

**Motivating Employees**  
**by Anne Bruce and Jim Pepitone**  
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**Training and Discussion Guide**  
**Prepared by Anne Bruce, Lead Author**

## **Introduction**

If you are a training and development professional, a learning professional, instructional design and development person, HRD professional, or a manager charged with the responsibility of taking motivation in the workplace to the next level, then you already know that motivating and retaining employees is HOT, HOT, HOT once again and, more than likely, a timely training issue in your organization. If that is the case, then this discussion guide is just what you need to use the best-selling Briefcase Book, “Motivating Employees,” as not only a valuable ongoing management resource, but a tool that you can transform into practical training and employee development methods right here, right now, on the job.

As a facilitator and keynote speaker on this highly popular and timely topic, I can tell you that this training and discussion guide will greatly help you to further maximize the information, tools, techniques, and behind-the-scenes strategies already included in this book. How you decide to utilize these tips and tools is completely up to you. But to get you started, here are some helpful suggestions for building a thought-provoking discussion group among managers or for creating your own basic curriculum that you can build from the ground up in your organization.

## **How to Best Use This Information as a Training and Discussion Guide**

1. This training and discussion guide can be used to actually help build a Motivating Employees program that goes hand-in-hand with the McGraw-Hill Briefcase Book, “Motivating Employees.” This guide provides you with a logical progression of information , beginning with the basic components of what motivating is all about and how to fire-up your workers by providing them with the necessary skills and techniques that are used by some of America’s best companies.
2. This guide can also be used to build on, or simply enhance, any existing motivational program you may already have in place. In this case, the information in this guide will help you to further expand on the key learning points already available in the book and will provide you the opportunity to adapt the information to your specific organization’s culture and personality.
3. Finally, this user-friendly training and discussion guide can bring your training sessions, manager discussions, or brown-bag lunches up to speed when it comes to using current, up-to-date learning tools on the subject of motivation. In addition, the discussion stimulators will give you specific guidance when facilitating these learning points.

## **Getting Started**

For each chapter, I will include a learning objective. The purpose of doing this at the top of each chapter is to help you get focused and centered on what the outcome of that particular chapter should be in your learning and training sessions. Following each objective I will then include recommended discussion stimulators. These will be in the form of questions or statements that will help guide you in the facilitation of the information for that chapter.

It's important to know that many of the ideas and suggestions in this guide come directly from the enormously popular program I train worldwide, entitled: "How To Motivate And Retain Your Superstar Employees!" For more information on bringing this highly entertaining, interactive and energizing program, or train-the-trainer, to your organization, contact me by e-mail at **[anne@annebruce.com](mailto:anne@annebruce.com)**.

## **Chapter 1. Motivation Is An Inside Job**

Learning Objective: Establish what motivation really is by determining the difference between intrinsic motivation and extrinsic motivation. The bottom line here is that motivation must come from within if it is to be lasting and truly effective.

Discussion Stimulators:

- Is it really possible to motivate others? Why or why not?
- What are the 3 C's of motivation?
- What are the three most common types of motivation?
- What is meant by personal growth motivation?
- What is meant when we say, "You don't motivate people, you influence what they are motivated to do?"
- How can you make motivation an "inside job"?

## **Chapter 2: Living with Human Nature**

Learning Objective: Better understand human nature so that we can tap into our employee's needs and more effectively comprehend what drives them to being their best. By doing this we can easily link performance and productivity on the job to the individual driving forces of our workers and their human needs, thereby, quipping ourselves as managers to be able to create and build a thriving and more productive and enjoyable workplace.

Discussion Stimulators:

- Describe McGregor's theories X and Y.
- Would you describe yourself as a control-oriented manager or a empowerment-oriented manager? Why?
- Why is understanding Maslow's basic levels of human needs an important part of motivating employees? How will you use this knowledge on the job?
- What is meant by "higher needs = higher motivation?"
- Why is understanding human nature critical to creating a more enjoyable and "fun" workplace?

### **Chapter 3: Encouraging Entrepreneurial Thinking**

Learning Objective: Give employees a feeling of “ownership” in the organization so that they will be more motivated to act and perform like business partners who have a vested interest in the outcome of the organization and will want to go the extra mile in contributing to its overall success.

Discussion Stimulators:

- How will you go about creating an “entrepreneurial mindset” among your employees?
- Take the 5 steps to creating entrepreneurial thinkers and describe how this will look in your organization. The steps include:
  1. Explain the organization.
  2. Demonstrate how the organization operates and generates income.
  3. Help your employees understand the competition.
  4. Encourage intelligent risk-taking.
  5. Inspire innovative thinking.
- Why is intelligent risk-taking an important part of creating an entrepreneurial mindset among employees? What do you do to encourage risk-taking in the workplace?
- What are the benefits to open-book management when it comes to motivating employees?

## **Chapter 4: Linking Motivation to Performance**

**Learning Objective:** Gain a clearer understanding of what performance is and how to tie together the important aspects of employee motivation to higher levels of overall performance and productivity on the job.

**Discussion Stimulators:**

- How do you plan to go about creating a high-performance environment by using motivation?
- How will you be more “specific” with your employees about what is expected of them? How will you convey standards of performance and what you will do to eliminate obstacles along the way?
- What are some effective ways to define the scope of responsibility for employees?
- What is meant by “help your employees stretch”?
- How is it that science supports the Pygmalion Effect when it comes to motivating employees?
- How do you plan to share the rewards of successful performance?

## **Chapter 5: Helping Employees Accept Responsibility for Motivation**

Learning Objective: Assist employees in learning how to rely on themselves to stay motivated and not on their managers, or the organization. Help individuals attend to their own motivational needs so that you can create a truly self-motivating organization where employees are inspired to take responsibility for their own motivation and inspiration.

Discussion Stimulators:

- How will you put teeth into the management buzzword “empowerment”?
- How do you plan to give your power away? What will that look like in your organization?
- What are some of the specific things you can do to redefine the manager-employee relationship?
- What will you do to encourage employees to believe in themselves?
- What do people fear most? How will you help them overcome those fears?
- What does accountability look like in your organization?

## **Chapter 6: A Matter of Hope and Trust**

Learning Objective: Build greater hope and trust among employees toward management and the organization as a whole, thereby, creating stronger and healthier relationships in the workplace.

Discussion Stimulators:

- There are 12 cornerstones listed for building hope and trust in an organization. Select the top 3 cornerstones that are most important to your people and that you will implement as soon as possible. How will you plan to go about doing this?
- What are the benefits of building a trusting organization? How can your organization benefit specifically from higher trust in the workplace?
- Can will you show your trust in your employees? Be specific.
- Why is it that values help to create loyalty and trust?
- How can a manager inspire vision for greater hope in the organization?
- What is meant by “walk-the-talk” leadership? Why is it motivating?
- How will you demonstrate that you are the guardian of your organization’s values? How will that motivate others?

## **Chapter 7: Fun and Motivation**

Learning Objective: Appreciate the value of fun in the workplace and know that when people are enjoying themselves at work the results can be extraordinary! Fun is directly linked to motivation and when the two connect, an organization often experiences greater profits, productivity and performance all in one!

Discussion Stimulators:

- What are the characteristics of a “fun” work environment? Which of these characteristics does your organization possess? Which would you like to possess?
- There are lots of organizational benefits to injecting humor into the workplace, but what are some of the physiological benefits of humor and fun?
- What are some well-known and successful companies that are known for their “fun” environments and motivated people? What best practices can you learn from these organizations?
- What are some of the specific ways managers can make work more enjoyable?
- How do you plan to inspire fun in your employees behavior?

## Chapter 8: Attacking the De-Motivators

Learning Objective: Give managers necessary tools to handle circumstances that negatively impact workers, bring them down, or de-motivate them. Combat doom and gloom with positive energy and positive managerial guidance.

Discussion Stimulators:

- Why are some performance reviews seen as “de-motivating”? What can you do to change this situation?
- Four examples listed for fighting de-motivating situations, include:
  1. Hire the best.
  2. Retain the best.
  3. Give employees honest feedback, praise and encouragement.
  4. Build employees’ confidence.

What specifically do these steps look like in your organization? How will you utilize them to fight negative impressions and situations?

- Why is hiring and retention so important to building a motivating workforce?
- How do you give employees honest feedback and praise on the job?
- How does honest feedback encourage and strengthen employee respect and motivation?

## **Chapter 9: Clear the Path to Employee Performance**

Learning Objective: Gain a better grasp and understanding of systems and systems thinking and then use that understanding to help create a more motivating environment for employees.

Discussion Stimulators:

- Why is the “whole system” or “system” for short an important part of handling the motivation challenge in today’s workplace?
- Explain what is meant by, “Everything that happens affects everything else.”
- When have there been big consequences to small decisions made in your organization? How is this a systems problem?
- What are some of the steps you can take to develop greater insight into your business system?
- If you find that your employees’ motivation is being undermined by the system, how can you go about making changes that improve the system?
- What does “caring for the system,” mean?
- What is meant by thinking and acting in terms of the greater good of the system in order to achieve optimal results?

## **Chapter 10: Inspiring Motivated Teamwork**

Learning Objective: Appreciate the power and benefits of synergistic teamwork and what can be done to inspire and develop the motivational power of your teams.

Discussion Stimulators:

- Why is caring an important part of building effective teams?
- Interpret the phrase: “People don’t care how much you know, until they know how much you care.”
- How is motivating teams from the heart an effective technique used by many of the most successful managers?
- How do high-powered teams show that they are committed to one another?
- As a manager, how can you encourage a “loving team”?
- What are some of the positive aspects of working in teams?
- How can you build a foundation that will help ensure your team’s success?
- What does team spirit look like in your organization?
- As a manager, how can you foster the teamwork that makes individuals into a community and motivates them to do more?

## **Chapter 11: Unleashing the Potential of Synergy**

Learning Objective: Help employees to fulfill their full potential by unleashing the synergistic energy that produces extraordinary results! Encourage and develop the motivating power within your organization and its people.

Discussion Stimulators:

- How do team members help develop the potential in one another?
- How are the cumulative effects of motivation and momentum built in the workplace?
- Describe how benchmarking might create synergistic potential among your teams.
- How do you plan to rejuvenate your people? How will you renew the vigor and vitality in your employees?
- Why do you think complacency can be a killer to motivation?
- What do you think the direct correlation is between increased amounts of energy and increased synergy among people?
- How do you plan to unleash the synergy in your employees in order to help them attain their full potential?

## **Chapter 12: Getting It All Together**

Learning Objective: Pulling together all of the essential lessons from this book and then putting them to practical use in real-world management situations, one step at a time.

Discussion Stimulators:

- Motivating employees starts with employee development and training. What kind of employee training and development will you provide? Let this training and discussion guide help you along the way. Your efforts need not be difficult, time consuming, or expensive. Remember, each lesson is learned one step at a time.
- Identify what some of your greatest employee development challenges might be and then set a plan into action on how you will go about bringing timely and cutting-edge information and resources to your people.
- How might you go about setting up a coaching program? If you already have a coaching program in place, how can you improve on what you have from suggestions and ideas in the book, “Motivating Employees”?
- What will you do to better prepare your employees for change and diversification in this fast-moving, global-paced, Internet society that we live and work in?
- What steps will you take today to become a motivating manager?

## **Wrap Up:**

Remember, in the beginning of the book, “Motivating Employees,” we say that this book is not just meant to be read, it is meant to be used. Taking advantage of this easy-to-use, helpful training and discussion guide, is one way you can put action and meaning behind the reading!

Make the paradigm shift from just understanding and talking about motivation in the workplace, to actually setting in place a process for ongoing and continuous employee learning and development. Consider this guide your personal call to action! Then take it and make it work for you. Adapt, modify, delete and expand this material to meet your specific needs and the needs of your organization and its people.

From this point forward, you are the navigator and architect of your own motivational destiny. Your commitment to inspiring the best in your people and firing up the organization is in your hands. By dovetailing the ideas and strategies from the popular Briefcase Books Series title, “Motivating Employees,” with the helpful guidance of this training and discussion guide, you will be on your way!