of the team goes with it.

2. *An Attitude Compounds when Exposed to Others*

Several things on a team are not contagious: talent, experience, and willingness to practice. But you can be sure of one thing: Attitude is catching. When someone on the team is teachable and his humility is rewarded by improvement, others are more likely to display similar characteristics. When a leader is upbeat in the face of discouraging circumstances, others admire that quality and want to be like her. When a team member displays a strong work ethic and begins to have a positive impact, others imitate him. People become inspired by their peers. People have a tendency to adopt the attitudes of those they spend time with—to pick up on their mind-sets, beliefs, and approaches to challenges.

The story of Roger Bannister is an inspiring example of the way attitudes often “compound.” During the first half of the twentieth century, many sports experts believed that no runner could run a mile in less than four minutes. And for a long time they were right. But then on May 6, 1954, British runner and university student Roger Bannister ran a mile in 3 minutes 59.4 seconds during a meet in Oxford. Less than two months later, another runner, Australian John Landy, also broke the four-minute barrier. Then suddenly dozens and then hundreds of others broke it. Why? Because the best runners’ attitudes changed. They began to adopt the mind-sets and beliefs of their peers.

Bannister’s attitude and actions compounded when exposed to others. His attitude spread. Today, every world-class runner who competes at that distance can run a mile in less than four minutes. Attitudes are contagious!

3. *Bad Attitudes Compound Faster Than Good Ones*

There’s only one thing more contagious than a good attitude—a bad attitude. For some reason many people think it’s chic to be negative. I suspect that they think it makes them appear smart or important. But the truth is that a negative attitude hurts rather than helps the person who has it. And it also hurts the people around him.

To see how quickly and easily an attitude or mind-set can spread, just think about this story from Norman Cousins: Once during a football game, a doctor at

the first aid station treated five people for what he suspected might be food poisoning. He soon discovered that all five people had bought drinks from a particular concession stand at the stadium.

The physician requested that the announcer advise people in the stadium to avoid buying drinks from the particular vendor because of the possibility of food poisoning. Before long, more than two hundred people complained of food poisoning symptoms. Nearly half the people's symptoms were so severe that they were taken to the hospital.

The story doesn't end there, however. After a little more detective work, it was discovered that the five original victims had eaten tainted potato salad from one particular deli on the way to the game. When the other "sufferers" found out that the drinks in the stadium were safe, they experienced miraculous recoveries. That just goes to show you, an attitude spreads very quickly.

4. Attitudes Are Subjective, So Identifying a Wrong One Can Be Difficult

Have you ever interacted with someone for the first time and suspected that his attitude was poor, yet you were unable to put your finger on exactly what was wrong? I believe many people have that experience.

The reason people doubt their observations about others' attitudes is that attitudes are subjective. Someone with a bad attitude may not do anything illegal or unethical, yet his attitude may be ruining the team just the same.

People always project on the outside how they feel on the inside. Attitude is really about how a person is. That overflows into how he acts. Allow me to share with you common rotten attitudes that ruin a team so that you can recognize them for what they are when you see them.

- *An inability to admit wrongdoing.* Have you ever spent time with people who never admit they're wrong? It's painful. Nobody's perfect, but someone who thinks he is does not make an ideal teammate. His wrong attitude will always create conflict.
- *Failing to forgive.* It's said that Clara Barton, the founder of modern nursing, was once encouraged to bemoan a cruel act inflicted on her years earlier, but Barton wouldn't take the bait.

"Don't you remember the wrong that was done to you?" the friend goaded.

"No," answered Barton, "I distinctly remember forgetting that."

Holding a grudge is never positive or appropriate. And when unforgiveness occurs between teammates, it's certain to hurt the team.

Petty jealousy. An attitude that really works against people is the desire for equality that feeds petty jealousy. For some reason the people with this attitude believe that every person deserves equal treatment, regardless of talent, performance, or impact. Yet nothing could be farther from the truth. Each of us is created uniquely and performs differently, and as a result, we should be treated as such.

The disease of me. In his book *The Winner Within*, highly successful NBA coach Pat Riley writes about the "disease of me." He says of team members who have it, "They develop an overpowering belief in their own importance. Their actions virtually shout the claim, 'I'm the one.'" Riley asserts that the disease always has the same inevitable result: "The Defeat of Us."³

A critical spirit. Fred and Martha were driving home after a church service. "Fred," Martha asked, "did you notice that the pastor's sermon was kind of weak today?"

"No, not really," answered Fred.

"Well, did you hear that the choir was flat?"

"No, I didn't," he responded.

"Well, you certainly must have noticed that young couple and their children right in front of us, with all the noise and commotion they made the whole service!"

"I'm sorry, dear, but no, I didn't."

Finally in disgust Martha said, "Honestly, Fred, I don't know why you even bother to go to church."

When someone on the team has a critical spirit, everybody knows it because everyone on the team can do no right.

A desire to hog all the credit. Another bad attitude that hurts the team is similar to the "disease of me." But where the person with that disease may simmer in the background and create dissension, the credit hog continually steps into the spotlight to take a bow—whether he has earned it or not. His attitude is opposite that of NBA Hall of Fame center Bill Russell, who said of his time on the court, "The most important measure of how good a game I played was how much better I'd made my teammates play."

Certainly there are other negative attitudes that I haven't named, but my intention isn't to list every bad attitude—just some of the most common ones. In a word, most bad attitudes are the result of selfishness. If one of your teammates puts others down, sabotages teamwork, or makes himself out to be more important than the team, then you can be sure that you've encountered someone with a bad attitude.

5. *Rotten Attitudes, Left Alone, Ruin Everything*

Bad attitudes must be addressed. You can be sure that they will always cause dissension, resentment, combativeness, and division on a team. And they will never go away on their own if they are left unaddressed. They will simply fester and ruin a team—along with its chances of reaching its potential.

Because people with bad attitudes are so difficult to deal with and because attitudes seem so subjective, you may doubt your gut reaction when you encounter someone with a bad attitude. After all, if it's only your opinion that he has a rotten attitude, then you have no right to address it, right? Not if you care about the team. Rotten attitudes ruin a team. That is always true. If you leave a bad apple in a barrel of good apples, you will always end up with a barrel of rotten apples. Attitudes always impact a leader's effectiveness.

President Thomas Jefferson remarked, "Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude." If you care about your team and you are committed to helping all of the players, you can't ignore a bad attitude.

Dealing with a person whose attitude is bad can be a very tricky thing. Before you try to address the issue, you would benefit from a closer look at attitudes and how they affect an individual.