

Preface

When was the last time you thought about really trying to “turn on” the people in your organization? You know, setting your employees on fire—inspiring them to be their best, to take risks, to think like entrepreneurs, and to unleash their limitless and synergistic potential. After all, you’re the manager, right? Isn’t that your job?

Well, yes, but it’s different now. It’s no longer up to you alone to provide for every employee’s motivation. You now need to share this challenge with workers and let them share the responsibility for motivation. That’s the focus of this book.

A manager’s goal must be to help create a truly “motivating organization,” one that inspires each employee to do his or her very best every day—particularly when the manager isn’t looking.

But you’re probably thinking, “Hey, let’s be practical. Who’s got the time, and what’s the magic formula?” Don’t worry, we hear you. Better than that, we’ve been there too. We know what you’re facing and what an incredible challenge it can be. And we realize that the thought of creating a motivating organization comes second when you get bogged down in day-to-day operations.

It’s a dilemma for sure. We’ve observed how employees can become more complacent as their jobs become more routine, more predictable over time. But we also know that the role you play as a leader and manager is extremely important! Your role creates your organization’s motivating environment.

We wrote this book because we believe in the power and the influence that you alone can have. You're the manager! With the right tools and techniques, like the ones in this book, you can reawaken and revive the spirit in your organization. You can inspire all the people around you! And you can create an environment in which employees will tap their own motivational energy to do their best work.

We wrote this book to help you build a motivating organization—and to give you the tools to do it! It's not just meant to be read—it's meant to be used!

Chapter Highlights

It's no longer sufficient to give people simplistic, behavioral motivators. It just doesn't work to bring in a motivational speaker from time to time—no matter how great that consultant may be.

Employees today are better informed than ever before. They're too sophisticated for the quasi-manipulative tactics that have worked for many managers in the past. Workers want greater satisfaction from their work. They're rarely "bought" with money alone or artificial rewards.

To successfully meet this new challenge, you, as a manager, must first understand the following issues, which we highlight throughout the book:

- Motivation is inherently intrinsic—it emanates from within us.
- What we know about "human nature" explains why employees behave as they do.
- Managers should encourage an "entrepreneurial mindset" and a feeling of "ownership" in all employees.
- Motivation leads to greater work performance.
- Every employee needs a clear understanding of his or her own particular motivation—a vision of hope and what life could be.
- Employees must attend to their own motivational needs.

- Employees want to do their jobs better when they love what they're doing!
- To sustain motivation, you need to attack the “de-motivators.”
- Managers should have a better understanding of business systems and their impact on the people in the organization.
- The real power of teamwork is in the people, in their interests and motivation and dynamics.
- Managers need to understand the power of synergy and how to unleash it.
- Motivating managers see their role as facilitator, trainer, and coach and they understand the important responsibility of preparing employees for change.

This book can help you become a more motivating manager. That means getting more done through people. After you've read this book, you'll be better equipped to build a highly motivated, higher-performing organization. You'll know how to facilitate powerful motivation within each of your employees. Plus, you'll understand how to focus on motivation at all levels—organization, teams, and individuals.

We hope you'll find *Motivating Employees* an invaluable resource that you'll refer to again and again in your work as a manager. We hope that, after reading the book, you'll be better able to create an environment in which your employees know what's expected of them and feel passionate about doing their jobs—about putting the best of themselves in everything they do.

Special Features

The idea behind the books in the Briefcase Series is to give you practical information written in a friendly person-to-person style. The chapters are short, deal with tactical issues, and include lots of examples. They also feature numerous boxes designed to give you different types of specific information. Here's a description of the boxes you'll find in this book.



These boxes do just what they say: give you tips and tactics for being a smart manager.



These boxes provide warnings for where things could go wrong.



Here you'll find how-to hints to make your job as a manager and leader easier.



Every subject has its special jargon and terms. These boxes provide definitions of these concepts.



Want to know how others have done it? Look for these boxes.



Here you'll find specific procedures you can follow to get results.



How can you make sure you won't make a mistake? You can't, but these boxes will give you practical advice on how to minimize the possibility.