



Motivating Yourself and Others

HALF-DAY PROGRAM

COURSE WORKBOOK

BRANDON PARTNERS

Corporate Training in Organizational and Interpersonal Savvy

Smooth Sailing Towards North Star Goals

- Executing on Strategic Goals
- Raising the Performance Bar
- Building a Positive Culture (such as Dialogue Skills for Productive Relationships and Reduced Stress)
- Risk Management
- Job and Career Satisfaction



Rough Sailing De-Motivation and Job Stressors!



Today's Game Plan



Self-Motivation Tactics and Discussion

Motivating *Yourself*: The Inner Game of Performance

- Understanding Self-Talk Dynamics
- Self-Talk Strategies
- The Accountability Mindset

Motivating *Others*

- Handling Mistakes to Build a Learner Attitude
- Encouraging High, Positive Expectations in Others

Learning Goals

Motivating Yourself and Others

Background

This half-day clinic helps individual contributors, professionals, and managers to handle the stress and demotivators present in many of today's demanding work environments.

We can learn practical skills for managing our own self-motivation, cultivating a mindset of Accountability versus Victimhood, and motivating others. These methods can pour vitamins into the motivational life, morale, and engagement of the entire workforce.

The workshop uses experiential activities, dynamic presentations, skill practices, discussion, and action-planning tools to provide immediate take-away outcomes.

Directions

Circle the two program outcomes you've targeted as most important for you. You'll reveal this in a brief self-introduction.

Self-Motivation: A set of skills for improving your own morale, job satisfaction, and performance through your attitudes, resilience & mental toughness.

Program Outcomes

- To realize the importance of self-motivation and resilience in today's demanding business environments.
- To defuse any emotional upset, indignance, or denial you might experience about the reality of organizational demands, so that you can be "street smart" and empowered to have even greater organizational impact.
- To become more in control of your internal thoughts and belief systems, so that you can alter them to experience and convey increased executive maturity, especially during volatile or threatening situations.
- To limit blaming or victim-like behavior and take fuller ownership related to the day-to-day challenges of achieving results with others.
- To apply Positive Psychology principles involving handling mistakes in less punitive ways that cultivate a learning culture, rather than fault-finding to the arena of motivation skills.
- To understand the research-proven business rationale for infusing your work environment with high, positive expectations and expressing belief in others.

Self-Motivation Tactics and Best Practices

- Find Your Patterns
- Reduce Your De-motivators
- Task Ordering
Grandma's Law? Or Do Easy Tasks First?
- Time Outs, Breaks, Physical Activity
- Self-Rewards and Group Celebrations
- "Fill Your Bucket" Just "Because!"
- Motivation Buddy Systems
- Exercise, Relaxation, & Nutrition
- Positive Recognition and Strengths Focus
- **Self-Talk Skills (Cognitive Behavior Modification)**



The illustration shows a person driving a car with a monkey in the passenger seat. A large carrot is in the foreground, and a heart is on the right side of the car. There are also some bubbles or thought bubbles above the car.

Table Round Robin Activity



(1 min. apiece) Tell the group your reactions to the list of tactics and which one/s you under-utilize

(10 min.) "Round Robin Brainstorm:"
 What self-motivation and/or stress management tactics do YOU use when you need them?

The photo shows four people (two men and two women) sitting around a table in a meeting, engaged in a discussion.

Self-Motivation Tactics



“Because I said I would!”

— Fyona Campbell, “The Greatest Walker of Them All.”

Her explanation of why she walked 16,088 kilometers, the length of Africa, through jungles, deserts, and a 400-mile mine field from Cape Town to Tangiers.

“If you eat your vegetables, you can have dessert.”

— Grandma’s Law, quoted by Aubrey Daniels, *Bringing Out the Best in People*

You can’t motivate others if you’re demotivated, since your “enthus-IASM” is key.

Find Your Patterns—Analyze your slumps to build your Motivation Quotient (MQ).

Reduce Your De-Motivators—Be aware of de-energizers, negative people, tasks that suck you dry, etc., and adapt your work environment.

Task Ordering—If you know your pattern is to hate certain tasks, consider:

- “Grandma’s Law” — “Eat your vegetables first and then you can have dessert.” Know what tasks you’re jazzed about and reward yourself with them last.
- **Get Easier Tasks Done First**—Other people prefer to save unpleasant, tougher tasks for later, dedicating a planned-for, large chunk of time. Know what works for you and act accordingly.
- **Stay on a Roll**—If you’re being productive, “ride the wave” as long as you can.

Time Outs, Breaks, Physical Activity—Get the blood going, awaken the brain, fight the “staleness syndrome,” and energize yourself. Take a walk or do calisthenics!

Use Humor for Perspective and Energy—Use energizers, humor, and fun for yourself, as we’ve discussed for others. Laughter really is the best medicine.

Self-Rewards or Celebrations—Don’t crave others’ compliments. Rely on YOU!

“Fill Your Bucket” Just Because—We all need to be more generous to ourselves. Fire that “Critical Parent” inside of your head. Practice kinder self-statements.

Motivational Support System—Ask people to support or listen to you as needed. Ask them to “look over your shoulder.” Friendly external pressure can “stoke your fire.” Use Motivational Mentors.

General Exercise, Relaxation, Diet—Your health and stamina impact motivation.

Maintain a Motivating Work Environment—Is your work space clean and organized, with organized files, and full of inspiring objects, to keep you from getting dragged down?

Self-Talk for Self-Motivation—We have over 600,000 thoughts a day and up to 75 percent are negative. Remember, “Garbage in, garbage out.”

Dynamics of Self-Talk

- Non-Stop Programming
- Is Automatic
- Can Sabotage or Support You
- Can Be Changed
 - Awareness
 - Belief in Change
 - Choice of Self-Talk Strategies



The Self-Talk Cycle



Self-Talk Targeting Pairs Activity



Take "ownership" and be accountable by telling a partner about your patterns of negative self-talk. We all have them. Use your prework and workbook page 7 to reveal:

- What job and work stressors do you allow to lower your motivation?
- When you let this happen, what are your tendencies in your internal self-talk.
- What emotional reactions and unconstructive behavior/actions result from your negative self-talk habits when you are not at your best and most resilient?

Targeting Your Negative Self-Talk: Written Activity

Purpose

To help you isolate any “trash talk” you have running in your head about your job, your functional area, the company, specific people, or events within your work life that may be draining your energy, performance, motivation, or zest for life.

To target ideas and beliefs about yourself, others, your company, your job, the future, or the world that you might want to alter through Self-Talk Strategies you will learn today.

Directions

Use the space below to identify opportunities for improving your Self-Talk and attitudes. Below, write down any Self-Talk statements that are overly negative and unrealistic, or that just do not serve you as well as they could.

Counter-Productive Self-Talk to Potentially Change:

About Your Company or Your Job:

About Certain People:

About Certain Work Situations

About Life or the Future:

About Yourself:

About the World:



Reprogramming Self-Talk

Topic	Negative Self-Talk	Reprogrammed Self-Talk
<p>Sales Example: Cold Calling or Prospecting</p>	<p>“I hate cold calling. It’s such a waste of time and I feel like I’m prostituting myself or imposing on people. Why can’t this company give us qualified leads so we can sell!”</p>	<ul style="list-style-type: none"> • “Prospecting is part of selling. Selling is a percentage game.” • “Every time I pick up the phone I raise my odds of a sale. 10% of my calls end up with a letter sent, and 10% of those are appointments. And 25% of my meetings wind up with a sale.”
<p>Organizational Politics</p>	<p>“Senior management should eliminate the disgusting, annoying politics that pollute this place.”</p>	<ul style="list-style-type: none"> • “Top management is doing the best they can. Political behavior exists in all organizations.” • “I’ve been overreacting in an all-or-none fashion, because politics isn’t a dirty word. If political awareness is combined with concern for the company, it is a positive force for influence and impact.” • “My goal is to use ethical political astuteness to help the company, my team, and myself. I can align with other ethical people to create the critical mass of high integrity political leaders we need.”
<p>Networking</p>	<p>“I shouldn’t have to mingle, socialize, and buddy up to people all over the company to get ahead. I hate playing that game or going to big functions where everyone is working the room and selling out their integrity. I’m not comfortable, since I like to keep more to myself.”</p>	<ul style="list-style-type: none"> • “In a complex, changing organization, good networks provide me with information about corporate strategies and priorities. This is useful for understanding how to get things done, present my team’s ideas, and add value. “ • “It’s ‘networking’ and ‘relationship building,’ not ‘kissing up.’ I network across the organization so that I’m a known quantity.”

Reprogramming Self-Talk



Topic	Negative Self-Talk	Reprogrammed Self-Talk
<p>In a Performance Review, Your Boss Suggests That You Do More to Help Your Team Get Credit and Be More Visible as Adding Value in Your Company</p>	<p>“Doing my job and getting good results should be enough to move my career and the team’s credibility forward. I shouldn’t have to self-promote or talk about my group’s accomplishments. That’s just shameless boasting. I’d rather take the moral high ground. I’m not going to compromise!”</p>	<ul style="list-style-type: none"> • “People in senior management positions are extremely busy. There is a chance they won’t always know what I’ve done or how impressively I’ve done it.” • “Someday management may be making a career call on me, so I want them to make an informed decision based on knowledge of who I am, my talent, and my potential.”
<p>Using Active Listening Skills</p>	<p>“I’m not interested in playing that ‘charm school’ human relations game. The important thing around here is hitting my numbers and goals, not worrying about what people think of how I work with them.”</p>	<ul style="list-style-type: none"> • “Whether or not it comes naturally to me, part of being a professional is striving for world-class communication skills.” • “I know I can improve my results by interacting with my team in a more motivating, less impatient or aggressive manner. You CAN teach an old dog new tricks. I can change.”
<p>Communicating with an Ego-Driven Boss</p>	<p>“This executive is a pompous, incompetent idiot. I’m not going to sell out by kissing up and telling people what they want to hear just to get ahead.</p>	<p>“He has an ego. I protect my own and my team’s best interests by using self-control and verbal discipline. I’m street-smart and can choose my timing, setting, and words carefully.”</p>
<p>Selling Your Ideas to Stakeholders</p>	<p>“Why should I have to sell this idea over and over? The benefits to the company are obvious, and I’m just not a salesman. Besides, it doesn’t matter what I think because it’s <i>their</i> job to make the decisions. All I can do is present the facts.”</p>	<ul style="list-style-type: none"> • “Other people and departments have different perspectives and priorities that may block them from realizing the value of an idea that’s clear to me, so my job is to help them understand better.” • “‘Selling ideas’ is just another name for influencing.” • “I’m doing the company a disservice if I don’t lobby to obtain key people’s endorsement.”
<p>Handling A Colleague That Criticizes Your Work or Idea in a Meeting</p>	<p>“Who the hell does he think he is? I’m not going to put up with his bullying. I’ll show him he’s not my boss and take him down. He wants a fight? He’s got one. I just became his worst nightmare.”</p>	<ul style="list-style-type: none"> • “I can play tough and be aggressive later. Now I’ll ease the situation and not take this so personally.” • “He’s out of control. If I lose my cool, I am, too, and being off balance hurts my image.”

Two Long-Range Self-Talk Strategies

Reprogramming

- Present Tense Language of Achievement
- Precise Language
- Repetition

Visualizing

- Mental Rehearsal
- Visualize Specific Goals Met and Outcomes





What About Times When You're... "In It??"



Self-Talk First Aid!

Self-Talk "First Aid" Kit for Triggered Times

- Switch TV Channels
- Use the "Camera Test"
- Reframe the Situation or Trigger
- Fire Your Internal Critical Parent
- Stay Present
- Keep Perspective
 - It Can Always Be Worse
 - Remember Your Blessings
 - Find Relief in Your Sense of Purpose
 - "Lean Into" Your Sense of Humor



Self-Talk Tactics: Pairs Activity Continued



Now tell your partner which of the Self-Talk tactics can help you counteract the challenges you described earlier, and what new, specific language you can use to improve:

- Reprogram
- Visualize
- Switch Channels
- Reframe the Situation
- Fire Your Critical Parent
- Stay Present
- Keep Perspective

Improving Your Negative Self-Talk: Pairs Discussion

Purpose

To help you replace any of the dysfunctional “self talk” you identified with your partner/s from workbook page 7 by choosing your mental habits more purposefully. To learn the various Self-Talk tactics.

Directions

Use the space below either as a “prompt” to guide your conversation with your learning partner, and/or to actually jot down which of the new, more constructive tactics you can use to correct your previous upsetting or triggering internal thoughts. “Pull forward” from page 7 two or three examples of your unproductive Self-Talk, and re-write it (or a few code phrases that capture it) next to whichever new, constructive Self-Talk Strategy you can use to reverse the negative emotions your poor internal dialogue creates.

REPROGRAMMING

VISUALIZING:

SWITCH CHANNELS:

REFRAMING:

THE CAMERA TEST:

REPLACE YOUR “CRITICAL PARENT” WITH A SUPPORTIVE PARENT:

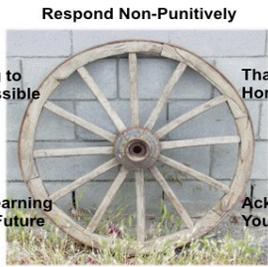
STAY PRESENT:

KEEP PERSPECTIVE:



- ### Re-Tell the Story from a Mindset of Accountability
- What part did you play in making it worse?
 - How did you contribute to the situation?
 - What advice or cautions did you ignore?
 - How did you give up your own power?
 - How did you make yourself a victim?
 - What self-defeating choices did you make?
 - How did you have more control than you 1st admitted?
 - What awareness did you deny?
 - What could you have done to reduce harm or improve the situation?

Handling Mistakes to Build a Learner Attitude



Respond Non-Punitively

Find Something to Reinforce if Possible

Thank the Person for Honesty and Accountability

Discuss What Learning There is for the Future

Acknowledge Times You've Made Mistakes

Collaborate on Ways to Salvage the Situation

Handling Mistakes Practice (Pairs)



- Decide partner A and B
- A's select and brief the B's on the situation and relationship/roles
- A's practice the skills
- B's don't use skills; just react naturally
- B's provide quick positive and developmental feedback to A's

Encouraging High, Positive Expectations

The Power of Expectations

- In YOUR life
- In mythology, literature, and movies
- In education/psychology: "self-fulfilling prophecy"
- In sports
- In medicine

The B.O.S.S. Encouragement Message

- Genuinely and Confidently Express **B**ELIEF
- Acknowledge Any Realistic **O**BSTACLES
- Cite **S**PECIFIC **S**TRENGTHS to Justify Faith



B.O.S.S. Someone Around! (Pairs Drill)



- Decide partner A and B
- This time, the B's select and brief the A's on the situation and relationship/roles
- B's practice the B.O.S.S. skills
- A's don't use skills; just react naturally
- A's provide quick positive and developmental feedback to B's

Positive Management Motivation: Promoting the Attitude of a Learner, Pair or Trio Practice

Purpose

To practice handling mistakes to cultivate a learning environment and build willingness for others to approach you honestly with problems and errors.

Directions

UNSKILLED ROLE:

1. Pair Up. Find a partner you'd like to work with for this practice.
2. Decide the Content. Think of a situation you can roleplay to help your partner successfully practice. Make brief notes on who you are in relation to your skilled partner: team member, peer, boss, friend, child, etc. You will approach your partner to talk about a specific mistake, misjudgment, shortcoming, or missed opportunity. Jot down who you are roleplaying, who your partner is, and the role play content.

WHO ARE YOU? _____

WHO IS YOUR PARTNER? _____

THE MISTAKE YOU CONFESS: _____

3. Roleplay the Situation (3 minutes). Play your part realistically and respond to your partner's skills. In your role you are uncomfortable about your error, but your partner will help you feel better about the problem and learn from it.

4. Provide Feedback to Your Partner (2 minutes). After the practice, provide feedback.

- First, focus on a few things that were helpful in reducing your risk and fear, and in promoting trust and openness to learning non-defensively.
- Next, be honest about any behaviors that blocked you or could be improved.

SKILLED ROLE:

1. Practice Handling Mistakes (3 minutes). In the role play, when your unskilled partner approaches you to admit making a mistake, promote "the Attitude of a Learner."

- Respond non-punitively with empathic listening.
- Non-defensively acknowledge your own mistakes.
- Appreciate the employee's honesty.
- Work to salvage the situation.
- Focus on learnings for the future.
- Find something to reinforce.

2. Receive Feedback (2 minutes). Your partner will tell you how you were skilled and how you could improve. Use the Attitude of a Learner to hear the impact you had as a motivator.

Positive Management Motivation: Encouraging High, Positive Expectations Pairs or Trio Practice

Purpose

To practice expressing high, positive expectations and “believable belief,” especially if a direct report is discouraged or lacks confidence and you want to motivate.

Directions

SKILLED ROLE:

For this roleplay, unlike the previous one on Promoting the Attitude of a Learner, you as the skilled partner will decide the content and roles, because you will need to compose the “B.O.S.S.” message for conveying realistic faith.

1. Pair Up. Find a partner you’d like to work with for this practice.

2. Prepare the Content (2 minutes). Think of a situation you can successfully practice. Make brief notes on who you are in relation to your unskilled partner: his/her manager, peer, boss, friend, parent, etc. You will launch the practice since you are proactively “pumping up” your partner’s belief in himself/herself. Jot down who you are roleplaying, who your partner is, and the roleplay content.

WHO ARE YOU? _____

WHO IS YOUR PARTNER? _____

WRITE YOUR MOTIVATING “B.O.S.S.” MESSAGE:

- Belief—Express the faith you have in the person. What is it you believe he/she can do?
- Obstacle—Acknowledge any obstacles that make the performance challenging.
- Specific Strengths—Disclose the specific strengths and accomplishments that lead you to believe that the person can overcome the obstacles to achievement.

3. Roleplay the Situation (3 minutes). After briefing your partner on the roles, practice the B.O.S.S. skills. As you communicate your message, pause to check for your partner’s reactions. Listen and work your way through the B.O.S.S. message format. Use positive versus tentative language, as well as convincing body language and vocal tone.

4. Receive Feedback (2 minutes). Your partner will tell you how you were skilled and how you could improve. Use the Attitude of a Learner to hear the impact you had as a motivator.

Positive Management Motivation: Encouraging High, Positive Expectations Pairs or Trio Practice (continued)

Directions

UNSKILLED ROLE:

1. Roleplay the Situation (3 minutes). Respond realistically to your partner's skills. In your role, pretend that you are discouraged or non-confident about your ability, or surprised about your partner's faith. He/she will help you feel less self-doubt about the situation and perhaps even build your hope. Respond favorably to your partner's skill.
2. Provide Feedback to Your Partner (2 minutes). After the practice, provide feedback.
 - First focus on a few things that were helpful in reducing your insecurity, and in promoting risk-taking, confidence, and openness to striving.
 - Next, be honest about any behaviors that blocked you or that could be improved.



Positive Management Motivation: Giving Positive Recognition [Post-Course Resource]

“I’ve yet to find the man, however exalted his station, who did not do better work and put forth a greater effort under a spirit of approval than under a spirit of criticism.”

— Charles Schwab

“I always turn to the sports pages first, which record people’s accomplishments. The front page has nothing but man’s failures.”

Frederick Herzberg, one of the fathers of workplace motivation research, cited Positive Recognition as the Number Three workplace motivator. PeopleMedia Research found that 80 percent of employees want their manager’s recognition more than money. This top motivator is totally in your control, while others are tougher to influence. Recognition doesn’t cost a penny since we’re talking about personal recognition from you, not rewards or award ceremonies.

Marcus Buckingham is senior vice president of The Gallup Organization and co-author of “Now, Discover Your Strengths.” Based on data from thousands of companies in 30 countries, the authors make an appeal for a “strengths revolution.” They cite Benjamin Franklin’s comparison of wasted strengths as “sundials in the shade.”

Instead of struggling only to fix weaknesses, the focus is drifting more and more to developing inherent talents into strengths. This is the path of least resistance and it fits how the billions of neurons in our brains search for the most efficient connections. To develop your own strength at “Strengths-Based Management 101,” remember:

Don’t Take Strengths for Granted—People can use more kindness, even if they’re being paid!

Develop 20/20 Strength Vision—Our vision for seeing strengths is blurred. Gallup asked workers to identify their strengths - a third couldn’t name any or listed ones that were not relevant to their careers.

Work on the Skill of “Converting”—Rethink a negative quality into a positive one.

Consider Using Strengths to Make a Weakness Irrelevant—Unless it’s an issue that can’t be ignored, experiment with strategies: use others to compensate for a weakness, manage around weaknesses, optimize an employee’s strengths. Think of NBA star Dennis Rodman’s reputation for rebounding or the 2000 NFL Baltimore Ravens’ reliance upon defense to win the Superbowl.

Use Descriptive Recognition, Not Praise—Specifics versus global platitudes stick like Velcro!

Avoid Baloney Sandwiches—Don’t bury your recognition between negative comments, or “kick butt” by following token praise with “But...!”

Conduct a Strength Bombardment—Involve others on your team in a group brainstorm focusing on the strengths, talents, and contributions of each team member.

Make Award Ceremonies Effective—Link the award to true performance and use the chance to “Relive the Accomplishment.”



Positive Management Motivation: Giving Positive Recognition (continued) [Post-Course Resource]

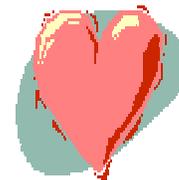
Positive Recognition Best Practices in Companies

- ❑ (Wegman's) Conducts Cashier Appreciation Day with flowers and lunch.
- ❑ (Mary Kay Cosmetics) As CEO, she personally delivered praise.
- ❑ (Cal State College) People use e-mails to "tattle" on others doing good deeds.
- ❑ Many companies award as many things as possible, so all people win.
- ❑ (Burroughs) Uses "Brag Sheets" for team members to recognize others.
- ❑ "Do It Your Way Award" for the rebel on the team, so this quality is a positive.
- ❑ Thank you notes are written personally by the manager.
- ❑ Having a "Star's Desk" as opposed to the classic "Dunce's Corner."
- ❑ For site visits, managers introduce visitors to individuals by always mentioning accomplishments of the employee being introduced.
- ❑ (Eastman Chemical Company) The president attends a large majority of employee celebrations in his 10,000-person company.
- ❑ (Citi Cards) Sales incentive programs feature desktop flags to signal each person's first sale each day and the transition to goals made, with the ability for one's manager to see the flags.
- ❑ (Citi Cards) Top managers write personal notes to salespeople whenever a "comp call" (complimentary call) is received from a customer.

Positive Management Motivation: Constructive Communication [Post-Course Resource]

“Technique and technology are important, but building trust is the issue of the decade.”

— Tom Peters, Management Guru, Author of *In Search of Excellence*



“You do not lead by hitting people over the head. That’s assault, not leadership.”

— Dwight D. Eisenhower, Former U.S. President and W.W. II General

Answering the Interview Question, “How do you want to be remembered?”...

“That he loved his family. That he loved his troops. That they loved him.”

— General Norman Schwartzkopf, Interviewed by Barbara Walters

Positive Management Communication is another Relationship-Based motivator. The Motivational Tool Kit is wasted if your people don’t like how you treat them or communicate. This isn’t just fluff management, charm school, touchy-feely techniques, or forgetting about bottom-line results. To quote the tagline of the respected corporate interpersonal performance training firm, Ridge Associates: it’s “people skills that mean business.”

Core Qualities—Treat people with the foundation of Respect, Honesty, and Fairness.

The “A” Ladder—There are still ways you can “will yourself” to provide positive communication for employees even if you can’t “make yourself” like them! At the bottom of the “A” Ladder is Avoidance: you cannot decide to like someone and at times we find ourselves staying away from someone; but there are ways we can climb the ladder to another “A”, one that we simply spontaneously feel, Affection. I can decide to provide:

- **Attention**—Just paying attention and noticing, smiling, or saying “hello” counts.
- **Acceptance**—You don’t have to like someone to acknowledge their right to be here, to be listened to without necessarily agreeing with them or their actions. Here is where respect and empathic listening skills come in.
- **Adapting**—The Golden Rule teaches “treat others as you would have them treat you.” The Platinum Rule teaches “treat others as they would have you treat them.” Individual differences can be respected from a diversity standpoint as a way of increasing positive communication.
- **Appreciation**—Expressing positive recognition has been covered as a cornerstone of motivation, a tool in and of itself.
- **Accountability**—Even asserting to someone and confronting substandard performance says to the person that you respect him as a professional enough to expect more and to invest enough in the person to have the difficult conversations. Some of the richest relationships lay on the other side of conflict.

Job Interest & Variety [Post-Course Resource]

“If you want someone to do a good job, give them a good job to do.”

— Frederick Herzberg, Management Theorist

“Happiness at all levels has to do with being engaged.”



Frederick Herzberg found job satisfaction was the number-two job motivator. Just liking what you do is energizing. Here are some thoughts about sustaining Job Interest and Variety.

Fight Boredom and Routine—Jobs can be a grind. Often, people begin to feel they’re on a treadmill, doing the same routine. Without variety in our jobs, we get into ruts. Change things around so people don’t become bored. (But don’t make a weekly habit of switching entire organizational structures!)

Mental blocks stem from routine and patterned activity. There’s even a “staleness syndrome” that hits intensively trained athletes. So changing job elements like timing, roles, responsibilities, and goals provides escape from routine. “Dare to be different! The only fish that always move with the current are dead fish!”

Build in Challenge—Make sure some of the CHANGE you incorporate includes new roles and expanded responsibilities. This leads to a feeling of progress. As people feel Mastery and Competence in their jobs, they’re ready to “raise the bar” for more responsibilities—if the change isn’t forced and it’s really new, not just raising the number or percentages in existing goals.

Build in Interest and Wholeness—Experts suggest rotating jobs for a day. Or add ongoing responsibilities that don’t just add challenge, but also provide a sense of “wholeness.” During the Industrial Revolution, jobs were regimented to study and achieve maximum efficiency with one repetitive, fragmented activity. But now employees won’t accept being a cog in a wheel. Provide enrichment with “wholeness.”

An example of company-wide job enrichment of this type was at BMW, which started as a company that just made engine propellers. They made the best one. Then they grew to build the shaft, too. Next the entire motor, then the whole car. You know the rest of the story! Having a sense of the big picture and the chance for involvement in the whole process of a job creates job interest and enrichment.

Job Interest and Variety: Best Practices

- Managers switch jobs with cashiers, drivers, etc.
- Deepen the difficulty of a boring job.
- Arrange jobs so that people, whenever possible, are performing the whole function.
- Various types of quality programs, task forces, process improvement teams, etc.
- Change: Staggered hours, the office atmosphere, times for daily work.
- Change location of cubicles frequently (Nektar Corp. changes “bullpens” every nine months).
- Change the goals, ways of looking at them, or ways of counting them.
- Put reps in charge of performing managerial tasks like coaching, tracking performance, providing feedback, teaching others about selling, etc.
- Add job responsibilities that “raise the bar” as people master the task.
- Appoint people as mentors; use new-hire buddy-system partners, coaches, etc.
- Conduct surveys, interviews, focus groups, and observations for variety and input.
- Many companies initiate Quality Programs as an opportunity to participate in.

Empowerment [Post-Course Resource]



“If you assign people duties without granting them any rights, you must pay them well.”

— Goethe

“Vehicles for greater participation at all levels are an important part of an innovating company. Masters of change are also masters of the use of participation.”

— Rosabeth Kanter, *The Change Masters: Innovation for Productivity in American Corporations*

“84% of workers studied indicated they’d work harder if given the right to take part in decisions.

— U.S. Chamber of Commerce Study

“We’re going to win on our ideas, not by using whips and chains...take out the boss element.”

— Jack Welch, General Electric

Empowerment is key for Intrinsic motivation. The U.S. Chamber of Commerce reported that 84 percent of workers would work harder if given the right to take part in decisions. A Gallup survey of 1,200 workers found that 67 percent were asked to help with decisions, but only 14 percent felt empowered enough to make the input. Empowerment means:

Ownership and Accountability—We hear these words a lot these days. Ever wash and wax a rental car? Probably not, because you didn’t own it! If you treat people like partners, they’ll act like partners. Inspire accountability without having to grant stock options to everyone. Quality Programs and Suggestion Systems draw upon people’s motivation to contribute to improvement as if they had stock in the company—and many companies provide rewards and recognition for gains.

Authority, Control, Response-Ability—

Top leaders give away authority. It frees up the manager, and gives more power for judgment to people closest to the actual work. That’s where the rubber hits the road. Since we have to do more these days with fewer people and fewer resources, we need to encourage problem solving, decision making, and creativity by employees. “Response Ability” is the ability to respond. That means providing both the capability (Mastery and Competence) and the authority.

On-the-Job Coaching and Mentoring—

Training will suffer from the “fade-out factor” if there is no follow-up coaching to reinforce it. Coaching day to day might be through you, a human resources coach, a colleague, or others who serve as mentors. Many companies offer formal or informal networks of mentors who groom talent and build the bench strengths of rising stars. This can be motivating for both the recipient and the provider, assuming that people have time to mentor and/or can be rewarded for making that time.



Empowerment (continued)

Information-Sharing—We’ve all heard the expression, “Information Is Power”, but information is also empowerment. More and more employees complain that their managers do not provide enough information.

- All employees obviously need to understand cutting-edge technical data related to their specific functional area: products and services knowledge, operations and technology information, industry knowledge, competitive data, and the like.
- But also provide information about your organization, strategic directions, new goals, impending organizational changes, restructuring, facility issues, and important management decisions.
- When such data is withheld, what results is the “rumor mill.” Your staff will fill in the gaps with their own assumptions and fantasies, usually bad ones. These are often accompanied by resentment, anxiety, and demotivation, because there is uncertainty about the future.
- The timing of providing information is important. Knowing too much too soon can also demotivate staff. A “fade-out” can occur if information is shared too soon before it’s needed, but resentment and rumors build if people learn important data too late.
- Ask what kind of information your people want from time to time. Also, it never hurts too find out how your team likes to learn different information: voice mail, meetings, one-on-one, e-mail, newsletters, bulletin boards, etc.

Information Sharing also feeds the tools of Security and Stability through less vulnerability; Positive Communication through being respected, Empowerment through knowledge, Meaning and Purpose through fitting into the organization, and Team Spirit through being included and valued.

Mastery and Competence: Training and Coaching: Best Practices in Companies

- (GE) Management Development Institute is the “Harvard of Corporate America.”
- “Walk a Mile in My Shoes” when drivers and executives trade jobs for a day.
- Training credits to buy training inside OR outside the company.
- (Sequent Computer) New employees get a “buddy” for thirty minutes a day.
- (Amdahl) Tuition and texts are paid for, with five hours off per week for college.
- Cross-training in jobs to know overall operations, to be able to do the whole job.
- VPs and managers must all work in a retail store for one week.
- Mentoring programs.
- The company pays for books if a book report is given by the reader.

Fun, Humor, and Energy!

“The trouble with the rat race is even when you win, you’re still a rat.”

— Lily Tomlin, Comedienne and Actress

“Hilarity is another name for ‘Holy Joy.’”

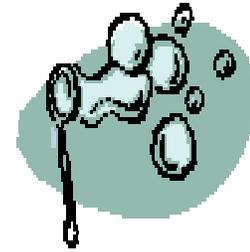
— Jerry Jud, Human Potential Leader

“Be a nut, but be wrapped around the right bolts.”

— Unknown (Probably locked away in some nut house)

“Attract exciting people, at least some of them a little off-beat...raise hell, question the way things are done... create a collegial, supportive and zany, laughter-filled environment.”

— Tom Peters, Management Guru in “Fast Forward” Newsletter



Fun, Humor, and Energy are also sources of motivation. A salesperson with a large leasing company headquartered in Europe described an activity at his company sales meeting. They all wrote down one thing that could help them improve their performance. The number one item was, “We need to create ways to have more fun!”

Dr. Jack Groppe, a sports psychologist and performance consultant, says that a child at prepubescence laughs about four hundred times a day and by the time we are twenty-five, we laugh an average of fifteen times a day. Dr. Norman Cousins, the former dean of Harvard Medical School, cured himself of cancer, largely through his use of humor. He spent hours a day watching videos of the Marx Brothers, The Three Stooges, and “Candid Camera.”

When people are having fun at work, they’re freed up to tackle problems more energetically and innovatively. Laughter has been shown to decrease sick days, increase brain activity, enhance creativity, strengthen the immune system, lower depression and pressure, decrease turnover, raise profits, and keep people in the present so they can relax and get into the flow of selling. Managers who have fun raise enthusiasm, teamwork, attitudes, and morale.

Business moguls like Warren Buffet and Bill Gates are famous for their commitment to work, and for being avid contract bridge players. Harvey Mackay, author of *Swim With the Sharks Without Being Eaten Alive*, writes that Sigmund Freud is famous for describing mental health as consisting of love and work. Mackay believes that Freud got it wrong in leaving out the very important part of life that is comprised of play.

In 1995 Dr. Madandd Kataria launched Laughter Clubs International in Bombay, with over four hundred affiliates in India and 50,000 members. The mission is to introduce laughter therapy into businesses, due to its positive impact on work satisfaction, motivation, stress, mental energy, and workplace morale.

The best-selling industrial videotape and management book, “FISH: A Remarkable Way to Boost Morale and Improve Results,” describes how Seattle’s Pike Place Fish market transformed itself into a happy, more profitable place to work. Pike’s employees joke with customers, tease them playfully, and throw the fish at each other. It might seem frivolous, but customers flock from miles away to see the attitude choices these workers demonstrate. People like working at happier places and therefore stay longer and perform better. In a follow-up book, “Fish Tales: Real-Life Stories to Help You Transform Your Workplace and Your Life,” the authors stress that the work/fun fusion, while saving some companies millions, cannot be mandated. Playful work cultures must be invitations to join in, so that commitment is achieved beyond some “flash-in-the-pan fad.”

There are some great books listed in the bibliography for activities, fun, and booster-shot energizers. We don’t want you to become just a bunch of happy rats on a sinking ship, but inserting more fun is not merely frivolous. It’s good business! It’s serious fun!

Fun, Humor, and Energy Best Practices in Companies

- ❑ One company urges employees to “just have fun” 25 percent of the time, and not work!
- ❑ Some software companies use corporate comedy to motivate and reinforce training: magicians, comedy acts, revues, even “motivational lounge lizards.”
- ❑ One top manager’s office is decorated with cow paraphernalia to remind people to destroy “sacred cow” myths that stagnate progressive thinking.
- ❑ Hawaiian Shirt Day, Crazy Hair Day, Pajama Day, especially for late shifts.
- ❑ (Ben and Jerry’s) National Clash Dressing Day, Elvis Day with greasy burgers.
- ❑ Using a siren or ringing a big brass bell to call attention to a major success.
- ❑ (Apple Computer) Popcorn machines, pool tables, Friday beer blasts.
- ❑ A subpoena is issued taking an idea to court, putting it “on trial,” with prosecution and defense lawyers, etc.
- ❑ (FileNET) Urges daring, adventuresome sport activities (rock climbing, white water rafting, or parachuting) over golf. This matches workplace challenges and speed, while building confidence during a crisis and promoting bonding.
- ❑ (LapLinks) Provides paragliding and mountain climbing for twenty-somethings.
- ❑ Party rooms decorated for holiday themes; recreation committee with a budget.
- ❑ (Hewlett Packard) Held a mock New Orleans Jazz Band Funeral for a division closing, complete with eulogy, coffin, and celebration for the organization.
- ❑ Piping in music, Joke Bulletin Boards, skits and movies at sales meetings.
- ❑ (Southwest Airlines) CEO dressed as Elvis, served tea wearing bloomers and a bonnet while singing “Tea for Two.”
- ❑ Indoor miniature golf tournaments, and a basketball stand with nerf balls.
- ❑ Plan fun, irreverent surprises, like taping a dollar bill under everyone’s seat. Then have people stand and look under their chairs while yelling, “You have to get off your butt to make a buck!”
- ❑ (MCI) A manager called the sales team’s mothers when improvement occurred.
- ❑ (Citi Cards) Each person’s cubicle is often full of personal fun.
- ❑ Team colors for a day.
- ❑ Taking people out for ice cream cones or nature walks.
- ❑ (Apple) Ping-Pong tables.
- ❑ Urging bonuses spent only on fun things.
- ❑ (Southwest Airlines) Job interviewers ask, “When have you used humor at work?”
- ❑ Sports pools, sock hops at 6 a.m., 50’s Day.
- ❑ (Citi Cards) Rewards programs include daily toys, encourage fun with rewards.



“I ask front-line workers a few general questions about the company. If the answers I get describe the company in terms like ‘they’ and ‘them,’ then I know it’s one kind of company. If the answers are put in terms like ‘we’ or ‘us,’ I know it’s a different kind of company.”

— Robert B. Reich, Former Secretary of Labor

A key buzzword in business is “TEAMWORK” but it’s not just the latest fad. When salespeople are asked what motivates them, being part of a team comes up over and over. Maybe it’s part of how we cope with the rejection inherent to sales. After all, sales can be lonely, especially for someone who sells out in the field. But team work is pivotal for all functions within an organization.

As you motivate each person to take more responsibility for performance, Team Spirit provides a safety net for rejection and loneliness. If I as an employee don’t feel part of a team, I won’t be motivated to share information, cross-train, or take responsibility for correcting someone else’s mistake without blame. But an individual contributor who feels his or his team is like family will be motivated to do what it takes, to share information, to not let the team down.

We’re not talking about token efforts and empty rah-rahs for a momentary focus on teamwork, but a consistent investment of your time to build a team environment:

- Ten-Minute Huddles—Be committed to regular team meetings, but supplement them with informal, quick huddles with everyone standing, to get the team focused.
- Excel, Tell, and Yell—Share and celebrate one another’s successes.

“A few years ago, at the Seattle Special Olympics, nine contestants, all physically or mentally disabled, assembled at the starting line for the 100-yard dash. At the gun, they all started out, not exactly in a dash, but with a relish to run the race to the finish and win. All, that is, except one little boy who stumbled on the asphalt, tumbled over a couple of times, and began to cry.

The other eight heard the boy cry. They slowed down and looked back. Then they all turned around and went back. Every one of them. One girl with Down’s Syndrome bent down and kissed him and said, “This will make it better.” Then all nine linked arms and walked together to the finish line. Everyone in the stadium stood, and the cheering went on for several minutes. People who were there are still telling the story. They say they’ll never forget it. Why? Because deep down we know this one thing: What matters in this life is more than winning for ourselves. What matters in this life is helping others win, even if it means slowing down and changing our course.”
[—from an e-mail piece]



Team Spirit

Best Practices in Companies

- ❑ Each new employee receives a “Survival Kit,” welcome notes, lunch with a different person every day for two weeks, with all supplies ordered or available.
- ❑ (FedEx) Employees of an acquired company were flown on jets to a party, with red carpet entrance, cheering crowds, and a welcome by the CEO and the mayor.
- ❑ (AOL) Sends teams to cooking classes that include motivational messages and learning about planning and execution. Teams eat their meals.
- ❑ (Rosenbluth Travel) Applicants are tested for “niceness” since it can’t be taught. Applicants have a softball game, where they are watched for how they interact.
- ❑ Yearbook with photos of all workers, descriptions of favorite music, hobbies, etc.
- ❑ (Inhale Therapeutic Systems) Employees work in “bull pens” with each colleague being from a different functional area. This creates exchange of ideas, learning about other functions, and teamwork. Every nine months the bullpens change.
- ❑ (Citi Cards) “Spirit Committees” arrange for balloons and parties for colleagues’ birthdays.
- ❑ A financial services company lets anyone call a “Yes Meeting,” where a new client or special results are announced. The group yells, “1,2,3, YES!”
- ❑ A Copenhagen hearing aid maker has work spaces with no partitions, one network, and an open room in which people can sit at any desk.
- ❑ (The Gap) A lobby map shows every worker’s birth country, stressing team diversity.
- ❑ Anderson Consulting has flags for the country of everyone in residence.
- ❑ Mouse pads with a team acronym, inspiring objects, posters, and symbols.
- ❑ (Lawrence Livermore Labs) Employees belong to more than one hundred clubs.
- ❑ Advice lunches to help teammates with any problems. Teams pay for off-sites.
- ❑ Every new team member gets a book, “We’re Glad You’re Here,” and a buddy.
- ❑ Teams rock climb, go white water rafting, paraglide, and do other high-intensity sports.
- ❑ All employees receive fancy engraved nameplates at one manufacturing plant.
- ❑ (Citi Cards) New hires and trainees are announced with photos on a Cards Communication Network and shown on huge monitors throughout the facility.



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Motivating Yourself and Others: Workshop Evaluation

Date _____

Organization _____

Overall Workshop Design	Poor	Fair	Average	Good	Excellent
Overall Value	1	2	3	4	5
Relevance to Job	1	2	3	4	5
Pacing	1	2	3	4	5
Materials	1	2	3	4	5

Specific Content Helpfulness	Poor	Fair	Average	Good	Excellent
Self-Motivation Tips	1	2	3	4	5
Self-Talk Dynamics and Strategies	1	2	3	4	5
Accountability Mindset (Optional)	1	2	3	4	5
Handling Mistakes to Build a Learner Attitude	1	2	3	4	5
Encouraging Positive Expectations (B.O.S.S.)	1	2	3	4	5

Trainer: _____	Poor	Fair	Average	Good	Excellent
Knowledge of Subject Matter	1	2	3	4	5
Delivery and Interaction with the Group	1	2	3	4	5
Overall Rating	1	2	3	4	5

What You Liked About the Program:

Suggestions for Future or Changes:

Comments and/or Learning:

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BRANDON PARTNERS
311 Miller Avenue, Suite C
Mill Valley, CA 94941
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SURVIVAL — OF THE — SAVVY



*High-Integrity Political Tactics
for Career and Company Success*

Rick Brandon, Ph.D., and Marty Seidman, Ph.D.

SURVIVAL OF THE SAVVY

High-Integrity Political Tactics for Career and Company Success
(Free Press, 2004)

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