


# The Experts Teach: Motivation

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**motivation**

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# The Experts Teach

Motivation

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The Experts Teach: Motivation

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# Preface

## Introduction to “The Experts Teach: “Motivation”

In each of “The Experts Teach” series, we’ve gathered together some of the world’s best thinkers to share their ideas with you. Their ideas offer new, refreshing, and insightful ways to look at old themes, allowing you to discover new perspectives, develop your understanding, and change the way you think.

## Profile of Editor Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

## Profile of ManageTrainLearn

ManageTrainLearn is one of the top companies on the Internet for management training products, materials, and resources. Products range from training course plans to online courses, manuals to teambuilder exercises, mobile management apps to one-page skill summaries and a whole lot more. Whether you’re a manager, trainer, or learner, you’ll find just what you need at ManageTrainLearn to skyrocket your professional and personal success.

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# 1 The Real Secret to Motivation by David Diamond

For many years in the last century, psychologists tried to find one theory of motivation that would give business leaders an answer to the question: how do I motivate my people?

Abraham Maslow offered us his Hierarchy of Needs. Frederick Herzberg offered us his Theory X and Y. And Elton Mayo offered us his years and years of research at the Hawthorne plant in Chicago just to prove that people were motivated because they were the subject of his research.

It was Victor Vroom who tried to find which of these many motivational theories was the most likely to succeed. His conclusion? None of them could be guaranteed to work. It appeared that there is no one theory of motivation that a business leader can apply with absolute certainty of success.

Since these mid-20th century studies of motivation, we've learnt a lot more about how to press the right buttons to get what we want from people. And one of the big differences between then and now is that, back in the 1940s and '50s, we believed that we had to give people an externally-based reason for doing something. It might have been giving them more money. Or praise. Or recognition. Or belonging to the right group. Or excellent conditions. Or development opportunities. Or job satisfaction.

Today, we know that people don't change their motivation levels because of anything offered by someone else, even with the biggest sell in the world. Today, people buy only when they convince themselves that what they're doing is right for them.

Let's say you want one of your team to get some forms sent back to you more quickly than they have been doing. If you talk to that person in an assertive manner and say, "You know what, I need to talk to you. I didn't get those forms on time this week." You know what happens?

Defensiveness and fear. Because of your implied criticism that she failed to deliver, she looks for a reason that will stand up "in court". If the organisation has a culture of blame and shame, it's likely that one of her greatest job skills will be knowing how to find an excuse or blame someone else. So she says, "There's no way I could get them to you on time. Our systems were down for 2 whole days. We did pretty well getting them to you when we did."

This conversation is now doomed to go nowhere. It may continue with further exchanges of “it’s your fault” and “no, it’s not, I’m doing my best, it’s someone else’s fault”. And the conversation may conclude with some sort of agreement to try harder in future. But an important internal customer-supplier relationship has been damaged and so has the personal relationship between the two of you.

The more you push against people, the more they push back. One person is frightened of the consequences of not having their work done on time and the other person is frightened of being blamed. Whether it is an offensive attack or a defensive reply, it all boils down to the same problem, fear.

In any process of getting others to do a job of work, your goal is to get people to agree to something. It may be to get something done that you need done right away or to perform at a higher level of input/output or to change the way they communicate, or to treat the customer differently. In every case, it’s an agreement.

And the best agreements aren’t based on incentives that may only have a short lifespan such as money or a persuasive argument or flattery. The best agreements are those that the person doing the job commits to because something inside them clicks for whatever reason and they just know they’re going to enjoy doing that job.

There is only one way you can get them to that point and that’s by asking questions that honour their thoughts and feelings. Questions like, “is this something you can do for me?” and “I really want your team to do this job – can you fit me in?” and “what do you need from me to help you get this job done on time?” and “how do you feel about what we’re suggesting?”.

And when you shape that agreement to take on board your needs and theirs, they reach a point where something stirs powerfully in them that says, “Yes, I want to do this”, and they know they can do it. Then you won’t be able to stop them entering into the agreement, willingly, whole-heartedly, and enthusiastically.

And that’s the real secret to motivation.

#### About the author

David Diamond is a contributing author to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

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## 2 The Finer Points of Positive Motivation by Steve Goodier

One wife waited patiently, then impatiently, for her husband to repair the lawn mower as he had promised. One day, not wanting to confront him in anger, she tried another tack. That was the day he came home and found her seated on the ground snipping grass with sewing scissors, one blade at a time. He watched in absolute amazement. Then he went into the house and returned with a toothbrush.

“Honey,” he said, “when you finish cutting the grass would you mind sweeping the sidewalks?”

They both laughed. And, more importantly, he turned his attention to the mower.

We’ve all been there. We want to encourage a child to do her homework, or a spouse to complete a project, or a colleague to follow through. How can we encourage without criticizing, nagging, berating or pushing?

Maybe because I’m the one that occasionally has to be nudged, I’ve learned a few important things about the finer points of positive motivation.

First, whenever possible, try to keep it light-hearted. The careful use of humor can work in any relationship to make the point in a way it will be heard. Sometimes we are so frustrated we know that however we say it, it will be bound to come out wrong. These are especially the times when humor may be needed.

Second, without exception, be polite and respectful. Sometimes it’s more about how we say it than what we say. Too much of the world is run on the theory that you don’t need road manners if you drive a five-ton truck. No one wants to be forced, pushed, run over, cajoled or manipulated. They want to be respected.

Finally, as often as you can, show appreciation. Novelist Arnold Bennett had a publisher who boasted about the consistently exceptional work of his assistant. One day while visiting the publisher’s office, Bennett struck up a conversation with the valued employee. He told her what her boss said about her work. “What’s your secret?” he asked.

“It’s not my secret,” said the assistant, “it’s his.” She went on to tell him that her boss always acknowledges and appreciates everything she does, regardless how insignificant. That is why she finds it so easy to take pride in her work. The appreciation of her employer nudges her toward constant improvement.

These are a few of the finer points of positive motivation. And even if motivating is not your purpose, respect and appreciation, topped off with a little humor is bound to improve any relationship.

#### About the author

Steve Goodier holds a B.A. in anthropology and sociology (New Mexico State University) and an M.Div. degree from Emory University. He is an ordained United Methodist minister, district superintendent in the Rocky Mountain Conference UMC, and the author of numerous books about personal development, motivation, inspiration, and making needed life changes.

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### 3 Co-workers: a Potent Source of Recognition by Nelson Scott

The conversation occurred years ago, but it is still fresh in my mind. An elementary school teacher proudly recalled a compliment she had received from the teacher who taught next door.

“I really appreciate getting students in my class that you had the year before,” the colleague said, then continued, “They are so ready to learn and excited about learning.”

From what I have learned from listening to participants in my seminars and from reviewing responses to staff attitude surveys we have conducted for clients, I know how much workers from a variety of industries crave recognition. They want to know that someone notices what they do, and values and appreciates them for their efforts and accomplishments.

The usual response to low staff recognition scores is to focus on those in supervisory roles. What are managers doing to recognize staff? Why aren't they doing more? How could they do a better job of recognizing staff?

While it is appropriate to encourage those who supervise to do more, managers should not be seen as the only source of recognition. To do so overlooks a much more potent source of meaningful recognition – co-workers.

There may be no more powerful type of recognition than peer recognition. Who knows better what an employee does than someone who does the same or a similar job? Certainly not a manager tucked away in her office or always being called away to meetings.

Co-workers know what is needed to be successful, which gives their words of praise great credibility. Unlike supervisors, co-workers are usually there to witness others doing their jobs well. They can recognize co-workers instantaneously when they see behaviour that is essential to success.

It is easy for you, as a supervisor, to facilitate peer recognition:

Place thank-you cards in locations accessible to all staff. Encourage them to use these to acknowledge co-workers who help.

Create a pass-along award that one co-worker can present to another when the latter does well. The objective is to keep the award moving, never resting on any one desk for more than a couple of days. The award itself can be anything – a recycled sports trophy, a stuffed toy, a special banner. It is the message of appreciation that accompanies the award that counts.

Set aside time at staff meetings to allow staff members to thank each other. To demonstrate the significance of recognition, schedule this activity for early in the meeting... which is where all important topics should be placed on an agenda.

Hold a “Positive Strokes Day” when everyone is encouraged to give positive strokes to co-workers.

Invite staff to tell you when a co-worker has been particularly helpful. Follow up with a note to the co-worker letting her know that you are aware she did well.

Recognition is infectious. When you take the time to praise deserving people regularly, they will learn from the behaviour you are modelling. They will begin to recognize the efforts and achievements of others more often. You can do even more to encourage peer recognition by praising staff for recognizing their colleagues.

To improve the relationship and communication among employees in different departments, create awards for which employees can only nominate staff from another department who have been helpful.

#### About the author

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A professional trainer, speaker, and consultant since 1995, Nelson Scott works with organizations that are committed to making the right hiring decisions, developing and retaining productive staff, and strengthening relationships with customers. Learn more by visiting [www.seaconsultingonline.com](http://www.seaconsultingonline.com) or e-mailing [nmscott@telus.net](mailto:nmscott@telus.net).

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## 4 A Motivation Theory to Try Right Now by Steven Gillman

There is a motivation theory that came from neurolinguistic programming which you can try right now. You might be surprised at the results.

A good motivation theory has to recognize the fact that we each get motivated differently. In the practice of neuro-linguistic programming or “NLP” this is taken into account in many ways. One of the more useful NLP theories is the concept of “away-from” and “towards” personalities.

Of course, we each have both modes of operation as a part of the way we function, but often one is dominant in each of us. Those in who the “towards” motivation dominates will be more affected by thoughts of future rewards. Those with a primarily “away-from” motivational style, will be more affected by thoughts of escaping pain or trouble.



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Why not use this test to get an idea about which motivational style dominates your personality? Just read the following two descriptions of what having millions of dollars could mean to you.

1. You are safe and secure. You never have to return to your job or do anything you don't want to do. You have the means to eliminate most of your problems easily. You have everything you need to be free and comfortable.
2. You have the house of your dreams, and your favorite car too. You buy anything you want for you and your friends, and you do what you want. You have the means to achieve any of your goals.

If the first description is more compelling to you, you primarily have an “away-from” personality. If you feel more motivated by the second description, you have a “towards” personality. There are good and bad points to both types. “Towards” individuals make good entrepreneurs, for example, but often get into trouble because they don't plan well enough to avoid problems. “Away-from” individuals manage things well and avoid problems, but don't do as well at big goals.

So how do you use this motivation theory and this knowledge about yourself to your best advantage? Suppose you want to make more money and you are a “towards” person. You would want to envision the things you'll buy and do with that money, but also be aware that you may be glossing over the problems. If you are an “away-from” person, you'll need to continually remind yourself what a mess it will be if you fail. Otherwise you'll lose your motivation once you reach some level of comfort.

Of course, when you understand these two motivational styles, you can also influence others more easily. If you wanted to sell a new car to someone, for example, you would first determine if they are motivated away from things or towards things. For the former, you might explain how this new car will mean no more used-car hassles, or how it will make life easier. For the latter, you would explain how great they'll look in it, or what it can do.

You can play with this theory, and practice using this knowledge to influence others, but don't forget to influence yourself. While it is useful for understanding and influencing others, this is a motivation theory that is best used to affect your own self-improvement.

#### About the author

Steve Gillman writes on many topics, including brainpower, weight loss, meditation, habits of mind, creative problem solving, generating luck and anything related to self-improvement. Learn more, and get FREE e-courses at <http://www.SelfImprovementNow.com>.

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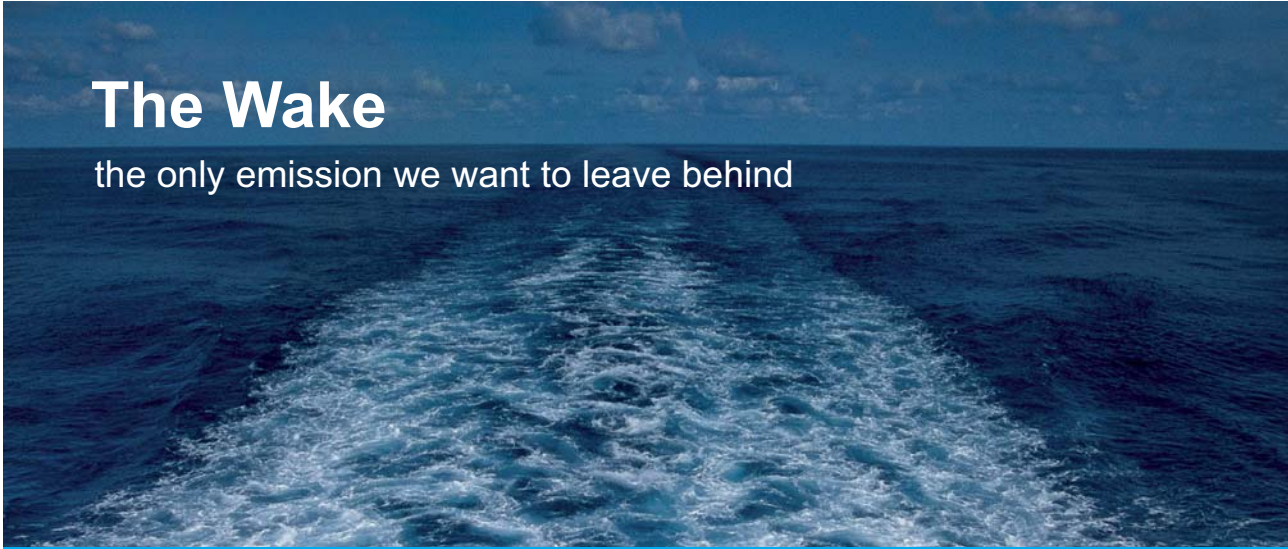
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# 5 Don't Bother Setting Goals by Michael Beck

Don't bother setting goals. It's a waste of time. Let me explain why I feel this way about goals and then offer a better alternative. See if this scenario sounds familiar. You decide to work towards some new level of accomplishment. So you set a goal for yourself. Actually, you probably set a few goals. The first goal you set is for the end result. Your goal might be to reach a certain level of sales, or to drop X pounds, or to build a sales team of a certain size. You get the idea...

Next, you set an activity goal. No...more like 2 or even 3 activity goals. Because you know what it will take to succeed and you're "committed" to your success. So you have one or more daily activity goals, maybe a weekly activity goal, and perhaps even a monthly activity goal.

But after a month passes, not much has changed. Things started out pretty strong, but then...well...you know...life got in the way. Things just seemed to spring up, derailing your plan.

So then you decide to set S.M.A.R.T. goals. S.M.A.R.T. goals are Specific, Measurable, Achievable, Relevant, and Time-Specific. Logically, these make sense. What more could you ask for from a goal? But of course, they don't work for us. After all, our original goals weren't THAT different from a set of SMART goals.

And then there's the strategy of creating a prioritized list to keep us focused and on track. How perfect is that? Make a list of all the things that have to get done and then decide which ones have highest priority, which ones come next, and so on and so forth. The only problem is that half our time is spent re-prioritizing our list and the other half is spent justifying why a lower priority task should be done first. Besides, "stuff" always gets in the way – interruptions and distractions.

So although setting goals seems like it should work, it doesn't. This brings us to the question of why goal setting doesn't work. Why is it that when a sales agent creates a marketing plan for the coming year, the result is that nothing really changes? Why is it that so many people set "New Year's Resolutions" only to fall back into old habits?

The reason is that although most people basically know what to "do", they either 1) lack the motivation to do what needs to be done or 2) they wrestle with "conflicting intentions and beliefs". Only by being sufficiently self-motivated and by being free of internal conflict can goals be achieved. Most people "put the cart before the horse" by setting goals before they're truly committed to making a change.

Self-motivation is powerful but often elusive. The challenge with becoming motivated is moving from the “logical” to the “emotional”. For example, logically it makes sense to lose weight and get fit, but the reason most folks struggle with their weight and their fitness is that they’re not emotionally motivated for self-improvement.

Someone who’s emotionally self-motivated won’t let distractions and interruptions knock them off course. When we’re self-motivated, we’re driven to achieve our goals. We’re enthusiastic about them. Putting in action to achieve goals we’re motivated to achieve energizes us. In contrast, putting in activity to work on something we’re not motivated to do is draining. (Hence we tend to avoid doing it.)

Then we come to the issue of “conflicting intentions”. The concept of “conflicting intentions and beliefs” is important to understand. This is one of the main reasons – if not THE main reason – that people don’t succeed in reaching their goals. Let me explain more about this concept. A person has a conflicting intention when they say or want one thing, but in their head or their heart, they want or believe something else. For example, they might declare that their goal is to make \$250,000, but secretly they don’t really believe they could ever make that amount of money. Or they believe they’re not “worthy” of making that kind of money. Or they believe that the effort to have the level of success would overwhelm them. Or they believe that people who make a lot of money are superficial and materialistic.

The consequence of harboring conflicting intentions is that every action, every activity, and every effort is “energetically” counteracted. In other words, the positive gains from one’s efforts are canceled out by the conflicting or negative energy, resulting in an outcome that is “OK”, but not nearly what it could or should have been. This principle affects everything in our life – money, relationships, success, you name it...

The bottom line is that setting goals and working towards them often will be a frustrating exercise until one is truly motivated for self-improvement and has cleared out any major conflicting intentions and beliefs. When you’re self-motivated and not in conflict, you’ll reach your goals faster and easier than you ever thought possible.

#### About the author

Michael Beck, Executive Strategist, is president of Michael Beck International, Inc. – a firm specializing in executive development, leadership effectiveness, and executive strategy. Connect on LinkedIn: [www.linkedin.com/in/mjbeck](http://www.linkedin.com/in/mjbeck) and visit [www.michaeljbeck.com](http://www.michaeljbeck.com) to learn more. Permission to reprint with full attribution. © 2012 Michael Beck International, Inc.

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## 6 Have You Been Appreciated Lately? by Bob Selden

Six steps to make yourself and others feel better at work.

We all want to be associated with a winner, be it a winning person, a winning team, a worthwhile cause or a successful organisation. We all have sports people, teams, actors or artists that we consider “ours”. When they do well, we bask in their reflected glory.

It's the same at work – we want to be associated with a worthwhile “winning” organisation. Our greatest reward is receiving acknowledgment that we have contributed to making something meaningful happen. More than anything else, people want to be valued for a job well done by those they hold in high regard.

A famous study by Lawrence Lindahl in the 1940s came up with some surprising results. When supervisors and their employees were asked to list “What motivates the employees?”

Employees listed “appreciation of a job well done” as number one and “feeling in on things” as number two.

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Supervisors, on the other hand, expected the employees would rank these two items as eighth and tenth respectively (supervisors thought employees would put wages as number one and promotion number two!).

These results were replicated in similar studies in the 1980s and again in the 1990s. In another recent study, employees were asked to rank job-based incentives – “personal thank-you’s” came first and “a note of appreciation from my manager” came second. “Money” came in at 16th!

Praise, the thing that motivates us the most, takes so little time and costs nothing! Famous management writer Rosabeth Moss Kantor once said “Compensation is a right. Recognition is a gift.”

Have you appreciated the work of others lately? Has the value of your own work been appreciated? Here’s a quick test – over the last week, have you:

- Told someone they have done a good job?
- Looked specifically to find someone doing something well?
- Made someone else look good rather than taking the credit yourself?
- Thanked others for your own success?
- Passed on positive comments you have heard about others?

These are simple examples of the things we need to do regularly to acknowledge the good work of others.

You might say, “If it’s that easy, why don’t more people do it?” There are many reasons, but they all fall into two categories – personal and organisational.

On a personal level, many of us are not comfortable giving praise. We may be awkward about it, or perhaps believe that people are paid to do a job, so why do we have to praise them?

From an organisational perspective, it may be the culture that is holding us back, or perhaps technology preventing us from valuing the work of others. For example, technology has changed the way many of us operate. Email may have replaced personal interaction, so we no longer see what others do well – out of sight is out of mind, so how can we praise good work if we don’t see it?

Here are six ways we can put praise for a job well done back into our working lives.

1. Look for things people do well and acknowledge them for their good work.
2. Be a model of acknowledgment – show others it’s OK to give praise.
3. Have a conversation with a colleague about how to give praise for work well done.
4. When people have performed above the norm, write them a small thank you note.
5. Encourage others to thank one another and pass on stories of good work to your manager.
6. Work to create a culture of appreciation – make acknowledgment part of your daily routine.

The essential point is that praise must be frequent and given locally (by colleagues and managers). It should not be seen as a corporate initiative or program, but merely “the way we do things around here”.

What’s not been said so far, is that praise must be genuine. People in general are very good at spotting insincerity. The message? When you do praise someone, make sure it’s for the good work they have done and not just for the sake of it.

A final word of warning. Many organisations turn acknowledgment into an event. They distort it with extrinsic motivators (such as money) and taint it with internal competition. Pure and simple, giving praise for a job well done is just that – pure and simple.

So, find someone doing something good today and simply tell them what a good job they’ve done!

#### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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# 7 Get Motivated Today With These 4 Essential Pillars of Motivation by Adam Eason

I want to give you four wonderful pillars for motivation, four main themes to underpin a healthy sense of drive and inspiration.

1. The first main pillar of motivation is to gain recognition from peers.

When soldiers in wartime give up their lives during combat, why do they do it? Is it because of patriotism, a belief in the cause they are fighting for, or a fear of court martial if they do otherwise? Perhaps all these things play a part, but extensive research has shown that what really motivates a soldier to fight well in combat is the desire for the respect of the person who is fighting right beside him. This is much more important than medals or other forms of public recognition. This is similar to what motivates salesmen on the floor of a car dealership, students in a classroom or a team of lawyers trying to win a case.

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In the English Premier football league, all the players will tell you the best award that they want to receive is the acclaim of the other players and to receive the players player of the year award.

Think of ways that you can develop recognition from your peers to enhance your motivation. The apply them to your life.

2. The second pillar of motivation is recognition from respected experts or authorities.

In my own life, I love the fact that the wonderful multi-selling author in the US has helped me, guided me and become my friend professionally and personally. I desperately wanted to earn his respect.

Has there been someone like that in your life? It is important to realise that a respected expert does not have to be someone who is known far and wide throughout the world. You are the one who establishes the qualifications, though very often people whom you find impressive will be equally impressive to others.

Once you've met such a person, or even if you have just seen them from a distance or perhaps read an article about them, stop hesitating and politely approach them and introduce yourself. Unless you happen to catch them at a particularly difficult moment, most successful people are eager to help others and to pass on what they've learned.

The great thing about establishing a relationship with a mentor is that you eventually come close to that person that you can sometimes hear them advising you when they are not actually around.

Think about how you can get recognition from a respected expert or authority. You can really stretch this concept to be good parents, local teachers, councillors as well as business people; interpret this in the best way for you.

3. The third pillar of motivation is family.

Although the approval of peers and experts may be important to your career, in your life, nothing compares to the influence of your family.

Let me explain what I mean by this with an example of my own; when I had come off stage speaking at an event in Dublin last year, a man approached me and asked me for some advice on the best way to stop smoking, he knew that I was the author of *The Secrets of Self-Hypnosis* and wanted assistance. My immediate response was to ask him what his reasons were for wanting to stop smoking and he said the following to me:

“My wife is pregnant with our first child and I want to have more after that. I want to be able to enjoy playing and having fun with my children and I want to be a healthy influence on their lives too.”

I spent some time talking to him about some specific techniques and strategies. I have not heard from that man, but I know that he was driven by his family and am sure of his success. Think about your wealth goals; so many of us want to be able to provide for our family and for them to have what they want.

So think about the ways in which you your family can motivate you and get that lodged into your mind.

4. The fourth pillar of motivation for today is something closely related to number three and that is sharing the wealth and wisdom for the good of your fellows.

To illustrate this pillar, I am going to mention a story I love about Andrew Carnegie, the Scottish immigrant who founded the United States Steel Company in the early nineteen hundreds. When Carnegie died, a yellow sheet of paper was found in his desk on which he had written a note to himself when he was in his twenties. This note illustrated the main purpose of his life. It read:

“I am going to spend the first half of my life accumulating money, and I am going to spend the last half of my life giving it all away.”

During his lifetime, Carnegie’s fortune was estimated a four hundred and fifty million dollars – the equivalent to four and a half billion dollars today. In addition to building Carnegie Hall in New York City, he founded libraries in hundreds of small towns all across America and participated in dozens of other philanthropic activities as well.

When we look at these found pillars of motivation, what do you really see? The thing that I immediately notice is that they all involve other people, whether they are peers, mentors, family members, or simply fellows of the human race. Ironic isn’t it? To be successfully motivated you need this very internal, very unique thing called your motivation. To acquire that innermost quality and set it to work Find Article, you need to recognise other people as reasons to believe.

#### About the author

Adam Eason is a UK based, renowned consultant, speaker and best-selling author. Please visit his website for a vast range of personal development resources and to receive your amazing free, instantly downloadable hypnosis session for ultimate relaxation and the sensational free ebook 'The Happy Brain Manual' filled with techniques, tips and strategies to make more of your brain: <http://www.adam-eason.com>  
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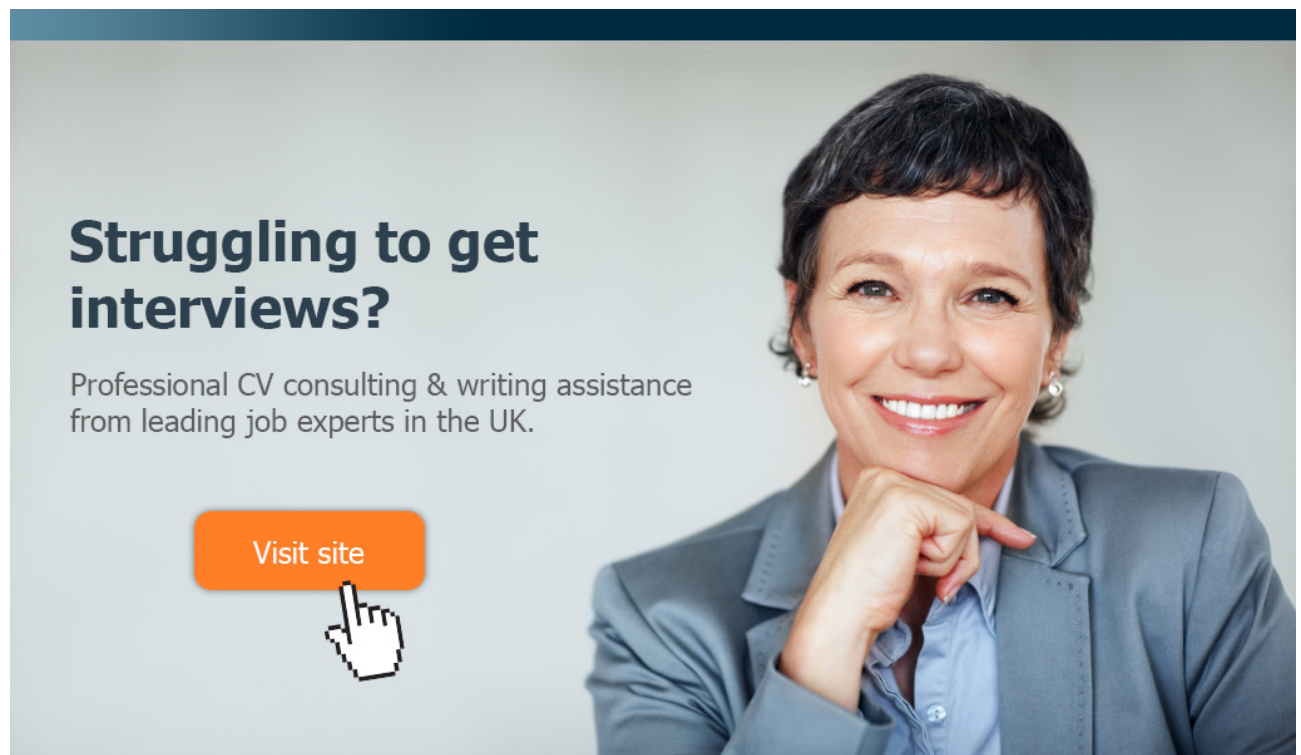
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# 8 Employee Motivation – Access Their Unique Talents by Martin Haworth

How well do you truly understand the people you have working with you in your business? Why would you want to know? They show up, do what you tell them, take their pay and go home. It's as simple as that. Or is it? In fact, is there a trick you are missing?

Your people are invaluable to you. They are the lifeblood of your business or organisation. And yet, in many situations, managers take little time to truly find out what makes each of their people special. Makes them unique.

But why would this be important to know?

When people bring a unique blend of skills to your workplace, it's important to know about it. And not just because you might be able to get more out of them. When you know what turns your people on, they work happier and contribute more; sometimes, much more than you might expect from them. When they are working in their 'flow', they are on top form, in overdrive. And then remarkable results flow.

So, how do you find out what your people are best at, and also where they struggle?

Many organisations now use a variety of techniques to get to the bottom of who their employees truly are. These take the form of assessments – often simple questionnaires – that their employees complete. Then both employee and line-manager work together with the data, to understand the focused results that such information provides.

More commonly now, external coaches are brought in to work with special types of assessments, to provide an outsider's support, well away from line management or performance assessments. This enables openness and honesty – not always possible if your boss is your coach.

In the assessment systems that are available, some tend to place people in boxes, which can almost lead to the employee 'acting out' what they expect to be like from the results. This can be very discouraging, especially when told that it's 'just the way you are' (and this with little hope of changing ever!).

There are now more modern approaches, which are enabling employees to understand better their behaviours. These can be adapted and developed, with the encouragement and challenge of a coach, to deliver far greater performance than previously possible.

Often these 'behavioural' approaches accelerate development, to such an extent that prolonged coaching contracts are unnecessary, although after a time, such is the success, that (especially senior employees) come back for a further burst of activity, to raise the bar on their own performance even further.

Ultimately, it is the employee's prerogative to decide in which areas of developing their performance they might wish to focus. With a modern, self-assessment style questionnaire identifying where they are in the moment, it is well worth the time and investment to give themselves a head start. Celebrating the unique skills and talents they already have is a good place to start.

Those at the head of a business or organisation can set an example. This enables them to model change as a 'good thing' and encourage others to take full part, in the knowledge that this is not going to be a painful experience, maybe challenging, but ultimately good, for the employee as well as everyone else, both inside and outside the workplace.

At Coaching Businesses to Success, we work with clients from all sorts of business backgrounds worldwide, often entirely by phone, using Intercept® ID, a proven online self-assessment tool. For more information, checkout the Intercept information page for more details.

#### About the author

Copyright 2006 Martin Haworth is a Business and Management Coach. He works worldwide, mainly by phone, with small business owners, managers and corporate leaders. He has hundreds of hints, tips and ideas at his website, [www.coaching-businesses-to-success.com](http://www.coaching-businesses-to-success.com).

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## 9 Appeal to Self-Interest by Linda Henman

Recently a high school in California faced an usual problem: The girls had started kissing the mirror in the restroom, leaving hard-to-remove imprints. Joe, the dedicated janitor, appealed to the principal for help. The principal immediately announced that the mirror kissing must stop...or else.

The kissing increased. Girls who had not really considered kissing a mirror suddenly saw the appeal. At the end of his scholarly rope, the principal called in a consultant, who brought sage advice to the situation – as we always do.

The consultant suggested that the principal meet with the president of each class in the girls' restroom to discuss the situation. Initially the principal asked for both their empathy and cooperation in addressing the problem. Then he announced, "I think that once you understand how difficult the girls are making Joe's job, you'll use your influence to convince your classmates to stop kissing the mirror."

To demonstrate the arduous task of cleaning the mirror. Joe took a toilet brush, dipped it in the toilet, and then scrubbed the mirror. That was the last time he ever had to clean the mirror.



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Too often we try to effect behavior change by presenting our wants and needs while simultaneously ignoring those of others.

Consultants know better. People change – when they do change – for their reasons, not ours. If we pinpoint their motivations and fears, we take significant strides in the direction of our goals.

When we don't, we end up with toilet water on our kissers.

#### About the author

Linda holds a Bachelor of Science in communication, two Master of Arts degrees in both interpersonal communication and organization development, and a Ph.D. in organizational systems. By combining her experience as an organizational psychologist with her education in business, she offers her clients assessment, coaching, consulting, and training solutions that are pragmatic in their approach and sound in their foundation. Specializing in assessment for selection, promotion, and development, Linda helps organizations improve their succession and retention initiatives.

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# 10 Giving Validation by Steve Goodier

In a northwestern US city, a woman from out of town parked her car in an attended lot and walked across the street to shop. Hoping to get a discount on the cost of parking, and not familiar with local idioms, she asked, “Do you give validation?”

“Certainly,” replied the store’s manager. “You are an excellent person and I love your hair.”

That might have been worth the cost of parking. I mean, who wouldn’t pay a couple of dollars for the kind of validation that she got?

Mark Twain said, “I can live two months off a good compliment.” But then he also said, “If you can’t get a compliment any other way, pay yourself one.” I suppose sometimes that is the only way we can get one.

I’m a strong believer in the power of affirming other people. One time I facetiously told an audience that I have never in my life received a standing ovation. They gave me one – and I’m here to tell you it isn’t nearly so satisfying when you have to ask for it. Nevertheless, I never underestimate the importance of positive encouragement in a life.

Author Alan Loy McGinnis cites an interesting study about the power of positive encouragement (<http://tinyurl.com/6xg9mba>). He tells of a second-grade teacher who complained that her children were spending too much time standing up and roaming around the room rather than working.

Two psychologists spent several days at the back of the room with stopwatches observing the behavior of the children and the teacher. Every ten seconds they noted how many children were out of their seats. They counted 360 unseated children throughout each 20-minute period. They also noted that the teacher said “Sit down!” seven times during the same period.

The psychologists tried an experiment. They asked the teacher to tell the children to sit down more often. Then they sat back to see what would happen. This time they noted that she commanded her students to sit down 27.5 times in an average 20-minute period, and now 540 were noted to be out of their seats during the same average period. Her increased scolding actually made the problem worse. (Interestingly, when she later backed off to her normal number of reprimands, the roaming also declined to the exact same number recorded previously in just two days.)

Then the experimenters tried a different tack. They asked the teacher to refrain from commanding the children to sit down altogether, and to instead quietly compliment those children who were seated and working. The result? Children's roaming decreased by 33%. They exhibited their best behavior when they were complimented more and reprimanded less.

There is immense power in affirming others. Leaders who get results know this. People who draw others to themselves and who motivate others to great action are almost always those who encourage more than criticize; who compliment more and reprimand less.

Perhaps the woman's question is the correct one after all. "Do you give validation?" I hope I can always answer YES.

#### About the author

Steve Goodier holds a B.A. in anthropology and sociology (New Mexico State University) and an M.Div. degree from Emory University. He is an ordained United Methodist minister, district superintendent in the Rocky Mountain Conference UMC, and the author of numerous books about personal development, motivation, inspiration, and making needed life changes.

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# 11 Why Loyalty Pays by Bob Selden

Loyalty is something that seems to have been lost in many modern organisations. Corporate decision-makers seem to think that paying people more will gain their loyalty. It does not. All it gains is their compliance.

Recently, Tata Motors released the revolutionary “Nano” in India, the world’s cheapest car – \$2,500!

What’s that got to do with loyalty you may well ask? Well, current CEO of Tata, Ratan Tata, aged 70 who took over the ailing company business in 1991, has a personal mantra of “loyalty”. He is unusual for a CEO. Tata is humble, openly admitting his mistakes and sends personal “thank you” notes to employees. In a recent deal with terminated workers from his steel company, he agreed to pay their wages for life!

When Ratan Tata took over as Chairman of the group, he was forced to earn rather than command respect – he inherited Tata through his mother’s marriage, not blood lines. At that time the company was a loose knit group, dependent purely on the Indian economy and not performing well. Today, it is a major international player. It now owns many diverse international businesses ranging from one of the biggest world steel makers, Corus Steel in the UK to the prestigious Ritz Carlton in Boston. The Tata group now has market capitalisation of \$70 billion and after tax profit of \$2.8 billion last year,

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Ratan Tata's gentle, kind manner engenders loyalty and yet he encourages his managers to make tough decisions. "Mr Tata encourages us to take big, calculated risks," says Ravi Kant, Tata Motors' managing director at the unveiling of the Nano. His style appears to be the ultimate "tough mind, gentle hand" approach.

Unfortunately, loyalty is a philosophy that seems to have been lost in many modern organisations. Powerful corporate decision makers seem to think that paying people more salary and perks will gain their loyalty. It does not. All it gains is their compliance. So when people are offered more money, because they have no loyalty to the organisation, they quickly and easily change companies.

Compare this with two other recent examples.

As a management coach, I am currently working with a mid level executive who was told 6 months ago that her division was likely to be closed down at Christmas. As the company wanted to keep her, this timing gave her the opportunity to seek a role elsewhere in the company. Unfortunately, there were no suitable roles. So, the company has now instigated termination.

Now here's the "loyalty" kicker. As well as a very generous termination package, her salary will continue to be paid for the next 9 months. During this time, she is encouraged to remain at work. Should she happen to find a role outside the company at any time within the next 9 months, as an additional "thank you", the company will continue to pay her 50% of her current salary for the remainder of the 9 months. She has just found a new role and starts in two weeks time. Can you imagine how fondly she talks of her old employer and of the level of "loyalty" credibility that has been built up by the company with their existing employees?

Closer to home, my wife works for a very successful European major multinational pharmaceutical company. They have tremendous loyalty amongst their employees with many of them being lifetime employees. What engenders such loyalty? Well, in addition to good leadership and management, loyalty starts with the employment contract. Both parties are required to give 6 months' notice of leaving or termination.

Faced with an unexpected termination, would you rather be given the option of a six months window to find a new role, or the ignominy, embarrassment and belittlement of being marched off the premises by armed security guards on the day of termination? Just as importantly, what "loyalty" impact do each of these termination decisions have on those employees who stay?

Loyalty is a two way street. It cannot be bought. It must be earned – by managers and employees. Loyalty may well cost – most often in the time invested in people by the organisation's leaders – but it also pays. In spades!

#### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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# 12 The Motivation Myth

## by Jim Clemmer

“It is the ultimate management conceit that we can motivate people.” – Peter Scholtes, team effectiveness consultant and author

After six years at Universal Pictures, Harry Cohn formed Columbia Pictures in 1924. During the following decades he ran the company with an iron fist. His image as a tyrant was reinforced by the riding whip he kept near his desk to crack for emphasis. Cohn’s form of “motivation” led to the greatest creative turnover of any major studio. At his funeral in 1958, one observer suggested that the 1,300 attendees “had not come to bid farewell, but to make sure he was actually dead.”

Some parents want their kids to be independent as long as they do everything they’re told to. Some team leaders want their teams to be empowered as long as they follow directions. What some “leaders,” call “motivation” is getting others to carry out their orders. Some seem to live by the philosophy that if I want any of your bright ideas I’ll give them to you. Just do what you’re told...and look like you’re enjoying it. These forms of “motivation” are based on fear and force. If the punishment is strong enough and the policing rigid enough, they will lead to compliance. People will follow the rules and marching orders. But that’s all. Energy, creativity, and extra effort will be minimal. So will ownership and commitment. The only passion tyrants and autocrats create are fear, loathing, and the desire for revenge.

The key problems of the Motivation Myth is clearly illustrated by a Farcus cartoon; a team leader is at the head of a conference table addressing her team with these words, “We need to improve morale, any of you boneheads have a good idea?” The main cause of the problem seems pretty obvious. She just needs to look in the mirror. But obviously the obvious isn’t always so obvious. Root causes and symptoms are continuously confused.

The Farcus team leader is treating low morale as a problem to be solved rather than an indicator of much deeper issues. Clearly a key source of a deeper problem is her contempt for her team and her forcefulness. Her approach is like an auto mechanic reporting, “I couldn’t repair your brakes, so I made your horn louder.”

Many of the symptoms and root causes of motivation and morale can be clarified by understanding the doing versus being aspects of mobilizing and energizing. We need to get beyond “do to” programs and techniques. The big sticks of fear, punishments, and discipline or the carrots of incentives and rewards may work in the short term. But to keep them working, we need to continually increase the beatings or sweeten and vary the incentives. Eventually the beatings will burn people out and they will quit. Some will leave and find other jobs. Many will silently resign and continue to report for work everyday.

People should be fairly rewarded for their contributions. The absence of money can be demotivating, but its presence doesn't provide healthy, long-term motivation. Using money or types of incentives to get increased performance turns people into selfish, self-centered mercenaries who are increasingly tuned into WIFM (what's-in-it-for-me). Pride, teamwork, concern for customers, shared values, growing and developing, passion, meaningful work, and the like fade. These become hollow words that raise “the snicker factor” whenever they are heard.

Effective mobilizing and energizing goes well beyond “doing” programs to the “being” or culture of a team, organization, or any group including a family. That culture is a set of shared attitudes and accumulated habits around “the way we do things here.” The culture provides the context or backdrop that either energizes or exhausts people.

#### About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

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# 13 Make Motivation Stick by Paul Johnson

Motivation is the elusive elixir. Not only does it help people do good work, and do it faster, but it also helps them feel good about it while they're doing it. Yet motivation always seems temporary, fleeting. We call a meeting, bring in a motivational speaker, and fire up the team. Yet, we know it won't last.

What if we could make it last? What if we could make it easy for everyone on your team to stay motivated day in and day out, regardless of what was going on around them? You could expect higher levels of performance from everyone and create a team with an unstoppable can-do attitude.

Despite its elusive nature, motivation is rather simple to understand. Motivation can be defined as a concerted effort to produce a desired result. So let's think about that for a moment. Why would anyone make a concerted effort to produce a result?

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Underlying all motivation must be a belief that winning is possible, that the result is attainable. When people stop believing that they can win, that they have little chance for success, their efforts directed at achieving that success fade. However, people can remain motivated day after day when they are playing a game they believe they can win.

Motivation can be made a permanent part of your organization's environment when you provide the three keys that will allow your team members to believe that they can win, that they are unstoppable.

What's the Plan?

The first key is a strategy. A strategy is a best-guess plan that expedites the accomplishment of desired goals. Motivation depends on having a clear path to accomplishing a desired result. It's OK if every detail is not in place and a few variables exist, but the path to success must not be shrouded in fog. However, the plan must be complete enough to permit the belief in a successful end result.

When the plan is in doubt, motivation is ruled out.

While desire is a powerful motivator, so is anger. When Osama bin Laden was linked to the terrorist attacks of September 11, 2001, the wrath of angry Americans was focused on him. Emotions were high, and it would have been easy to fill an airplane bound for Afghanistan to hunt him down.

If you were on that plane, imagine how your excitement and motivation would soon fade when you learned that the "plan" was to drop you into Afghanistan and let you figure out how to find Osama. Without a clear path for getting past the enemy and finding bin Laden, your early determination would soon turn to despair. We all need a plan that we believe can work.

It's Tool Time!

The second key to motivation is tools. To stay motivated, individuals must believe that they have access to the tools they need to execute the plan. No matter how wonderful the plan, excitement will fade as soon as people discover that resources are inadequate to permit delivery of the goods.

This is the common de-motivator present in the "do more with less" admonition. Expectations of employees are raised and more is expected while resources are systematically removed. Left to their own cleverness, employees can often find ways to get more done with fewer resources if they are allowed to substitute a more productive resource for a more costly one. Unfortunately these "do more with less" initiatives often remove tools and resources without permitting for their replacement by the necessary cost efficient tools to get the higher expectations accomplished.

When tools don't exist, motivation is at risk.

Let's go back to Afghanistan. I'm betting you'd like some tools, and I'm not talking about a shovel or nice power saw. A gun would be good for starters. And bullets. While we're making a list, let's add grenades, two-way radio, Kevlar vest, and a rocket launcher. Oh, food and a canteen would be really good. And a map to get us back home.

"Do more with less" rings hollow when the stakes are high, like when your life is on the line. Make sure your team has the proper tools to tackle the tasks ahead of them and dispatch them productively and with confidence.

No Training? No Can-Do!

The third key to maintaining motivation is skills. Individuals must be trained on the skills that allow them to use the tools in the context of execution of the plan. It's not enough to have the resources if their application is left to question.

Skills training still may not accomplish the desired result if it is delivered outside of the context of the plan. A hammer can be used for both driving nails and pulling them out, and it's important to know what needs to be accomplished so that its application supports our desired outcome.

Without skills and training, motivation will be waning.

Forget the guns, Kevlar, and rocket launcher for a moment. Let's suppose we drop you into a tank, such as the magnificently sophisticated Bradley Fighting Vehicle. Without training on how to operate it, you'd be a sitting duck. Maybe you could figure out how to operate it, but possibly at great danger to yourself. What if you loaded the cannon improperly and caused a misfire? How far could you drive without running out of fuel in enemy territory?

At least the tank is firmly planted on solid ground. If put behind the controls of an Apache helicopter without adequate training, the risk to you goes through the roof! Without proper training, motivation is quickly replaced by frustration and fear.

The same things happen every day in workplaces all around us. People show up to work in the morning without a clear idea of how they contribute to the big picture, and without the tools and training to get the job done. Deliver the keys of strategy, tools, and skills, and your people will understand where they're going and how they're going to get there. Those keys will maintain motivation, excitement and enthusiasm by establishing confidence. They assure a successful outcome and are reason enough for employees to stay engaged and fervently work toward the big, bodacious goal you're ultimately after.

With the keys of strategy, tools, and skills, making motivation stick won't seem so elusive after all.

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Paul Johnson the Trouble Breaker is a keynote speaker who works with organizations to convert trouble into double and triple digit performance breakthroughs. Discover breakthrough concepts at <http://www.paul-johnson.com> Visit <http://TroubleBreaker.com> for presentations on performance improvement.

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# 14 Make the Elephant Jump – Leading With a Kind Heart by Brent Filson

Leadership is not about getting people to do what they want. If they did what they want, you wouldn't be needed as a leader. Instead, leadership is about getting people to do what they don't want to do (or don't think they can do) – and be ardently committed to doing it.

This paradox lies at the heart of all great leadership.

Unlike management, which involves simply the care and feeding of your organizational elephant, great leadership gets that elephant to jump.

Anyone who knows anything about elephants knows that they may run, they may stand on their hind legs, they may kneel on their fore legs, they may roll over; but they don't jump.

And that's what leadership is all about: getting organizations to do what they usually can't do, i.e., getting great results consistently.

Now, you can't do the jumping yourself. The elephant must do it. You can't push the elephant into the air. It must jump of its own volition.

Making the elephant jump involves cultivating a special relationship between the leader and the people of the organization.

Many leaders misunderstand that relationship. They try to use fear and pain to spur the activity needed to achieve consistently great results. "Sure, I'll get this elephant to jump. Just give me a cattle prod!"

But inducing fear and pain are habit forming and ultimately destructive both to the leader and the people.

To make the elephant jump – not now and then but consistently, i.e., to lead people to consistently to achieve great results – deep, human emotional bonding between leader and people must take place. And fundamental to that bonding is the nature of the heart of the leader.

This is the secret: You can't get the elephant to jump unless you have a kind heart. Kindness in leadership means following the Leadership Imperative: "I will lead people in such a way that we not only achieve the needed results but they become better as leaders and people."

Most leaders focus on the first part "getting better results" and forget about the second part. But in truth, when you have a kind heart, getting results and helping people be better are not two things but one.

From now on, see every leadership challenge you face as a way of having people increase their knowledge, their skills, their courage, their tenacity, and their leadership abilities. Cultivating that perspective is a kindness.

But don't mistake kindness for being nice. Don't mistake kindness for having people simply feel good. Don't mistake kindness for allowing people to indulge the worst aspects of their character, laziness, inconsiderateness, selfishness, etc.

Furthermore, you may be kind and have people be frustrated with you. Many great leaders I've had relationships with got me frustrated as they had me go through the trouble of tackling challenges I might not otherwise have tackled. (In fact, deep, human, emotional bonding cannot happen without a great deal of frustration.) But I was motivated despite my frustrations because I recognized that they essentially had my best interests at heart.

Yes, through skill, persuasiveness, understanding, forcefulness, education, and guidance, you can get the elephant to jump – as long as you do it through the kindness of your heart.

About the author:

The Filson Leadership Group, Inc. All rights reserved. The author of 23 books, Brent Filson's recent books are, THE LEADERSHIP TALK: THE GREATEST LEADERSHIP TOOL and 101 WAYS TO GIVE GREAT LEADERSHIP TALKS. He is founder and president of The Filson Leadership Group, Inc. For more than 21 years he has been helping leaders of top companies worldwide get audacious results. Sign up for his free leadership e-zine and get a free white paper: "49 Ways To Turn Action Into Results," at <http://www.actionleadership.com>

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# 15 Managers – Do You Have to Run a Motivational Training Session or Workshop? by Bob Selden

10 steps to take to ensure your motivational training session is a success!

So, you're a manager. So, you know you have to run a motivational training session or a team meeting for your team (for the first time).

Here are some tricks for hosting motivational training sessions when you're not a professional trainer. With a good plan and a well-structured session, motivational training can be enjoyable and most of all rewarding for both you and your team.

Here's how to make your motivational training effective and successful.

Get people involved in the topic before the motivational training session.



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Issue what the professional trainers call “pre-work”. This can be as simple as asking people to jot down some answers to one question about the topic. For example, let’s say that you need to improve the service to customers provided by your team, then your pre-work question might look like:

“Assume that we have just had a very successful year, and that we have received heaps of feedback which suggested our service given to customers has been first rate over the last twelve months:

What things did we do to get such great success?

What problems or challenges did we have?

How did we solve these problems and / or meet these challenges?”

Note: for more information on these pre-work questions, see my article “Meetings – Management Meetings – Why are they such a waste of time? How to follow the 80/20 rule and five steps to success! Agree groundrules for the motivational training session – if it is to be a discussion session, discuss and agree the role of the facilitator (you).

Ask “Think about some of the more enjoyable, rewarding and motivational training sessions you have been in. What did the facilitator / trainer do? What did the participants do?” Ask people to quickly jot these down, then draw out the two or three things that you believe will be most important during the session for both the facilitator’s role and the participants. Write these two lists up in view of everyone and stick to yours – when people get off the track, remind them of the groundrules.

Involve people in the discussion very early in the motivational training session.

Avoid a long introduction, just a brief intro, then straight into the groundrules.

For maximum participation, start the discussion or activity in pairs or small groups, then move the discussion/feedback to the main group.

For example you could ask people to discuss their answers to the pre-work question in small groups and come back to the main group in 6 minutes with the three most relevant points.

Use questions to stimulate discussion.

You should prepare these in advance. I always suggest that you prepare 15 questions that you could ask. Why? There’s no science or research to the number 15, just that I know through experience that not only will you have some great questions to ask, but in the process you’ll probably also develop the answers to any question you might be asked!

Involve all participants.

Pose questions to the quieter members to provide answers from their pre-work or from their discussions they had in the small groups at the start of the motivational training session (this will enable them to answer from their prepared notes without putting them on the spot).

Paraphrase and summarise the group's progress often.

This is important to keep the session on track. List the agreed points on flipchart paper progressively throughout the meeting.

Have teams record results of their activities/discussion on flip-chart paper and post around the room.

This provides a focus; a way of summarising; a sign that “action is happening”. It is also very helpful for you as the facilitator to refer back to from time to time to remind people what has been covered or to emphasise important points that they have already agreed on.

As much as possible, give the group the responsibility for running the motivational training session.

Set an agenda, then give people roles to carry out, activities / exercises to complete. For example, appoint different people as leaders of their small group discussions with the responsibility of feeding back to the main group. Rotate these leadership roles regularly so that everyone is involved.

Ensure there is an “Action” at the end of the motivational training session.

This could be applying a new skill or simply an Action Plan with key actions to be taken, responsibilities and completion dates. Ensure this is written up and distributed to team members as soon as possible after the meeting. Diary to follow up the agreed actions.

Finally (Did I say there were 10 points?), work as a “facilitator” not “the Boss”!

Encourage open, positive, critical discussion. If you want to make this a motivational training session, it is particularly important to accept all views (you don't have to agree with them, but you do have to accept them for discussion). Avoid putting the counter argument by using words such as “But...” and “Yes, but...” Instead ask “How might that work in practise?”

Putting on the boss' hat and making decisions about what can and cannot be done, soon stifles discussion and enthusiasm. On the other hand, being open and receptive (although difficult at times) will make the session stimulating and rewarding. Above all, you will find that you have a committed team rather than a compliant one and that's truly motivational!

#### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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# 16 Are Your Employees Motivated? by Bob Selden

Employee feedback surveys are the key to employee motivation!

When was the last time you felt excited, motivated and extremely keen to be at work? Chances are when you had a job that really interested you, had control over what you did and how you did it, and you didn't have any worries about "zealous boss" interference or job security. It's a great feeling – we can all probably tell stories of when we were most "motivated" at work.

As managers, do we try to provide this same level of motivation for our employees? Or, are we fixated on striving to achieve the deadlines, budgets and targets that are set for us (and that seem to be getting tougher and tougher and placing more and more stress on us and our people), and forgetting what it was really like when we worked in an environment that was truly "motivational".

My challenge to managers, is to think back to when they were most motivated at work and identify the reasons why (list them on a sheet of paper as dot points). Then, set about implementing these same conditions for their own people. (Draw up your own list now and see how it compares with mine)

I've issued this challenge to managers over the last 20 years in management development forums and invariably their "motivational conditions" they identify are:

- Autonomy – the chance to take control over a complete project or unit of work in which I am really interested
- Responsibility – for setting goals and targets and being accountable for achieving them
- Recognition – for achieving meaningful results
- Development – of my skills, knowledge and capabilities to their full potential

I then ask them to identify the things that really irritate and annoy them and (often) change what could have been a motivating workplace into a drudgery. They list:

- Bosses who do not give recognition, or worse still, take the credit themselves
- A lack of feeling of "team", ie., we are in this together
- Constant implied or implicit threats of demotion or dismissal
- Insufficient salary (by comparison to others in the firm or in the industry)

If these sound familiar, then you're right! Frederick Herzberg in his classic article <http://harvardbusinessonline.hbsp.harvard.edu/> developed two similar lists nearly forty years ago that he called "Motivators" and "Satisfiers".

Do they hold true today?

Research into turnover rates for young employees (20–30 yrs) shows that in some industries, the turnover rate of young employees is as high as 25% due to lack of perceived career development and training, and limited opportunities for involvement in other areas of their profession. These younger people:

Are more opportunistic in taking new jobs.

Are more mobile.

Have greater expectations.

Are easily bored.

Andrew Heathcote in answer to this challenge suggests that managers need to:

Be honest during interviews.

Be serious about performance reviews.

Do more career mapping.

Create a forum to develop a greater spirit of involvement.

Provide more job rotation.

Provide more rotation between offices.

Develop specific training.

Introduce variety.

Develop forums for social interaction.

Consider providing sabbaticals (so they can travel without resigning).

Increase the availability of unpaid leave.

Richard Layard [www.pfd.co.uk/clients/layardr/b-aut.html](http://www.pfd.co.uk/clients/layardr/b-aut.html) suggests that work plays a very important part in our happiness and that a lot of our happiness actually comes from the work we do. And the job that we do is affected by how we are allowed to do it!

(Managers this is your cue!!!!)

About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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# 17 Needing a Nudge by Steve Goodier

A wiser person than I once said that humans have four basic needs. One is the need to be nurtured. Next is the need to be needed. Third, the need to be noticed. And finally, the need to be nudged.

Although I never had much luck nudging my own children, I've often thought of a story about a small boy who could not be nudged to quit banging a drum. Various attempts were made to do something about quieting the child.

One person told the boy that he would, if he continued to make so much noise, perforate his eardrums. This reasoning was too advanced for the child, who was neither a scientist nor a scholar.

A second person told him that drum beating was a sacred activity and should be carried out only on special occasions. A third person offered the neighbors plugs for their ears; a fourth gave the boy a book; a fifth gave the neighbors books that described a method of controlling anger through biofeedback; a sixth person gave the boy meditation exercises to make him placid and docile. None of these attempts worked.

Eventually, a wise person came along with an effective motivation. He looked at the situation, handed the child a hammer and chisel, and asked, "I wonder what is INSIDE the drum?"

No more problem.

I agree that we sometimes need to be nudged. At times, we may need to be nudged into healthier behaviors. Or maybe nudged out of destructive relationships or patterns. Or simply nudged to think a little bigger; to do or be a something more challenging and less mediocre.

No doubt, that is why the motivational industry is so successful. (And no, it is probably not true that if you listen to your motivational tapes backwards you will become a failure. I think a couple of you may have been worried about that...)

It seems to me that good leaders know about this basic human need to be prodded, challenged and encouraged. They also know that the best way to nudge someone is often simply to invite them along a path that is more appealing than the one they've chosen. The best leaders teach us to dream and tempt us to do more than we ever thought possible. They challenge us to be a part of something great.

Writer Antoine de Saint-Exupery said, "If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea." Sometimes all we need is a nudge to desire something magnificent.

About the author

Steve Goodier holds a B.A. in anthropology and sociology (New Mexico State University) and an M.Div. degree from Emory University. He is an ordained United Methodist minister, district superintendent in the Rocky Mountain Conference UMC, and the author of numerous books about personal development, motivation, inspiration, and making needed life changes.

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# 18 Money, Happiness and Motivation by Bob Selden

The first thing Clive Palmer did when he bought a loss-making Australian nickel refinery in July 2009 was to raise the of pay of its employees and then ask them how to run the business. The results have been impressive – and so too Clive Palmer’s generosity in return.

Workers at an Australian nickel refinery got a surprise at their recent Christmas party – a \$10M surprise!

The owner of Yabula Nickel Refinery, Clive Palmer, gave each of his 800 employees a gift in recognition for their achievements over the past 18 months. These gifts were not your normal box of chocolates or bottle of wine. They were much more.

In fact, 55 of his employees received Mercedes Benz cars, 750 will enjoy a luxury holiday for two in Fiji, and 50 who have recently joined the business received weekend stays at 5-star resorts in Queensland.

All reports suggest the workers (yes, these are rank and file workers, not senior management) are very happy with their gifts.

“The employees have worked tirelessly since July 2009 (when Palmer took over the refinery) to make this business a success, and now I want to reward them” said Palmer.

“The rewards for my entire workforce match the performance of the individuals and the business in its entirety. That’s why the prizes are so big – they simply deserve it.”

I’m not sure whether Mr. Palmer knows about the motivators/satisfiers theory of motivation first put forward by Fred Herzberg all those years ago, or whether he just wanted to do the right thing. Either way, he seems to have hit the nail on the head when it comes to motivating his workforce.

When Palmer bought the refinery 16 months ago from BHP Billiton, it was losing money. In fact had it not been sold, it would have been closed down.

So what’s his secret of success?

Amazingly, the first thing he did when he took over, was to raise the level of pay for all employees (one of Herzberg’s “satisfiers”). To many business observers, that may not have been seen as such a wise move for a company that appeared to be failing.

At the same time, he introduced a staff suggestion scheme. Now you might be thinking “staff suggestion schemes, aren’t they a bit old hat? Do they ever produce real results?”

This one did. Why?

Palmer listened to the suggestions and implemented the ideas. As a result, people made more suggestions to which he again listened and implemented (readers may recognise this as paying attention to the motivators – achievement, recognition, responsibility). The scheme has been so successful that to date it has saved the company \$16M.

In fact many of those who will be driving a new Mercedes are production workers, who Palmer says have been instrumental in turning the business around.

“When we took over the plant we recognised that we didn’t know how to run the plant as well as the workforce. We let them go to do what they thought was best.”

Since 2009, production at the refinery has gone through the roof and the company is once again turning a profit.

And so to the rewards handed out by Palmer. Are they in fact rewards (as he called them) or a form of recognition for work well done? There’s a very important difference between the two and the difference is not merely semantic.

For starters, note that the gifts Palmer presented, are gifts not money (as is often the case with bonuses which are paid as a result of achieving certain targets). Here’s my take on the difference between the two...

Rewards...

- Financial incentives intended to direct employee activity toward a particular outcome.
- The “reward” is identified and known in advance.
- Generally tangible and most often money.
- Rewards, when included in salary, incentive or bonus schemes, are quickly forgotten.
- A simple contract (either written e.g. salary/bonus scheme or verbally expressed such as “If you will do...then I/we will provide...”).
- Are tactical in nature, i.e. planned for and executed.
- Promote a person’s need to feel satisfied with the organization and what it has to offer.
- Are extrinsically motivated, i.e. they satisfy the drive for food, shelter and material goods/services.
- Obtain short-term results – i.e. changes in behaviour.

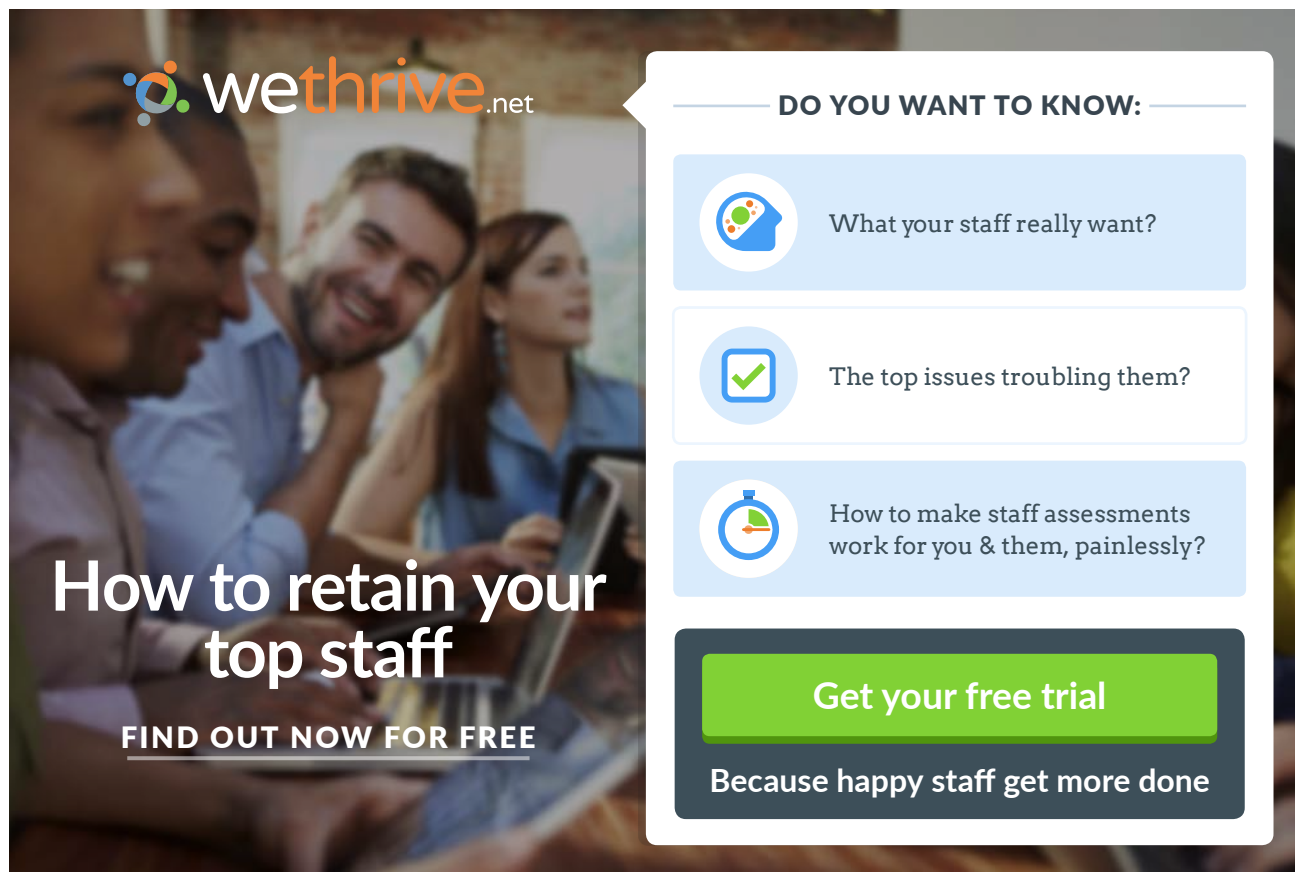
## Recognition

A show of appreciation for work well done (already completed) i.e. a gift

- Given as a result of work well done – not known, nor necessarily expected.
- Can be tangible (e.g. a gift) or intangible (e.g. praise).
- Recognition such as a personal note or gift, can provide a lasting memory.
- Unwritten, unexpected.
- Are psychological in nature – can be planned or spontaneous
- Promote a person's need to be acknowledged and recognized for his/her achievements.
- Are intrinsically motivated, i.e. the need to feel good, competent and wanted by the organization.
- Promote long-term relationships and loyalty to the organization, team and/or manager.

As managers, we need to be aware of these differences so that we can use both rewards and recognition appropriately. Each produces different results.

For example, will Palmer's people remember the pay increase or the gift? They'll probably remember both. Well, at least in the short term. They probably felt very good when their pay was increased some 16 months ago. Now, each also has a lasting memory of the appreciation shown for their hard work.



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I think anyone who finds themselves driving a Mercedes Benz car five years from now, will certainly remember the circumstances. And whilst the other gifts were less in value, they were not less of value. Each will be long remembered.

As managers, most of us do not have the resources to be able to give away cars. But we can give away credit and praise for work well done. Even a small “thank you” (preferably in writing) can have a lasting impact.

If you’ve liked what you have read here, why not start the recognition process yourself? Find someone who has done some good work and go and thank them.

#### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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# 19 How Dealing with Difficult People Affects You by Michael Beck

You know, this would be a great business if it weren't for having to deal with people all the time... OK, so maybe I've exaggerated things a bit, but we've all certainly heard that saying before. Why does that sentiment ring true for so many folks? Obviously it's because of all the people challenges we're presented with in our business. Virtually every one of my clients over the years has brought up the subject of dealing with difficult people. There's no escaping the fact that they come into everyone's lives at one time or another. Sometimes they come in the form of an unhappy or hard-to-get-along-with client, customer, or co-worker. Sometimes they're a person we report to or someone who reports to us. And sometimes they're just someone we happen to come in contact with like a store clerk. Whoever they are, they can cause anxiety, frustration, concern, or anger in us and can even cause us to become like them – someone difficult to deal with.

Sometimes the best way to deal with a difficult person is to avoid them altogether – give them wide berth. But often we don't have that option. The difficult person is someone we simply have to deal with. Most people would say that in those situations, we have three options. These options are: 1) Try to change ourselves, 2) Try to change the other person, and 3) Resolve to tolerate the situation – basically decide to put up with them. I'd like to suggest that there's a fourth, very effective option as well – perhaps the most effective of the four options. Let's spend some time discussing these four options.

## 1) Try to Change Ourselves

Your first instinct might be, “Why should I be the one to change?” In fact quite often you'll find that to be an appropriate response! Often we are not the catalyst for their behavior, but sometimes we are. If you've had people in your life who cause you to become difficult or obstinate, then doesn't it stand to reason that you may be causing that same reaction in someone? It's in situations like this that we have to examine our own behaviors and reflect on whether we're the cause. Frequently however, we're blind to our shortcomings. We don't see what we don't see. How do you find out whether you're the cause of the other person's difficult behavior? Option 4 holds the answer.

2) Try to Change the Other Person

In Option 1 our initial response was to ask, “Why should I be the one to change?” Our first reaction was one of justification. Basically saying, “I’m not the one with the problem...” Guess what happens when we try to change the other person? You got it. They have the same reaction we would have had. Everyone feels justified in their behavior. No one intends to behave arbitrarily or irrationally. We always have a reason for acting the way we do. Attempting to force the other person to change just doesn’t work. Just ask any spouse! No one will change anything about themselves until and unless they choose to do so. Option 4 holds the answer.

3) Decide to Put Up with Them

“Tolerate it.” “Just deal with it.” The only thing that accepting things the way they are accomplishes is to postpone a confrontation. Although this course of action (or inaction) appears to avoid a confrontation, in fact what it does is eliminate any chance of dialogue and replaces it with a certain confrontation down the road. Even though this path is frequently taken, it has some far-reaching unhappy consequences.

4) Work to Understand Their Motivation

Option 4 is the key to success. This option is about being a leader and being an effective communicator. It’s about being compassionate and strong at the same time. It’s about being good for someone rather than being good to them. It’s about understanding rather than telling. This solution is about taking the time to understand the other person’s motivation for acting the way they do. If you’re effective at this, you’ll be able to either help them change their perspective on things.

About the author

Michael Beck, Executive Strategist, is president of Michael Beck International, Inc. – a firm specializing in executive development, leadership effectiveness, and executive strategy. Connect on LinkedIn: [www.linkedin.com/in/mjbeck](http://www.linkedin.com/in/mjbeck) and visit [www.michaeljbeck.com](http://www.michaeljbeck.com) to learn more. Permission to reprint with full attribution. © 2012 Michael Beck International, Inc.

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# 20 Motivate Your Team to Top Performance by Betsy Brown

For many years in the mid-20th century, it was believed that the key to improving the contributions of workers was motivation. Motivating people – what you need to do to get others to do what you want – became the holy grail of management.

The motivational psychologist, Victor Vroom, studied 500 companies in search of one universal theory of motivation. But to no avail. Nobody, it seems, knows precisely what motivates people and what doesn't. Nevertheless, much of our management of people relies on motivational techniques of one sort or another. Here are the top 7 in use today.

## 1. Carrot And Stick

The most basic form of human motivation is pleasure and pain. We seek those courses of action that we believe will result in pleasure and avoid those that we believe will end in pain.

This simple instinctive theory suggests why many average performers dislike the thought of change. They believe it will be uncomfortable, require too much effort and involve painful self-awareness.



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The “carrot and stick” is the practical application of the instinctive theory of pleasure and pain. In these cases, we are offered the prospect of something pleasurable as a carrot (money, praise, kind words, a happy workplace, security...) and the prospect of something painful as a stick (loss of money, loss of job, bad feelings, unhappiness, a dismal cv, a poor reference...)

## 2. Money

F.W. Taylor and the early management theorists were in no doubt that money was the only true motivator. Their simple management theories were built around the concept that, to get a person to perform and continue to perform, you only needed to pay him enough. Taylor proved this by showing how people responded to incentive schemes.

But money is not a simple motivator. Its motivational effects may last only a short time and when it is given disproportionately and unfairly or in place of things people would rather have, it may even act as a disincentive.

## 3. Recognition

Recognition and non-recognition are the emotional equivalents of the carrot and the stick: recognition of ourselves and our work makes us feel good; non-recognition and being taken for granted makes us feel bad.

While seeking their own theory of motivation, a team of psychologists led by Elton Mayo carried out a series of experiments at the GEC Hawthorne plant in Chicago in the 1930s.

In one renowned study, they experimented with different levels of lighting. To their amazement, productivity went up when conditions deteriorated. The experimenters concluded that it was their own presence and the recognition given by them to the workers that made all the difference to how well people worked.

## 4. Meeting Our Needs

Needs motivation theory argues that we are more motivated by what we don't yet have and need, than what we do have and no longer need. This is the motivation that drives both rich and poor to work: the rich, perhaps, to meet a need for achievement, the poor to meet a need to survive.

Psychologist Abraham Maslow identified five recurring and ever-present needs that motivate us...  
the need for basic requirements such as money and what money can buy  
the need for security, both psychological and real

the need for social contact  
the need for recognition from others  
the need for self-fulfilment.

#### 5. Goal Motivation

Research shows that goals which are clear, specific and reachable produce a higher level of motivation than goals which are vague, unspecific and out of reach. Desired goals that are just outside our reach have an almost magnetic effect on us. Research by Leavitt and Mueller found that when a group was given specific goals, 62% of the targets were met as against only 27% when the goals were not specified. Motivational goals need to be more than specific: they should also be ones that people feel strongly about, should be worthwhile and should fit in with other things that the person wants.

#### 6. Meaningfulness

When people see little or no connection between what they do and why they are doing it, there is usually a low level of motivation. People are merely going through the motions. This can happen when there is distance between the producers and consumers. Bridging the gap through information, education and feedback can turn meaninglessness into meaningfulness. Wyatt describes how during the Second World War the output of British armament factories rose by three times after the factory workers met and spoke to the air crews who were to use their products.

#### 7. Personal Motivators

Personal motivators are those things that fire up individuals and are always more powerful than using standard motivators, such as money and status. Good managers recognise the value of finding out the things people want to do because they want to do them. Here are the top 9 things that people will do without too much effort on your part:

the chance to excel at something  
the chance to work with others  
the chance to do something high-profile  
the chance to be creative  
the chance to do research  
the chance to serve others  
the chance to do new and exciting things  
the chance to take charge  
the chance to do things in our own way.

“The more I want to do something, the less I call it work.” (Richard Bach)

While there is no single, simple theory of motivation that works in every case with everybody, you can still use these 7 theories as the basis of working with different members of your team and produce the productivity results – and more – that your team are capable of.

#### About the author

Betsy Brown is an article contributor to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

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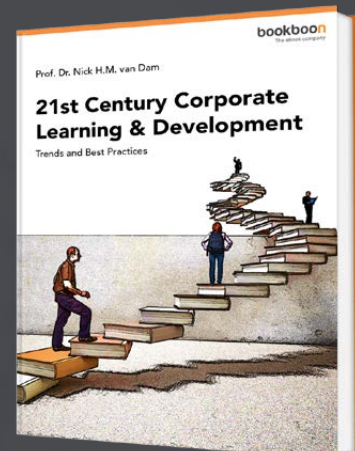
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# 21 Weak Leaders Try to Use Money as a Motivator by Jim Clemmer

“Managers tend to use compensation as a crutch. After all, it is far easier to design an incentive system that will do management’s work than it is to articulate a direction persuasively, develop agreement about goals and problems, and confront difficulties when they arise.” – Michael Beer, Harvard professor of business administration, researcher, and author of papers and books on organization change

Decades of research and dozens of studies show again and again that while money can be a de-motivator, it is rarely a good motivator. Money always shows up as fourth or fifth on any list of motivational factors. Pay gets people to show up for work. But pay doesn’t get many to excel. More important is interesting, challenging, or meaningful work, recognition and appreciation, a sense of accomplishment, growth opportunities, and the like.

But the big problem is that managers have consistently listed money as the number one factor that they think motivates people. So they keep fiddling with pay, bonuses, and financial incentives in a futile attempt to find the elusive combination that will motivate people to higher performance.

Bribing people to perform turns them into mercenaries. It debases, degrades, and demeans work. It sets a vicious, self-perpetuating cycle into motion – incentives, inducements, rewards, and the like leave people feeling manipulated and overly focused on what they get for complying with management’s goals and direction (tuned only to WIFM – “what’s in it for me”). The emptier work is, the more people look elsewhere for fulfillment; so we demand more money and incentives to continue working in such a meaningless, unfulfilling job (which then “proves” to managers that people won’t improve their performance unless they’re bribed to do so). Money is rarely an effective rallying point for high performance. That’s because money doesn’t provide deeper meaning and inspiration for a bigger cause and purpose.

We’re big believers in paying people very well. We agree with the wag that said, “If you pay peanuts, you get monkeys.” We have long believed in, and practiced, profit sharing and organization or team performance bonuses. The people who helped create the profits should share in the rewards in proportion to their contribution (which can be very tough to establish).

But more important than the money are the messages profit and performance bonuses can send. They should make people feel like partners, not puppets on a string. That means rewards should follow, not lead high performance. It also means that education and communications, measurement and feedback, skill development, and the like must be tightly melded to any reward and recognition programs.

## Using Rewards and Recognition

### Traditional Management Approach

- Lead to manipulate, control, and direct behavior
- Do it to employees to push motivational buttons
- Paternalistic pats on the head
- Management decides who gets rewarded and recognized for meeting their goals
- Assume performance problems are from lazy, unmotivated, and uncaring people

### Leadership-Based Approach

- Follow with to support organization change and improvement
- Do it with people to develop meaningful systems and practices
- Participative, respectful partnerships
- Customer input helps management and partners decide who and how to reward and recognize
- Poorly designed systems, structures, and processes leave people feeling powerless and uncaring

A high performing organization is filled with higher performers who are well paid. We should pay people well. But once we're sure they feel their compensation is fair and equitable, don't even mention money again until next year. Fix everyone's attention on the bigger and more meaningful issues of Context and Focus (vision, values, and purpose), customers and partners, innovation, goals and priorities, and growth and improvement. Concentrate on building a culture of success and forward momentum with lots of recognition and appreciation for everyone's contributions.

### About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

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## 22 Three CEOs on Praise by Thomas Cox

Three CEOs shared their perspectives with me on what role praise plays in their leadership style. My guests included Robert Stack, President and CEO of Community Options; Mitch Pisik, President and CEO of Breckwell Products; and Bob Fishman, CEO of Resources for Human Development.

My first guest was Robert Stack, CEO of Community Options. He spent time in high school volunteering to work with the developmentally disabled. After college he went back to see how his old volunteer group was doing, and found they were out of business. He decided to bring business savvy – and thus financial stability – to the nonprofit world of finding employment options for developmentally disabled people, and founded his own nonprofit.

People work for these reasons –

- to feel valued
- to be recognized
- to make decisions or have control
- and lastly to make money

Something that makes a big difference is giving public recognition in front of peers.

Criticism needs to be done privately for a couple of reasons, including the need to keep people feeling a certain level of safety – without a baseline level of safety, you can't have teamwork.

If you are ever going to violate that assumption – if you ever criticize someone publicly – be sure it's done calmly and strategically. Any public criticism that was done impulsively or with anger, makes everyone feel less safe because it makes you seem out of control.

You may not have control of every situation, however as a leader you do need to have control of your own emotions.

How do we teach our subordinates to praise more?

The most effective approach, Robert says, is to model it. Robert related how he watched one of the investment banks that recently imploded, and saw how their top leader set a tone that was arrogant, rude, demeaning, nasty, and a bad way of leading. And the opposite also works – you can set a positive example. It's one of the most powerful things a CEO can do.

At the risk of using a sports analogy, Robert sees himself as being in the bleachers. He expects his managers to be on the sidelines cheering and encouraging. You have to create a culture of constantly thanking people and appreciating them. Robert sees a CEO as being there to collect information and allocate resources. He cannot read minds, and so he constantly asks for as much info as he can get. "I think you're doing a great job, and I need you to tell me what you need in order to do an even better job."

Robert likes to provide executive management training as a way to express his confidence and feeling of value for his folks. It's an extended way to praise, as well as to invest – providing training shows that you care, that you believe in them, and you want to help them grow.

By investing in folks via training, you show faith and trust in them, and you signal that you value people.

Robert says the worst kind of control freak is a remote control freak. You cannot control the culture of every different office. He has to give them autonomy and show confidence.

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For December, Robert took several hours to call every direct report, and all of their reports, and even the third tier managers who had been with the firm more than a few years. Those conversations were extremely influential and rewarding for all concerned. As a prior guest said, ‘the currency of leadership is attention’ – and the most effective leaders of all time, from Lord Nelson to Abraham Lincoln, had the ability to focus 100% on the person to whom each was speaking – and making the other person feel important and valued.

And praise needs to be heartfelt.

Robert says that time is worth an enormous amount, and that an ounce of praise is worth a pound of criticism. When you really understand that and internalize it, you will have exceptional results.

My second guest was the CEO of Breckwell, Mitch Pisik. Breckwell is headquartered in Arlington, Texas.

Mitch worked as an executive at large global companies including Kraft, Newell-Rubbermaid, and Novartis/Gerber Foods, in addition to being President and CEO a couple of mid/smaller enterprises over the past six years. The larger international firms are well known for strong management; yet, as with all companies – some managers and leaders are better than others.

Now that Mitch is CEO he’s creating a highly effective corporate culture. He believes that companies are driven by results, and results flow from people and the motivation of those people.

To get that, you need sincerity – you have to really mean what you say, and you have to be seen to mean it. Praise is one arrow in your quiver.

Mitch has run a variety of divisions in his career; including those in Accounting, Finance, Operations, Business Development and General Management. He knows that everybody is motivated differently. You should NOT follow the Golden Rule, of “doing unto others as you would have them do unto you.” Because you really want to “do unto others as they want to be done unto.” In other words, don’t treat them as you want to be treated – treat them as they want to be treated.

And you have to be careful – because doing it wrong is worse than doing nothing.

You can motivate with a new title. You can motivate by giving a raise. And you can motivate in some very simple ways – things can be simple and still work very well.

A recent example: Mitch received a huge smoked turkey as a gift from a customer this year. Mitch gave it to his CIO as one of the ways of expressing to the CIO that he had done such a good job this year. And the CIO really felt appreciated, because Mitch gave it very deliberately and sincerely. It wasn’t the turkey – it was the recognition that made the gift meaningful.

Mitch believes all praise needs to be specific, and also timely. Lots of employees fear that their boss, and especially the CEO, doesn't know what they (the employees) do all day.

Every time Mitch visits a location, he asks the local leadership for the details of who recently accomplished something that was very impressive. He then praises and acknowledges those people with specifics of their actions, and how they are making an important difference to the team, the customers, and the company.

I call that "positive gossip" – it signals that folks are paying attention and care. It's the only gossip you should ever repeat.

Mitch has seen CEOs go to a branch location and only talk to the manager. That's a lost opportunity. You absolutely should go visit every level of the organization and, by paying attention to them, signal that they are important.

I wonder if some leaders resist that because they feel self-conscious, as if they are thinking "I'm just Fred, I just happen to be CEO but I'm not important, and I'd feel silly acting like some Field Marshal inspecting the troops." And the reality is if you're the CEO you have duties that come with that role. Maybe Fred is no big deal, but the CEO is always a big deal. You have positional power and you have to direct your attention thoughtfully.

Mitch believes most people will give you the benefit of the doubt, and will assume you deserve your position. If you act as if you deserve to be the boss, over time you'll feel it too. Repeated behavior will alter your attitude and beliefs.

Mitch repeats that you have to give it, and you have to give it right. Sincerity is vital.

Sometimes, if you offer cash rewards, you can occasionally insult them. Only rarely offer it in advance like a carrot.

Another great tool is the hand-written note. And Mitch prefers to mail it to the person's house. That way the spouse is much more likely to see it, and it helps raise the morale of the whole family.

Another praise tool is the special parking space for the Employee of the Month. Mitch abolished all the special close-in parking spots for the top executives, and only kept the Employee of the Month parking spot.

Usually we want to praise in public, however that's not always the case. Sometimes people prefer to not get praise in public because they are shy. Mitch actually had someone quit because he was so shy and so uncomfortable with the way the praise was given by his supervisor. They did ultimately get him to come back, however the manager doing the praising was tone-deaf about this employee's strong feelings on the matter. The moral is, give them praise the way they want to get it.

Remember, praise is about the recipient, not about meeting the emotional needs of the person giving it.

Mitch would give "Company Dollars" redeemable at the company cafeteria, and very publicly hand out \$5 worth of these to each member of the departments that hit their weekly and monthly goals. This helped create a friendly competition between the work groups and departments and pods. This sort of public praise can serve multiple purposes.

And once again we see that the currency of leadership is attention.

When we have supervisors hand out gift certificates to staff, it's not really for the direct benefit of the workers so much as it is (I believe) to train the supervisors to look for good things so they can notice and praise them. If you're a supervisor and you end your shift with a bunch of coupons still in your pocket, it means you were not out there on the floor looking for things to praise. Doing this trains you to look for "good stuff."

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Mitch believes that if you manage with sticks and carrots, you need to have a bias towards the carrots. And the praise has to be extremely specific – he prefers it be numeric and defined in advance. You never want the praise or rewards to come across as capricious.

So praise, Mitch believes, needs to be specific, timely and sincere. Incentives need to feel positive to the recipient.

You can also overdo it. It needs to be administered with an appropriate amount of frequency and enthusiasm. You have to know as many employees as possible – at all levels of the organization. If you make a big deal over something that they don't see as a big deal, it can come across as condescending, or you can set the recipient up for ridicule. And it can make you look like you don't know what's really going on.

So if you're not sure how things will be received, you might underplay it.

I like to encourage managers to make a list of their direct reports, and for each one, find out what they care about, find out what motivates them, and find out where they want to be in five years. Use that information to figure out how to deliver praise that will be meaningful to the recipient.

My own praise formula – the color-by-numbers approach I teach to new managers – includes these steps:

The specific sensory inputs that I had around their behavior – I saw or heard or smelled something

The impact the person's behavior had on the world – the difference they made

The character trait in them that drove their behavior – like caring, honesty, or patience

The positive future – “That's the kind of blocking that wins a pennant” or “Your patience will help make next week's staff training a big success.”

Mitch had a financial analyst one time who wanted to go into sales. Mitch provided him with opportunity to excel at being a financial analyst – and told him that if he did that then the opportunities would come. He did a great job as an analyst, was then given the sales position, and has since continued to flourish.

Mitch also believes in specific numeric challenges. He ran a national franchisor and manufacturing firm headquartered in NY. The labor cost as a percent of total cost of sales was around 12%. One month they got it down to 11.7% (a record); and the plant manager (who had been with the company for 20 years) was very pleased. Mitch told him that the improvement was good – but that we were really doing our job once we hit 9.5% (a huge improvement). As you can imagine Mitch was met with skepticism. Mitch then told him: I believe your people can do it – and I will give \$1,000 to each of your 12 Supervisors the first month they do it. ”And I believe you can do it,” he said. Mitch let the manager pitch the supervisors and be the hero.

It took just one month for them to hit 9.5%. Mitch paid \$12,000 in bonuses and it saved the company over \$100,000 for the month.

So then, Mitch offered them a second \$1,000 if they could keep it below 9.5% for three consecutive months, including the one just completed. And they did that too, and even got it below 9.0% in the third month.

Another example – Mitch joined his current firm, Breckwell, which had not designed a new stove in five years and had never won a design award in the 30 years it has been in business. He challenged them to design a new stove and win a design award for it. Six months later they had a new stove – and it won the design award. All during the process at each milestone, Mitch made sure to celebrate their progress.

In sum, Mitch says if you can motivate and inspire your people, and they believe you care about them, the financial results will be terrific and will prove well worth the time and effort invested.

My third guest was Bob Fishman, CEO of Resources for Human Development, and author of “The Common Good Corporation.”

Bob started as a family counselor, and saw how dysfunctional relationships in families could produce bad outcomes, and saw also how similar dysfunctions existed in corporations, sometimes to an even greater extent than in families. Conflicts in families are hard to manage with just two people. Organizations will sometimes accept extremely destructive behavior – the same destructive behaviors that in a family will lead to psychosis and breakdown. So it was no surprise to him that he saw breakdown at the organizational level.

What organizing systems were at work that allowed this behavior?

Bob decided to create his own organization to eliminate these bad organizing systems and these dysfunctions.

For example, suppose you had a family where one parent acts as if he knows absolutely what is right. And imagine a child growing up in that family who has their own vision of what is right. There will be conflict, and such a parent will not say “this is not my preference” – he will say instead call the child names and tell the child she is crazy. You have a dysfunctional family. The child can choose to keep silent, or oppose aloud and be punished. Sometimes the child will move toward self-abusive behavior.

You see the exact same behavior with managers who pretend that they know exactly what we need to do in order to create a successful future. As though people are in management because they know the future. No one knows the future.

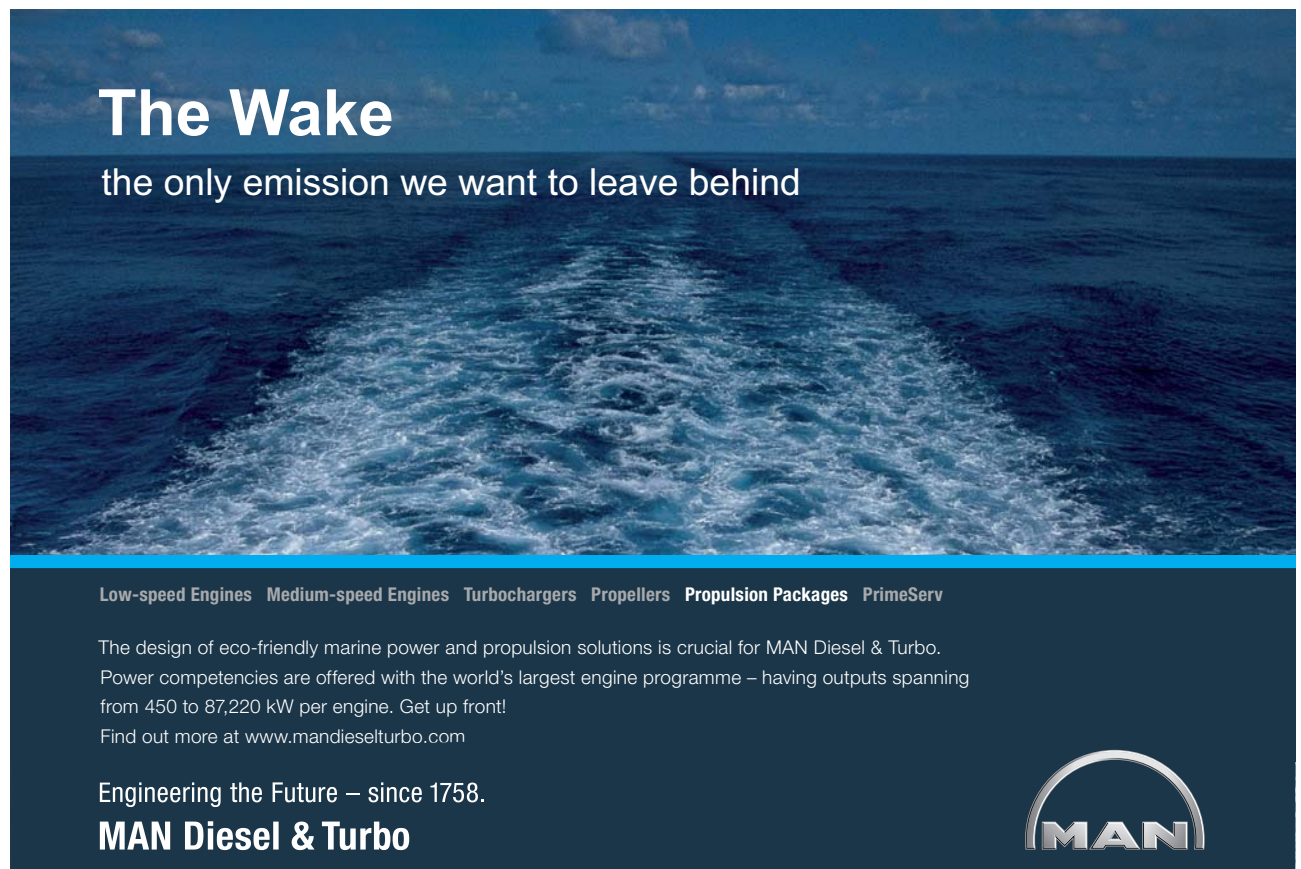
When managers act as if they have all the answers, you create a psychotic environment, and to survive in that environment you have to join the psychosis.

In Bob's organization, people are not made managers because of any ability to predict the future – they are made managers because they can engage a group successfully in a process for managing difficulties that come up and moving toward an ever-changing future.

If you are a manager and you think you have to have all the answers, and you're at GE and a worker tells you "hey that compressor won't keep that refrigerator cold," you'll likely say "let the engineers figure that out, and stop thinking." This actually happens all the time. There are plenty of warnings – they just go unheeded.

Managers ought to be able to accept new data, accept challenging input, and enroll the team – in solving problems as they arise and in responding to an ever-changing future.

The problem with authoritative, top-down leadership is that input from the group is discouraged. Most corporations do this, Bob believes – it is not a Common Good Corporation. It rewards behavior that is psychotic.




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Bob has 4,000 employees, and he feels he has to remain at all times humble, and open to new data. So all policies are reviewed by working groups using the guidance that the future is ever changing and nobody knows the future.

Bob has managed to create a holding company that has defied the problems that have long plagued the holding company model. They will entertain any business idea that is legal.

Bob is also a great skeptic of strategic planning that tries to limit what you will work on or consider, because you're effectively making unprovable and unknowable predictions about the future. Things like "sticking to our knitting" reflect this thinking that Bob rejects.

How can Bob praise while also remaining humble?

Bob prefers to see people rewarded and recognized not as individuals but as groups. Everybody gets the same bonus as everyone else in the group. Each group member knows the group's members, they know the budget, and they know the goals. They all have the same benefits. Managers and workers will have the same benefits when they are in the same group.

People may have higher salaries depending on their role, however performance bonuses are always shared.

There's a big risk that individualized rewards can reduce team cohesion. Bob is a great proponent of a recognition and reward system that reinforces, rather than undermines, the effective functioning of the group.

Bob suggests creating an explicit social contract or written group understanding of how the group will handle things like money – create a group process for forging explicit expectations as to how the group will handle new ideas, will handle bonuses, will handle people who come in claiming to know the future.

Praise and recognition are basic to the community. Praise needs to be based on shared values, and you will have a stronger organization if you make those values explicit, and reach those conscious agreements using a shared and explicit process.

About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

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# 23 How Showing a Little Appreciation Motivates Employees by Martin Haworth

There are a whole load of resources you can find on ‘motivation’. Books, tapes, internet etc. Yet it need not be so complicated...

Recently, I had the opportunity to show appreciation to someone. I was really surprised to hear back from her the following, “Are you being sarcastic?” It turned out that she had never been appreciated. No one had ever said a simple “Thank you” to her.

That’s it this week, notice good work and say thank you.

When?

When can you apply this? Well, it’s easy to apply it to everything you see good in people and their performance. But, if it’s been something you haven’t made a habit of in the past, you need to be a bit smarter than that, to avoid your people wondering what’s going on – even worse, they might end up being rather suspicious of what’s going on.

So in this case, try and pick out special efforts of each of your people at least once a week to start with. Be fair and consistent with everyone. When that embeds, try it twice a week. Be real though, saying thank-you and giving greater appreciation when it doesn’t really mean anything, will end up with a response like I heard above.

Where?

Where can you use this simple encouragement? It’s easy. Find the moment when you experience something good from your team members and share your appreciation in the moment if you can. It is so powerful to say it as it happens. And again, even if you forget at the time, don’t give up on it, being able to say, “I meant to tell you earlier, but I missed the opportunity, thank you for the way you...”, still works.

In fact this can be even more powerful – that you meant to say something, forgot, yet still found the time not to miss the opportunity show how much you really care. Strong relationship building stuff!

Back to the point – where? Anywhere that you notice.

Keep praise informal and frequent so that your people come to appreciate it when it's due (them appreciating you eh?). So not just in an office, but out in the workplace – in the moment.

Why?

Why bother? Well now, let's see. When was the last time someone thanked you for a great piece of work? When was the last time someone thanked you for your help today?

If you haven't been on the receiving end, then I'm sorry. But when you have been, it's a great warm feeling when you are recognised for the efforts you've made. Going home at the end of the day feeling that your contribution is valuable and valued is a very strong motivator.

Your people will feel much more inclined to come back the next day, to a job they do well and feel appreciated for.

So if you have had that experience – share it with your people and if you haven't, try it out on others and see the benefit it creates.

Being appreciated is one of the strongest motivators I know for people – give it a go – and there's no time like the present!

About the author:

Copyright 2006 Martin Haworth is a Business and Management Coach. He works worldwide, mainly by phone, with small business owners, managers and corporate leaders. He has hundreds of hints, tips and ideas at his website, [www.coaching-businesses-to-success.com](http://www.coaching-businesses-to-success.com).

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# 24 Motivating People: Why it Doesn't Work by Michael Beck

A topic that I'm often asked about is how to motivate people. Executives are always looking for ways to improve the attitude and performance of their team. My clients will tell me about how they've met and worked with each of their team members to get them to improve their performance but can't seem to make a difference.

The answer is that you can't motivate people. It's not that your people are a peculiar breed or that they're an apathetic bunch. The fact is that you can't motivate anyone! Motivation only comes from within. People are only self-motivated. Think of it this way: If you get someone to do something they don't want to do, it's coercion. People will only do what they choose to do. Don't take my word for it. Use your own experience with people as your best example. People will generally perform only to a level that matters to them. No amount of threatening, pleading or rewarding will motivate them into action.

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Is that, then, the end of the story? Is there no hope for moving people beyond their current state? Not at all. There is a way to make a difference. And it's not a theory. I've seen it work on a regular basis. The key to getting people to rise above their present level of performance is to 1) develop a company culture, 2) recruit to a purpose, and then 3) appeal to that purpose to bring out the best in your people's performance and drive.

#### Developing a Culture

Most companies have policies and procedures, employee manuals and guidelines, effective marketing messages, and beautiful statements of mission/vision/etc. mounted on the wall. All of those are well and good, but they don't address the matter which has the greatest impact on their business and their teams. They don't address the Purpose of the organization and as such, have no yardstick against which to measure decisions, policies and strategies.

In the absence of a clear Purpose – the “WHY” of the organization – people are simply hired to fill vacancies, policies are developed which are unclear and don't further the attainment of a purpose, systems are lacking, actions are taken which would otherwise be in direct conflict with the Purpose of the organization, and decisions are made inconsistently, without regard to the culture of the organization.

In contrast, a business which has a clear Purpose (“Why”), a Mission (“What”), and a set of Values (“How”), hires smarter, has a consistent set of policies that support its Purpose, has a yardstick to measure its decisions against, has an easier time attracting and retaining the right people, and has the means to develop and deliver a clear marketing message.

Let's define and discuss the implications of having Purpose, Mission and Values in your organization.

Purpose is the “WHY” of the equation. It defines why we do what we do. Each decision and policy should take the business closer to achieving its “WHY”.

Mission is the “WHAT” of the equation. It defines what the business will be doing to achieve its Purpose. Staying true to the broad “WHAT” will allow the business to focus on its core activities and strengths.

Values are the “HOW” of the equation. Values define how the Mission will be carried out in an effort to achieve the Purpose.

#### Purpose:

Purpose defines why we do what we do. It defines why we go to work each day. Without purpose, people just go through the motions and as most of us know, there's a great difference between activity and achievement. Having a clear purpose creates a yardstick, so to speak, to measure our decisions against. It helps us become passionate, helps us to select among the many options presented to us, helps us make better hiring decisions, and keeps us on track. It's possible to succeed without a clear purpose, but having one speeds and magnifies the results.

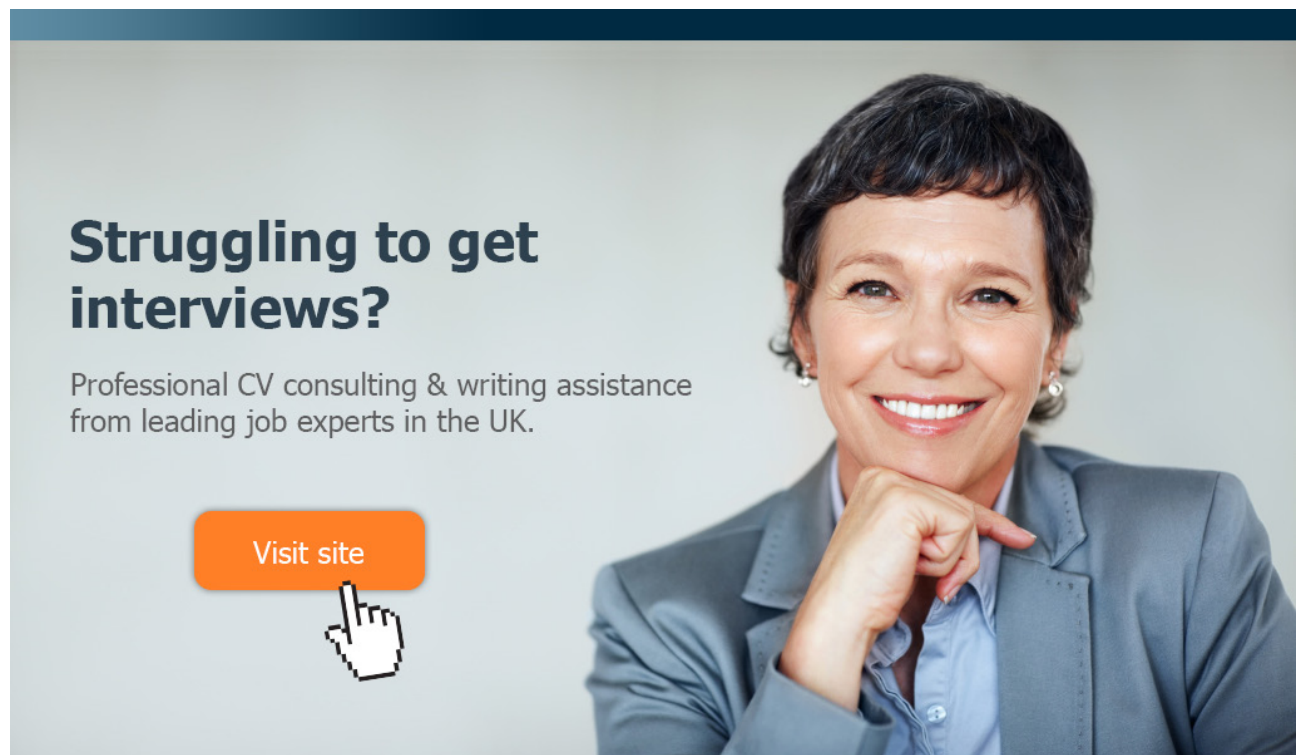
When a business has a clearly defined purpose it begins to act as a magnet, attracting the kind of people who will further the purpose; people who are like-minded. Not only will having a purpose attract the right people, but it will also act to retain them. This is the power behind the success of many not-for-profit organizations. Although they often are unable to pay their people great sums of money, they continue to attract and retain people who are dedicated and who work hard to achieve the purpose of the organization. While your organization's purpose may not be as altruistic as a not-for-profit's purpose, it definitely plays an important, almost critical, role.

#### About the author

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# 25 Identify When Your Employees Lack Motivation by Angela Huffmon

Many managers have accepted as fact that they are doomed to have a couple of employees that drag about the office. Most will argue that not all employees will be self-directed and highly motivated. However, accepting even a couple of lowly motivated employees could be negatively affecting your business.

## Motivation's Effect on Productivity

A telltale sign that one of your employees lacks motivation will be his level of productivity. You may observe his productivity is slipping through an increased number of project deadlines. The quality of his work may suddenly appear sloppy and lack attention to detail. A highly motivated employee will work diligently to complete assignments on time. His work will reflect a high standard of quality in the areas of accuracy, completeness and appeal. Evidence that you have a motivated employee is the pride taken in the presentation of his work.

## Motivation's Effect on Creativity

Advertising or marketing agencies depend on the creativeness of their employees for original campaigns. An employee lacking motivation will have trouble coming up with creative ideas. In fact, almost every job requires the employee to have some level of creativity to do the job sufficiently. The ability to be creative is necessary to solve problems and satisfy customer complaints. The lack of motivation hampers the ability to do these responsibilities well. On the other hand, motivated employees thrive in creative work environments.

## Motivation's Effect on Others

Any employee with low motivation will have conflicts in their work relationships. These conflicts will be very evident when dealing with co-workers especially in a team. Teams depend on everyone pulling their own weight. Lowly motivated employees are perpetually behind on work and lack the energy to put forth the best effort. Therefore, their team members are the ones who suffer and usually someone else on the team must take up the slack. This creates a resentful atmosphere within the team and the office in general. In addition, the lack of motivation will result in poor customer service. The diminished motivation will cause diminished interest in helping customers and in being a positive representative of the company. Anyone lacking motivation will not have the energy to go the extra mile for your customers. In contrast, a motivated employee will seek anyway he can to assist your customers and will have less conflict with his co-workers.

### Motivation's Effect on Work Ethic

Poor quality of work is a sign of low motivation. Your employee's reports will exhibit increased errors, lack of fact checking, poor writing, and a lousy appearance. In addition, the employee will take more sick days than usual. Showing up late, leaving early and taking long lunch breaks are all exhibits of a lack of motivation. In general, the employee will not have a desire to come to work or interact with anyone at work. Normal employee to employee socializing during work hours will cease and the lowly motivated employee will keep more to himself.

### Motivation's Effect on Decision Making

One of the most troubling aspects of an employee with low motivation is his inability to make critical decisions. In business it is important that an employee be able to make proper decisions at critical times based on correct information and facts. An employee with low motivation may be missing several of these necessary pieces. Due to the lack of energyFree Articles, the employee will usually not have gathered the information on time. Lacking the necessary information can mean not being able to make the proper decision at the critical time. The employee would then have to gather the necessary information wasting valuable time or make a decision without the information risking making a costly mistake. Either way the lowly motivated employee may be costing your company critical time or money due to his debilitated decision making.

### About the author

Angela Huffmon is a keynote speaker and corporate trainer. She speaks with groups corporate managers, executives, and business owners helping them solve their 3 biggest problems: employee retention, productivity, and manager employee productivity.

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