

Practical Guide For Motivating Employees

9-Step Framework to Create A More
Productive, Energized Workforce



Employee Engagement



BLUEPRINT

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BLUEPRINT

Dear Resourceful Manager,

When you first became a manager, more than likely it was because you did your old job well. You may even have had a manual for the technical stuff to guide you.

But for the important task of managing people, you were on your own.

That's why we created the ResourcefulManager Blueprint.

Each Blueprint focuses on a specific aspect of your role as a manager. It takes you deep inside, puts that aspect into proper perspective and provides a real-life how-to guide that can make you successful.

Each Blueprint is broken into four sections:

1. **The view from 10,000 feet.** An overview that gives you perspective.
2. **Success plan.** A detailed, step-by-step approach.
3. **Stumbling blocks.** A heads-up on the traps you need to avoid.
4. **Summary.** A wrap up that emphasizes the key points of the Blueprint.

The Blueprints are researched and written by the ResourcefulManager's veteran staff of managers and editors. We review hundreds of sources and read thousand of pages from leading authors, thought leaders, news outlets and research firms. We hand select the most useful content, distill complex theories and give it to you in a practical form that allows you to become a great manager – a Resourceful Manager.



John Walston
ResourcefulManager-in-Chief

Practical Guide For Motivating Employees

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Chapter 1

The View From 10,000 Feet

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Why Motivated Employees Are The Difference Makers



Managers can spend their entire careers trying to figure out what makes people want to do their jobs well.

Emphasis on *want*.

In other words, why is it that some people seem naturally driven to perform, others need a regular push and some won't respond no matter what you do?

What motivates people, and why?

When you can find the answer to that question and put it to good use, you can dramatically improve the likelihood of your organization's success.

Is It Money?

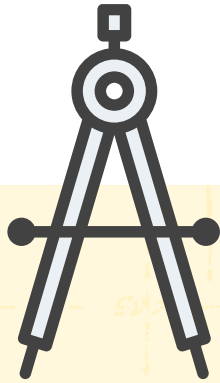
"Give me a raise," the reasoning goes, "and I'll work even harder than I'm working right now."

And they probably will. For a little while.

But how long will it be before they want another raise to keep working even harder?

Other people are driven by something inside them that makes them yearn to do well and make a difference.

As a manager, it's your job to explore what makes your people tick.



KEY LESSON

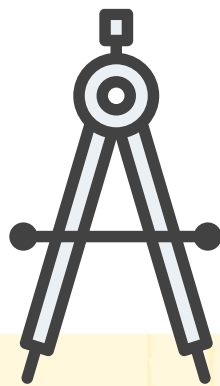
Why A Motivated Staff Matters

Organizations large and small need motivated people in order to survive and thrive.

Engaged and motivated employees are more productive and infuse the kind of positive energy into the workplace that leads to success.

- They work harder, faster and longer, and have fun doing it.
- They use their creativity to uncover improvements that save time and money.
- They produce quality products and services.
- They stick around and won't jump ship

On the other hand, there's no faster path to failure than having a disengaged, unmotivated workplace.



KEY LESSON

The Cost Of Disengaged And Unmotivated Employees

When employees are simply putting in time — but not with any energy or passion — productivity slumps.

Disengaged employees cost the U.S. \$450 billion to \$550 billion per year in mistakes, lost opportunities and outright failures.

Once people are disengaged, finding the road back to a fabulous workplace is daunting.

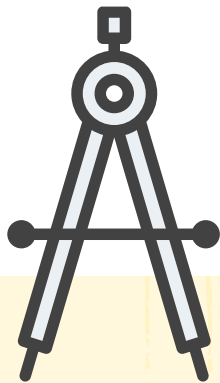
That's why it pays to keep people motivated in the first place, which is a challenge in itself.

And It's Always Changing

One thing you can be sure of is that what motivates people differs from one person to the next – and it can change. It doesn't necessarily remain constant.

So where does a manager start when it comes to motivating employees – and making sure they stay that way?

The Two Parts of Employee Motivation – Intrinsic and Extrinsic



KEY LESSON

An important concept to understand is that you can't really motivate people. They are either motivated, or they aren't. Managers can do things to get employees to turn that motivation on, and sometimes to turn it off.

Psychology has long recognized two kinds of motivation, internal (intrinsic) and external (extrinsic).

External motivations are tangible rewards like pay and status. These are essential to encouraging good work, but have their limitations.

Internal motivators drive purpose and long-term commitment. These are the psychological rewards that employees get from doing meaningful work and performing it well. Internally motivated people will stick to a task and generally be more successful at it.

Now, just to be clear, pay is an important consideration and unfair pay can be a strong de-motivator.

But, once the issue of money is off the table, day-to-day employee motivation is strongly driven by intrinsic energy.

In today's workplace, most workers are asked to self-manage their tasks and to use their intelligence and experience to direct their work activities.

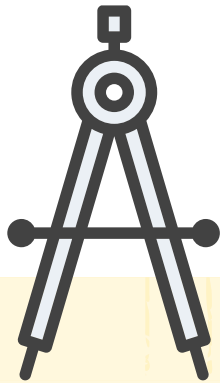
They're tied to a sense of purpose and driven by a sense of ownership, that they're accomplishing something of value that matters in the grand scheme of things.

The 'Ideal' Employee

The best employees have both their heads and their hearts in their jobs, and extrinsic motivation is the "head" part of that equation.

A good salary and benefits, job security, an inviting workspace and free parking can help motivate employees to perform and be glad they work where they work.

But an over-reliance on external motivators has brutal shortcomings.



KEY LESSON

Author Daniel H. Pink in his book, "Drive: The Surprising Truth About What Motivates Us" (Riverhead), says organizations that place too much emphasis on extrinsic rewards eventually discover their employees don't perform as well as they had hoped.

In the end, an external rewards culture will lead to undesirable behavior and an erosion of values.

Look no further than the financial market collapse of 2008-2009. That's what happens when focus shifts entirely to financial rewards.

On the flip side, intrinsically motivated employees:

- feel satisfied and capable
- enjoy a challenge
- are satisfied with their accomplishments
- enjoy their work
- feel appreciated

- reach their potential, and
- like being treated with care and consideration.

There's No Single Solution: Every Employee Is Different

There's No Single Solution: Every Employee Is Different

There's no one management style that works on every employee. An approach that motivates one person may leave another feeling under-valued.

That's where personality comes into play.

Even the most confident and experienced leaders find it difficult to motivate a diverse team with an array of personality types and idiosyncrasies.

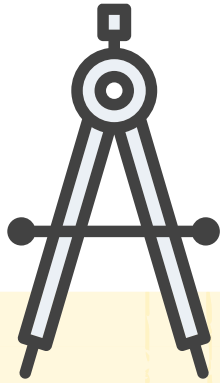
Everyone's different, even if only a little.

Still, by coupling an employee's personality traits with intrinsic and extrinsic motivators, managers can tap into that natural source of positive energy and create a great experience for employees, the organization's culture and the company's bottom line.



TAKE ACTION

What Motivation Isn't: Common Myths Debunked



KEY LESSON

Motivating people isn't an exact science. There is no secret formula, and no list of specific calculations that absolutely bring results.

Motivation can be as individualized as each of the employees who work for you.

You can boil down employee motivation to one basic ideal: Exploring what your employees want and fostering an environment to give it to them, or better yet, enabling them to earn it.

Some common myths debunked:

- **Money.** It can seem like an easy fix from a management standpoint. "We're paying you a lot of money," managers tell unmotivated, unhappy employees. "Now do good work." But, raises and bonuses aren't a long-term solution to a lack of motivation. In a few months, these employees have spent the money and are looking to be motivated again.
- **One size fits all.** Applying blanket motivational tools can have shortcomings because people have unique needs and goals. Some who are fit for a job when they start may lose interest because of the work itself, the environment or any number of things.
- **Hide the bad news.** Employees are smart enough to know when things aren't going well and sooner or later will find out what bosses don't want them to know. They'll resent being left out of the loop.
- **Scare them into working hard.** Fear isn't a good motivator – it's a great motivator, but only in narrow circumstances and only for a short time. If employees are worried sick about their position, they'll burn out or jump ship.

The Brutal Reality: 71% Of All Employees Are Unmotivated

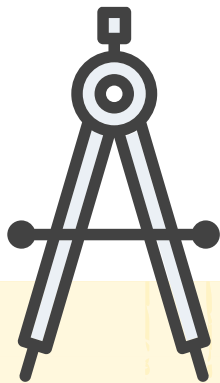
Chances are your employees are counting down the minutes until they can shut down their computers, or put down their tools, and call it a day.

Don't think so?

According to Gallup, 71% of employees say they don't feel motivated at work. And, it's costing your business plenty. Gallup estimates unmotivated workers cost the economy up to \$550 billion a year.

Here are the stats:

- 29% of employees are actively motivated and engaged in their jobs
- 71% are unmotivated. Of those, 54% are not engaged at all and 17% are actively disengaged.



KEY LESSON

Quit rates are also skyrocketing. And not because workers hate their jobs.

Three out of four employees who voluntarily resign don't quit their jobs, they quit their bosses.

When the economy is struggling, some managers think they are geniuses because of their great retention rates. No one is leaving.

But as soon as the market recovers and businesses start to grow again, quits go up.

Bad managers are never more exposed than during a healthy economy.

Warren Buffet said it best: "You only find out who is swimming naked when the tide goes out."

Why It's Managers Who Make The Difference In Engagement

Titles are often given and not necessarily earned.

Managers earn their stripes when they move from managing processes to managing people – people with fears, dreams and emotions, who come to work every day with talents and faults.

Managers need to act as if they are part of the team, not just the boss of one.

The character and skill of managers – who practice what they preach – is what stands apart. They are the managers who lead by example and aren't just giving lip service to an "all in" culture.



TAKE ACTION

Focusing on helping other people succeed; giving them exciting, challenging assignments; tapping into their individual talents and personalities – these are all keys to a profitable business and motivated workforce.

Bringing The C-Suite On Board

Plus, a frontline manager needs to manage up to build a motivated workforce.

Most motivational initiatives require an investment – which means managers must convince their own bosses the effort is worthwhile.

In addition to rattling off the obvious benefits of retaining a motivated workforce — cost savings, better quality, reduced turnover, increased product value, profitability — sharing what your competition is doing will move leadership in your direction.

Are You Up For The Challenge?

Frontline managers aren't psychologists, so a clear, practical approach is necessary to succeed.

How can you recognize and reward achievements?

What can you do to raise the performance bar?

How can you attract the best and the brightest?

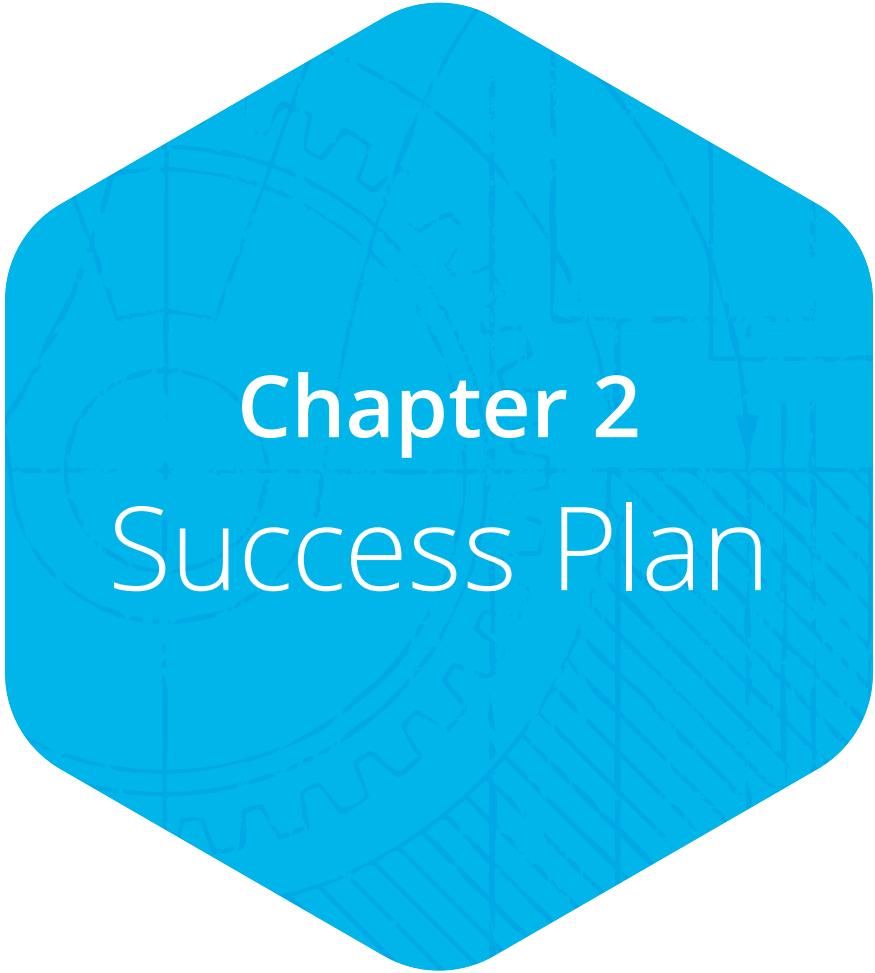
We'll answer those questions with a question:

How do you eat an elephant?

One bite at a time.

This Blueprint breaks down the motivating process in practical, easy steps.

We'll provide you with proven, doable and cost-effective tools to help you foster a highly motivated workplace and set your team and your business up for success.

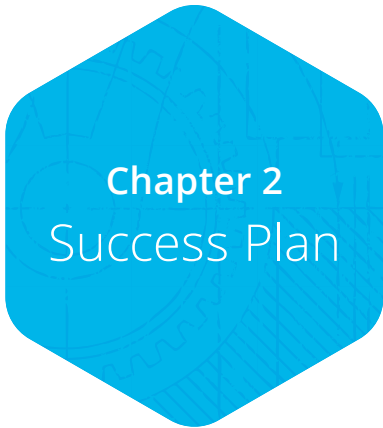


Chapter 2

Success Plan

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The Resourceful Manager Motivation Framework



The success of any employee-motivation plan rests squarely on the shoulders of the managers who execute it.

And since up to half a typical manager's day can be taken up trying to motivate people, it pays to put in the time and effort to try and do it well.

The Resourceful Manager Motivation Framework was designed to provide you with a practical, organized approach to develop great motivation techniques, and improve morale and productivity.

The 9 components of **The Resourceful Manager Motivation Framework** are:

- 1) Hiring
- 2) Expectations
- 3) Environment
- 4) Drives
- 5) Empowerment
- 6) Trust
- 7) Recognition
- 8) The Motivational Manager
- 9) Sustainability

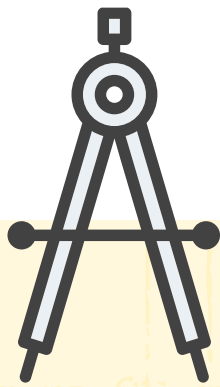
1) Hiring: Finding Motivated People From The Start

Of course you want to hire motivated people at the outset.

But it's not that simple.

There's a difference between employees who are driven solely by external motivators like pay, perks and benefits – and those who are internally motivated and consider the value of their work to be of great importance to them, and to the organization.

That's why it's so essential to explore what drives a candidate's motivation BEFORE making a hiring decision.



KEY LESSON

One key to remember:

Motivation to get the job is not the same as motivation to do the job.

Being prepared and on time for an interview should earn the job candidate some brownie points, but those things don't really offers any clues to how motivated the person will be as time goes on.

Develop Useful Questions

Questions are the heart of the interview. The primary way to find out if a person is self-motivated and will fit with your organization is to dig them out during the interview (and then later checking their references to make sure they were truthful).

That requires asking great probing questions.

Yet, so many interviewers stick with stock questions, such as “What’s your greatest strength?” and “What’s your greatest weakness?” Those generally result in stock answers that makes the job candidate sound just like everyone else you interview.

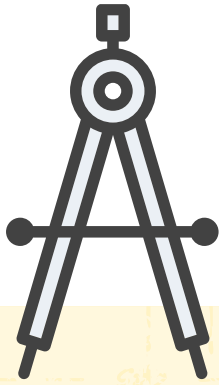
To identify top prospects and what motivates them, ask questions that they are less likely to have rehearsed answers for, but will reveal their true character. At every turn, you’re looking for enthusiasm, energy and cooperativeness. Below are 10 samples. They are just a starting point. Flesh them out with others that directly pertain to your organization:



TAKE ACTION

- 1. Describe a typical day at your last job, starting from the moment you arrived to the time you left to go home.** (You’ll get a great idea of how they organize their day. Do they arrive 15 minutes early each day? Do they spend the first 30 minutes getting coffee, leisurely reading email or chatting with co-workers? Or are they arriving just in time to go to their first meeting or to start an assignment? Do they describe their day with enthusiasm and energy? Or is it a blah routine? Those are telling signs of motivation.)
- 2. Tell me about the last two business-related books, articles or materials you read?** (Is this person a continuous learner? Are they actively looking to increase their knowledge or get better? Continuous learners are self-motivators.)
- 3. Tell me about a recent time when you had a substantial disagreement with your direct supervisor/college professor. How was it resolved?** Now that you have the benefit of hindsight, who was right? (Everyone has disagreements. How they handle them is what is important.)

4. **What do you do for fun?** (It may sound innocuous, but what you're trying to discover is if they can get really passionate about something.)
5. **Where do you see yourself being two years from now?**
Five years from now? (You'll get an idea of how ambitious they are and/or how realistic they are. Too much ambition can be bad, but no ambition says they are not motivated at all.)
6. **What do you already know about our company** (you may assume everyone has Googled your company's name – if they haven't, you probably don't want them) **and what else would you like to know? Is there anything that you really like, or anything that gives you pause?** (If they weren't motivated enough to find out something about your company, how motivated will they be after they get hired?)
7. **Why do you want to work here?** (Hint: if the candidate only answers "to earn the good salary that you posted," you probably don't want him or her.)
8. **What's the most fun job you've ever had?** (It may have been mowing grass or babysitting as a kid. You're looking for what makes them tick. What will make them excited to come to work. Is the burden on you or do they generate their own excitement?)
9. **Tell me about the last time you made a significant mistake. What did you learn from the experience?** (Everyone has made mistakes. How they respond is important. Do you hear passion in their voice? If the job applicant says he hasn't, then think twice before hiring.)
10. **If you had been empowered to do so, what one thing would you have changed that would have made your last job better** (other than benefits, replacing the boss or firing an employee)? (You're looking to see what kind of thinking the candidate brings to the table. Or do they simply do what they are told.)



KEY LESSON

When you listen closely during this process, you'll discover some people have accomplished a great deal, and can talk about it easily.

And others have not.

Compare the candidates' responses to the experience, skills, abilities, and attitude of who you think would be your ideal candidate for the job.

Remember: You'll almost never end up with the perfect candidate. But you can end up with someone who is properly motivated and whose skills fit what you are seeking.

2) Expectations: Spell Them Out Clearly – And Never Assume

Whether an employee has been on the job for 10 days or 10 years, never assume they fully understand what's expected of them.

Maybe expectations were unclear to begin with. Or perhaps conditions and requirements changed over time.

Use This To Test Your Assumptions



Ask some current employees two questions:

- Is your job what you thought it would be when you first started?
- Does your job match your written job description?

It's not unusual to get more "No" than "Yes" responses.

TAKE ACTION

That's because standard job descriptions don't always capture:

- On-the-job learning
- Acquired skills for proficiency
- Creative self-learning

Supervisors should be diligent in matching the job to the job description and communicating it clearly to new hires and seasoned staffers. You also may need to update job descriptions more frequently. All jobs change over time. Asking current employees will help you know what to update.

Do Employees Know What They Can Expect From You?

It's important to let employees know that you, as their manager, are available to them. How you define "available" can vary.

For new hires, you might be more teacher than boss.

For veterans, you might be more of a coach or just an empathetic ear.

For the team, you will be the provider of resources and a person to rally around.

Do Employees Know What Is Expected Of Each Other?

While managers need to make certain employees are doing what is asked of them, employees must also do their part to coordinate with each other.

Whether a self-managed team makes its own assignments or a manager makes the assignments, what matters most is that employees know who does what so work can be completed in a timely and responsible fashion.

Lay The Foundation

What's expected in the first 90 days? The first six months?

Are there other expectations to be met after the first year?

Some jobs are complicated and require a lot of interaction with different departments.

In those cases it may take up to a year to meet the expectations.

Good managers remember to do three things when it comes to expectations:

1. Establish them
2. Communicate them
3. Regularly revisit them

It is a simple recipe for failure to try to hold people to expectations they have no knowledge of.



TAKE ACTION

3) Environment: Create One That Makes A Difference

Are your employees excited to get up in the morning and go to work? Do they express a sense of excitement?

How do managers foster that sense?

Consider this classic story: A traveler comes upon three bricklayers at work. He asks the first one what he's doing. "I'm cutting bricks," the man replies. "I'm making sure this wall is straight," says a second worker. Then the third man replies: "I'm building a cathedral."

Good supervisors find ways to build cathedrals.

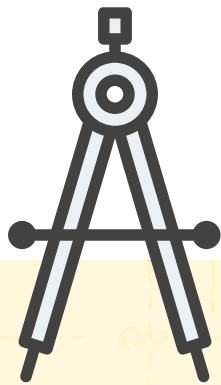
It's Best If Work Is 'Fun'

When people can enjoy themselves while doing meaningful work, they often say, "I can't believe they're paying me to do this!"

Real workplace fun consists of experiencing enjoyment, belonging and a sense of camaraderie, while fulfilling one's professional duties.

Having fun at work can look very different from place to place. What it does is:

- **Help you recruit and retain good talent.** People like to work where the environment is fun.
- **Increase creativity.** You'll get employees' best ideas in an environment that encourages playfulness.
- **Inspire employees** to put up with challenging circumstances. Having fun can help them get through it.
- **Enhance communication:** Gets everyone on same page.



KEY LESSON

Teambuilding As A Motivator

People are social creatures and work is one of the most important group activities. Employees are more fulfilled if they have a sense of belonging in their work group.

Teambuilding activities are great motivators. Here are five inexpensive teambuilding activities that boost morale:

1. Get employees to try something outside of work together. For instance, invite them to sign up for a cooking, martial arts or dance class at the community center, which is usually inexpensive. The time together strengthens teams, while the fun and laughter strengthens morale.
2. Give team members only 15 minutes to complete this activity. Divide everyone into groups of two or more team members. Provide them 32 index cards, a stack of square sticky notes, a box of paper clips, a roll of tape, and colored markers. Set a timer and have teams build houses with the supplies. Give them guidance, such as biggest, most livable, practical, etc. Then judge which is the best. Then get the teams to explain what limited their success and list them on a flip chart.
3. Live plants lift moods and cheer up drab work spaces. Give your employee plants for a friendly competition to see who can keep it alive and flourishing the longest. They have to rely on each other when they're away so the activity builds teamwork while the plants build good moods.
4. A great way for employees to learn about each other, ask them to write a few sentences describing their first or worst job when they arrive at the meeting. Then read the stories to the group and ask everyone to guess who had the job. They'll learn new things about their co-workers and get an idea of strengths, likes, weaknesses and dislikes.

5. Instead of having members of a newly created team introduce themselves in the traditional way, ask them introduce themselves by giving their names, work titles or expertise and two true statements and one lie about themselves. The objective is to make it difficult for others to figure out which is the lie. Take about 30 seconds to guess which is the lie before moving on to the next introduction.

4) Drives: Find Out What Makes Your People Tick

What characterizes an employee who is driven by tangible rewards and how do you know you have one?

An externally-driven employee says, "I put in my time, my eight hours a day. In exchange, I expect a paycheck. Just don't ask me to go beyond that, because I'm not that interested."

How can you spot employees who are intrinsically motivated? The employee who looks beyond the paycheck and typically asks: "What are we trying to accomplish and how can I help?"

How do you harness that internal energy to drive purpose and long-term commitment?

Here are some ways to spot employees who are internally motivated versus those who are in it for the paycheck, and little else:

The Turf Protector Vs. The Shoe-Stepper

- An employee who is motivated by pay, status and perks is typically a turf protector. He doesn't care much about the people around him or their feelings.
- The intrinsically motivated employee is more like a shoe-stepper. He cares about other people around him and regularly puts himself in others' shoes.

The Naysayer Vs. The Sunshine-Maker

- Externally motivated workers are naysayers. He or she always finds reasons why something new should not even be tried.
- Internally driven workers tend to be "sunshine-makers." He or she finds ways to contribute to the mission.

The Sleepwalker Vs. The Energizer

- Sleepwalkers tend to float through the day on autopilot. They've mentally checked out. They may function because they have so much experience in their job and can do it if they're half-asleep.
- Internally motivated employees are energizers. They find their own ways to connect with their environments and have an impact on them. They have high energy levels and find new ways to attack old problems.

The Finger-Pointer Vs. The Office Sanitizer

- If employees are motivated by outward circumstances, they'll be quick to point fingers. You can be sure they'll always have an excuse why it's not their fault.
- The internally engaged employee tends to be the "office sanitizer." They think well of others and try to build them up.

The Opportunist Vs. The Problem-Solver

- The externally motivated employee tends to be a rank opportunist. He or she looks for every chance to get ahead.
- Engaged employees are problem-solvers. When they see a problem they tend to say: "I can fix this."

The Micro-Manager Vs. The Developer

- Extrinsically motivated employees tend to be micro-managers. Micro-managers can be found at any level of the company, but they're common among the ranks of mid-level managers.
- While the micro-manager wants only obedience from his or her team, the engaged supervisor is more of a developer of his or her team.

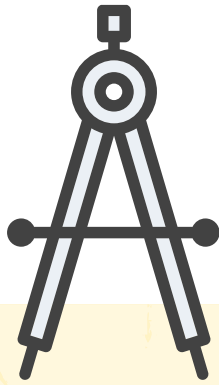
5) Empowerment: Give Employees Authority To Take Action

Empowerment is the cornerstone that fosters trust, accountability and communication.

Autonomy carries with it a sense of freedom in making choices about how to work, and results in the feeling that the person is responsible for his or her choices.

When you give employees authority that is equal to their responsibilities, they will respond.

It's well established that an employee who has a supervisor constantly monitoring him will not take responsibility for his work. He will display only minimal effort.



KEY LESSON

Responsibility is a great motivator. The right level of responsibility can spur a person to want to work and to perform at the highest level.

Finding the right fit

When it comes to delegating, not every job will be in the employee's wheelhouse. Those jobs still have to be done.

But when you can match the right responsibility to the right person, it can be magic, and motivation will take care of itself.

How do you do that? Here's one way that's often overlooked.

Einstein said that "if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

Too often we have employees climbing trees when they should be swimming.

Try this:

1. Take a hard look at an employee's innate skills and creativity. What are they really good at?
2. Find a task that will specifically allow them to further those skills and creativity.
3. Give them additional training if they need it.
4. Communicate the goals you need them to achieve.
5. Then get out of the way to let them do it.



TAKE ACTION

Getting Employees To Embrace Responsibility

When the right elements are put in place, accountability will flourish. The best you can do is to try to create an environment that encourages them to make that choice.

One way to do that is to define roles clearly.

If your employees don't understand what their role is and what is expected of them, they will not feel comfortable accepting ownership and accountability.

For instance, at Apple, every single initiative or task has a "Directly Responsible Individual" or DRI who is in charge of seeing that particular task through to completion. So, there's no confusion as to who is accountable for what and when.

Another way to cultivate accountability is to make sure that before people leave a meeting it is clear who will accomplish what and by when.

When failure occurs, the fastest way to kill an empowerment initiative is to blame someone.



**Instead of blaming, ask team members to address these two questions:
"Where do we want to be?" and
"What actions do you propose will move us in that direction?"**

TAKE ACTION

6) Trust: It Starts With You

If you do not trust employees, it is impossible to empower them. Demonstrate confidence in people's abilities and watch them rise to meet your expectations.

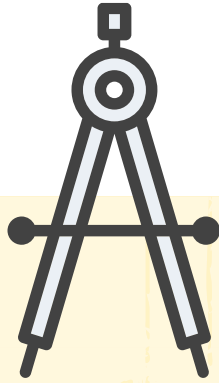
To build an environment of trust:

- **Honesty is a must:** This holds true even when employees don't want to hear what you have to say.
- **Keep it private:** Employees must know they can come to their managers with sensitive issues.
- **Talk the talk:** If you say you're going to do something – do it.
- **Be consistent:** Supervisors' actions and behaviors need to reflect their reliability and responsibility in everything they do and say.
- **Be a coach, not just a boss:** Become a source of guidance for them. Everyone wants to succeed. Help them.
- **Do the right thing:** Employees trust managers with integrity.
- **Admit your mistakes:** When you get it wrong, say so. If you hide it, your employees will know. They already know no one is perfect.



TAKE ACTION

7) Recognition: Give Credit Where It's Due Every Day



KEY LESSON

Forty-two percent of employees are actively looking for new jobs, and many of them are leaving because of a lack of recognition, says a poll of employees conducted by Globoforce, a social recognition consulting firm.

Out of these dissatisfied workers:

- Over half (56%) don't feel appreciated at their current job
- Nearly three in five (39%) are dissatisfied with the lack of employee recognition at their companies
- 37% feel that employees at their company aren't rewarded for job performance, and
- Close to half (45%) don't feel their job culture is positive.

Simply put, when employees feel they're working hard, they need to know their efforts are appreciated.

A simple "thanks " goes a long way with making people feel valued. The return on investment is huge for this gesture. It can have a significant impact on employee motivation and morale.

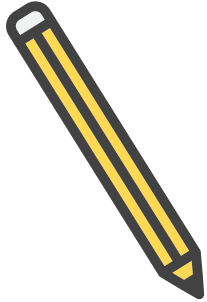
When thanking workers, acknowledge the hard work they do, and tie it in to how it's helping the company meet key objectives. This makes them feel as if their work is vital to company goals, and that they're essential to the company's operations.

Make saying 'Thanks' a priority

The best advice: Recognize success daily.

Of course, that's the rub, right? Doing it daily. How do you squeeze that into an already busy day?

Great managers make it a priority to say “thank you” or “great job.” They commit to writing a specific number of “thank you” or “great job” notes every day. If you have a small staff, it may be only one a day. If you run a large group, you might write 10 a day.



In any case, great managers literally schedule it. They set aside a specific time on their calendar every day to do nothing more than write “thank you” or “great job” notes to their staff. And they never let that duty get rescheduled.

TAKE ACTION Of course, there are lots of ways to say “thanks.” If you purchased the Premium Package with this Blueprint, check out the “30 Proven Ideas To Help Motivate Your Employees” Practical Tools report.

8) The Motivational Manager: What It Takes To Be One

Managing is hard work. It’s not easy being visible and a visionary, passionate, positive, friendly, caring ... all in the same morning.

Many managers and supervisors were promoted into their jobs simply because they were the best at performing a set of specific tasks among a team of people.

But good managers aren’t born. They are made, through life experiences at work, school, home and play.

Becoming an effective manager requires you to develop a different mindset and acquire additional skills.

Where you were once simply focused on your own performance, goals and standards, you now must do that for everyone under your charge.

To do that you must:

- **Regularly articulate to employees what the standards and expectations are that pertain to their jobs.**
- **Ask for their input and listen to their responses.**
- **Make a daily practice of telling people what's going right – as well as your areas of concern. By communicating frequently, the more you indirectly tell employees that you trust them.**



TAKE ACTION

It's important for managers to keep the communication going both ways. Managers need to hear what's going on at the grassroots level because those are the people who are dealing with the company's customers.

Here are some "dos" and "don'ts" of motivation to help you achieve these.

Do Empower

One of the biggest turnoffs for good workers is micro-management. Give good people the training and skills to accomplish a task, communicate the goal and then get out of the way to let them do it.

Don't Let Them Founder

This is the flip side of empowerment. When hands-off doesn't work, good managers and supervisors step back in to get their people back on track.

Do Communicate Clearly

The so-called "soft" skill of communication may be the most important element of success in good management.

Do Be Friendly

Being nice is not a sign of weakness. Saying "good morning" to employees by name doesn't cost any money – and neither does a smiling face. Walking around the office with a sour face or a scowl doesn't inspire anyone.

Don't Try To Be A Friend

Once you become a supervisor or a manager, it's virtually impossible to continue to be an employee's close friend. It's too difficult to discipline a friend if needed.

Do Care About Your People

People appreciate it when you show interest in their personal lives, wish family members well in times of illness or other trouble and congratulate them when their kids are doing well in school.

Don't Get Too Entwined With Their Lives

You can't take their lot to heart so much that you go to pieces over their misfortunes. Good managers keep a certain distance from the personal lives of their employees.

Don't Solve Their Problems For Them

If people can resolve problems themselves, don't do it for them. If you take a problem out of people's hands too soon, they'll never try to think for themselves and expect you to do it every time.

Do Expect Performance And Results

Being friendly doesn't mean tolerating poor performance. People have more respect for a manager who sets high standards and expects results.

Don't Hide In Your Office

Absence and distance can never be part of effective leadership and are often perceived as cowardice, conflict, avoidance and failure to confront problems.

Do Get Out On The Floor

High visibility is an important part of managerial success. It's not a question of spying on team members and trying to catch slackers in the act. It's more important to catch people doing something well. People like to see that their manager is invested along with the whole team.



TAKE ACTION

Don't Take Your Team For Granted

No job worth doing is easy. Failure to celebrate success will surely de-motivate team members. If a job well done doesn't get recognition, people will get the idea that it's not worth doing.

Do Celebrate Success

Success isn't success unless it's publicly seen as success.

That's when you have a better chance at seeing it repeated – that way people see what it looks like, so they will attempt to achieve it too.

Don't Criticize Groups

Group criticism rarely works. The people who need the criticism will likely let it roll off their backs – and the people who don't need or deserve it will really resent it and become de-motivated.

Do Reward Teams And Individuals

Group rewards are just as important as individual rewards to stress people's interdependence.

9) Sustainability: Making It Stick In The Long Term

Employee motivation can be a relatively easy thing to muster for the short term.

However, long-term motivation can be tricky.

Here are some ways to keep your employees' motivation moving in the right direction:

Solicit Ideas And Feedback

Create a culture where every employee is invited to share his or her ideas and feedback without fear of rejection.

The more “give and take” you welcome, the higher employee morale.



TAKE ACTION

Don't Rule With An Iron Fist

For motivation's sake, employees feel more at ease when they know that accountability will always be there. But encouragement and trust from their supervisors is a better guide than constant shouting and berating ever will be.

Of course, managers shouldn't be complete pushovers. It's about striking a balance and developing an open, welcoming work environment.

Keep Up The Training

Continue to bring employees up to speed through continued education courses on everything, such as workplace compliance, trade conferences, seminars and new versions of software.

Intermittent Rewards

An unexpected reward is more powerful than something that comes at regular intervals.

Annual bonuses or even weekly or monthly departmental luncheons can quickly become entitlements and keep people doing the expected - but no more.

To get employees to step it up to a higher level of performance, intermittent rewards, given on the spot after an outstanding act, are more memorable because they have rarity value.

Find Out What Employees Want

Take advantage of every opportunity to find out what employees want. Talk to staff during performance reviews and informal conversations and use surveys to find out what they really want.

Here are some ideas. Do they want:

- More interesting work?
- More efficient supervisors?
- Greater participation?
- More recognition?
- More development opportunities?
- More challenges?
- More follow-up to know the end result of their specific job?



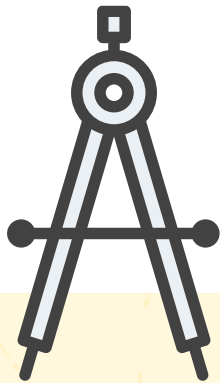
TAKE ACTION

Always Make Time For Your Employees.

And when you do, make it meaningful. Your people are the lifeblood of your business. Processes and procedures can and should take a backseat to your team. Unfortunately, many managers turn to their processes long before they look to their employees when trying to lead growth and change.

Putting The Motivation Framework Into Practice

Here are some practical examples that will help you put **The Resourceful Manager Motivation Framework** to work and develop a motivated workforce:



KEY LESSON

Communicate Well And Often: Motivated Employees Are Informed

An important part of a manager's job is communicating effectively.

Employees want to feel like they are "players" in the system; they want the information necessary to do their jobs and to make good decisions.

Provide information about upcoming products and strategies, how the company makes and loses money, and how each area and each employee fits into the overall plan.

Make sure to ask questions, and get information to people in ways they can use: Emails, memos, letters, FAQs, newsletters, etc.

Provide Ongoing Training: Help Employees Grow and Learn

Continuous learning is a great motivator that will keep good employees rising to the top.

Create a partnership with each employee, giving them a chance to grow and learn new skills.

Training helps employees realize their goals by giving them the education they need not only to do their jobs better, but also to feel good about themselves.

Continuous learning is a great motivator that will keep good employees rising to the top.



Create a partnership with each employee, giving them a chance to grow and learn new skills.

TAKE ACTION

Training helps employees realize their goals by giving them the education they need not only to do their jobs better, but also to feel good about themselves.

Coach For Success: Employees Want To Succeed

- Keep an open door policy for people to discuss concerns.
- Strive to create a work environment that is open, trusting and fun.
- Encourage new ideas and initiatives. Motivated employees really do want to see their organization succeed.
- Ask questions that prompt innovative thinking and ideas which could help your business save money and work smarter.

Different Strokes For Different Folks: Not Everyone Wants The Same Thing

People from different generations have different expectations of their employers, their co-workers and themselves in regards to work/life balance, motivations, expected rewards and punishments and expectations of fulfillment.

Here's a look at the four generations with some insight on working with them.

1. Traditionalists

These are the people born before 1946. In a recent survey, Traditionalist rated recognition as their most important value at work. The personal touch is important to them. Although many came late to the changes in technology, most have moved well beyond basic computer skills.

2. Boomers

Boomers (1946 to 1964) are generally very achievement-oriented and were raised and trained by Traditionalist parents to win in life. They distinguished themselves from their parents' generation by being more loyal to their profession rather than to their employer, a subtle but important difference.

Boomers still prefer face-to-face communication. This was the first generation to value a family-friendly work environment. Boomers are also generally motivated by growth opportunities.

3. G-Xers

Generation X (1965 to 1980) now populates the supervisory ranks. Traditionalists hate it that they often don't show respect for their elders.

Recent surveys show that their top three desires for work are positive peer relationships, interesting work and continuous opportunities to learn. They are, above all, motivated by independence, so as supervisors, they may need some training on the fact that not everyone wants to be as independent as they are.

4. Millennials or Gen-Y

Gen Ys (post-1980) view being tech-savvy as a birthright.

Millennials have great confidence in themselves, more than is often warranted. They don't like to stay long in any one assignment – or even job – and boredom is often just below the surface. It's also very much in their nature to know the "why" behind what they do.

Some Tips To Communicate Your Message Across All Age Groups

1. **There is no 'right' way to communicate.** The only "right" thing is that the message gets to everyone. Use multiple formats — email, podcasts, video, hard copy — whatever medium your people prefer.
2. **Technology is good, but not enough.** Technology should be used in an attempt to be more inclusive, not exclusive, so don't rely on web-based information which may tend to exclude certain age groups – provide the paper as well.
3. **Treat all employees with respect.** Many supervisors these days may well come from the younger set and may prefer communication via Google chat or text. If older employees are still present in the workforce, they probably prefer face-to-face communication so they don't feel ignored.

4. **Encourage interaction between all age groups.** It's good for the company because it helps different age groups communicate with each other, preventing unintended miscommunication and misunderstandings.
5. **Appeal to the commonalities.** While the difference between the age groups is real, there are also significant commonalities between all workers. Stressing what they have in common will help supervisors better reach them all.

And Then There's The Know-It-All

These are employees who have tremendous expertise ... or just think they do.

They're generally resistant to any change and have a belief that they can do no wrong. They can be very stubborn and poorly receptive to constructive criticism.

Some know-it-alls are motivated by incentives, others by recognition. Generally, these employees prefer to work alone – but knowing they have a goal and rewards to shoot for is a perfect way to keep them in check without micromanaging them. Since a lot of know-it-alls don't play well with others, it's important to find a project they can take complete ownership of.

Reward their behavior, not the results.
One of the biggest problems managers run into with know-it-all employees is that they know how valuable they are to the organization ... perhaps all too well. One way to get around that is by creating a workplace where positive behaviors are rewarded as much as (if not more than) positive results.



TAKE ACTION

Motivating In Challenging Situations: The Anxieties Caused By Change

Keeping employees motivated amid significant budget cuts, layoffs and changes can be a tall order.

The first key action is to set the proper emotional tone. People may have grown concerned about losing the old way of doing things. Others might be worried about shifting responsibilities.

Business consultant and Wharton professor Stuart Diamond says this is why the first step needs to be getting past their emotional roadblocks.

Ask questions to get to the heart of their concerns.

For example:

- If employees feel they were left out of the decision-making process and feel slighted, make sure they have a part in future discussions.
- Make it clear that detailed training in new processes and procedures will be provided for those who are concerned they won't be able to adapt.
- Give them notice of possible changes before the changes are definite. By beating them to the punch, you are giving your workers time to adjust.

Help Them Stay In Control

No matter how many strategies supervisors put into place to motivate staff, there are certain situations that are out of their control – and these may cause tension, anxiety and negative feelings.

For example, there's not much managers can say to an employee who is worrying about layoffs when the organization's going through tough times.

Here are a few tangible things companies can offer to motivate:

- **Flexibility.** Whenever managers can offer employees some scheduling flexibility, it'll help keep them more engaged and feel more in control.
- **Health and wellness.** Staying healthy eases stress. Helping employees eat well and exercise could improve their focus.
- **Casual dress codes.** Sounds like a small thing, but casual dress codes help employees feel more comfortable at work.
- **Personal finances.** Taking charge of their finances can give employees peace of mind. Offering access to a finance coach is a great motivating incentive.

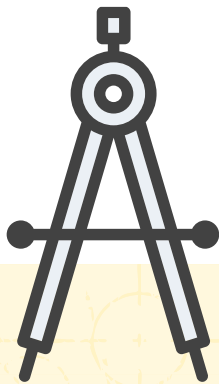
Dealing With Entitlement: It Isn't Just A Millennial Issue

Dealing with difficult employees is always a challenge for managers, but even more disruptive to the work environment is the employee with an attitude.

The notion that some employees seem to think they're owed something just for showing up is a difficult pill to swallow for any manager.

Here are some employee entitlement attitudes and behaviors:

1. They're resistant to feedback
2. They overestimate their talents and accomplishments
3. They have a tendency to be demanding and overbearing
4. They blame others for mistakes
5. They have little sense of team loyalty



KEY LESSON

Contrary to popular belief, the Millennial generation does not automatically fall into the entitlement category of workers. An older employee may feel he has earned the right to work less and get paid more.

Conversely, a younger employee may feel she deserves to have more responsibility before proving the skill to take on a new role.

How To Prevent It

Discerning those who are hard-wired for entitlement begins at the hiring process.

During the interview ask something like "tell me about a time when you made a major mistake or failed at something and what you learned from it."

A person with a strong sense of entitlement will likely say he or she has never made a major mistake or will blame it on someone else.

How To Root It Out

How do you have a face-off with those feeling entitled, without sacrificing motivation?

- 1. Confront it.** The first step in dealing with entitlement should be to talk with the employee and try to gain his or her perspective on what's going on. This opens the conversation up to the employee's needs and your expectations of them. What's the motivation behind their behavior?
- 2. Discuss expectations.** It's important that employees fully understand their job requirements and how to advance within the organization. Help them to recognize the problem and take positive steps to make a change.
- 3. Monitor behavior.** Once they are aware that their behavior is not appropriate and they make no effort to improve, disciplinary action might be the only solution. Make sure you document any exchanges with an entitled employee so there is a record of your concern. If there is no improvement, consider parting ways.



TAKE ACTION

Bad Hire Or Bad Fit?

It happens all of the time. Companies end up with people who are not a good fit.

He needs lots of direction and you need a self-starter. Or you need someone who is upbeat, and he is a complainer.

When you tell someone “you are not the right fit” they often interpret it as blaming, as if you are telling them there is something wrong with them.

It makes it about them, and not about you and the company, and what skills are needed to effectively do the job.

A bad hire is someone who doesn't match your culture, your values or isn't aligned with the company's mission. This person might have a great resume, and interviews well, but now that he's working for you, you see he's lacking something in the follow-through.

Someone who is a bad fit for the position looks a little different. This person could fit the company very well; she believes in the company mission, adheres to your values and gets along with the team.

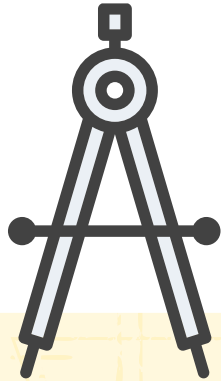
However, her performance might be suffering because she isn't in the right role.

If you have an employee with positive work traits who's missing the mark, another role within your department or organization might be the answer.

The trick is to find that role. How do you do that?

You must know:

- What traits and skills are needed for success?
- Why the employee and the current job are a mismatch. Is the employee unwilling or unable to do the job? “Unwilling” is a red flag, while “unable” might signal something else.



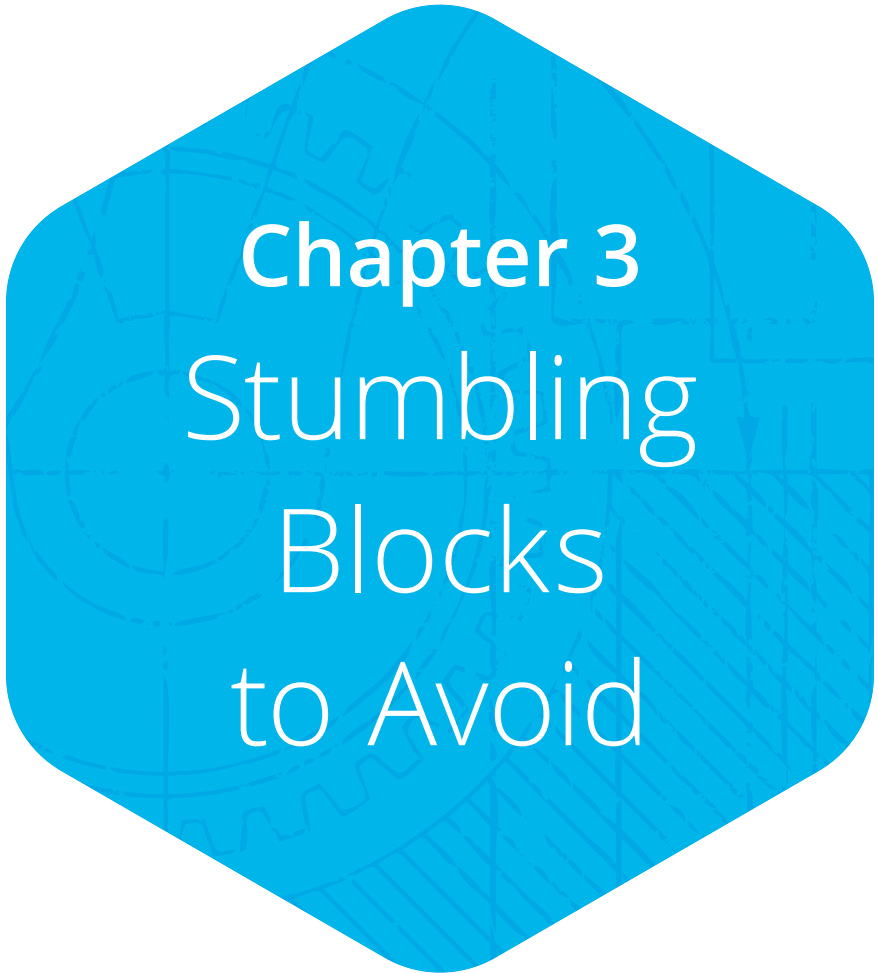
KEY LESSON

If you're the struggling employee, and you get a chance to redeem yourself in a new role that fits your temperament and talents, you'll do a great job.

Sometimes people have to be let go from organizations because things aren't working out, and there's no way to work them out.

And, it's tough, if not impossible, to teach an employee to act intelligently, adopt a positive attitude, or possess a strong work ethic.

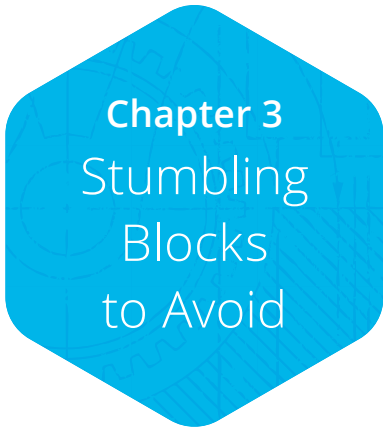
If an employee fundamentally is not a good fit, don't waste time and money investing in him or her further.



Chapter 3
Stumbling
Blocks
to Avoid

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BLUEPRINT



The Top 20 Killers Of Employee Motivation



This Blueprint has focused on what works to motivate employees. But it's also important to know what doesn't work.

These are the Top 20 killers of employee motivation:

1. Governing by fear.

Yelling or threatening employees with their position or status might light a fire under them immediately, but it won't last long and will eventually discourage them.

2. Assuming what motivates you will motivate your team.

Different people are motivated by different things. It's very unlikely that what drives you will motivate your employees.

3. Scowling, or being cold and unfriendly.

Walking around the office with a sour face or scowl doesn't inspire anyone. It's nothing but an act of "bullying" – a means to "get your own way." Your team will judge you by your actions, moods and behaviors.

4. Being vague.

People will become de-motivated very fast if the manager is unable to clearly communicate goals. Keep your message simple, focused and prioritized. To avoid employees getting stuck and losing motivation, sit down with team members and lay out clear goals and expectations with them. If they find themselves stuck, talk it through together and come up with a new approach.

5. Criticizing your team.

Group criticism rarely works. The people who need the criticism won't recognize you mean them – and the people who don't need or deserve it will really resent it and become de-motivated.

6. Taking your team for granted.

No job worth doing is easy. Failure to celebrate success will surely de-motivate team members. If a job well done doesn't get recognition, people will get the idea that it's not worth doing.

7. Playing the blame game.

Take responsibility for your actions and own it. As the boss, the buck stops with you.

8. Micromanaging

Micromanaging to the point where the employee feels useless is a sure way to de-motivate an employee. Remember why you hired the person in the first place and let go of that control.

9. Focusing only on mistakes.

Lose the negative attitude. Try your best to have a positive attitude and create a positive environment. Don't dwell on what went wrong, focus on what to do next. Zero in on the wins – no matter how small – and this will ensure they always stay motivated. Humans make mistakes – even you. Learn to be more forgiving.

10. Blowing-off ideas.

Help employees feel like they have a voice in the decision-making process of the company. Not every idea may be a good one, but it's critical to hear everyone out. When an employee comes up with a creative solution or solves a problem, make sure they know you appreciate it, even if it's not the best idea.

11. Taking all the credit.

Good leaders know how to share credit and praise their employees. They lead by example and set aside their egos. When your team members shine – you shine.

12. Adopting an “it's my way or the highway” philosophy.

That's an attitude that leaves no room for compromise. This makes people feel powerless and unappreciated. This “take it or leave it” philosophy can destroy team morale and motivation.

13. Holding back on praise.

People love recognition. They want to know they're doing a good job and are valued. If they're doing well, simple words of encouragement are easy, inexpensive and motivational.

14. Allowing criticism to become personal.

Constructive criticism is most useful when delivered in a positive way. But remember you're criticizing the behavior – not the person. For every course-correction, it's vital to ask for and welcome the employee's feedback.

15. Embarrassing an employee.

Self-esteem is critical to motivation. When you do have to provide criticism, do so in private. It doesn't help for others to overhear your words; it only makes the situation worse.

16. Paying too little.

Poor pay is a huge de-motivator. One in four highly motivated employees would jump ship for a mere 5 percent pay increase, according to a recent study. Sure, there are people who say money doesn't matter and other things are more important, and that's true. But at the end of the day, if your employees are not being paid what they're worth, don't be surprised if they don't show up to work with their game face on.

17. Skimping on training.

Employees need the opportunity to grow. If they're not learning, they're falling far behind. Managers need to offer inspirational and educational training, and stop considering it a business expense.

18. Holding endless meetings.

On average, workers waste anywhere from 3-8 hours a week on unproductive meetings. Practice making meetings more productive by scheduling meetings for the same time each week, keeping them short, encouraging participation, asking questions and rewarding accomplishments.

19. Moving the goal posts.

If employees start to feel that your expectations are unattainable, they'll quickly give up and lose motivation. Make sure the goals you set are challenging and engaging, but not unreachable.

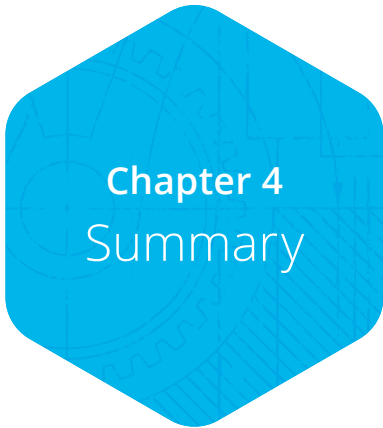
20. Driving too hard.

People get de-motivated when they don't get a chance to celebrate their successes. If the only reward for a job well done is "more work," people will start to feel frustrated and will be less likely to be engaged.



Chapter 4 Summary

resourcefulmanager
BLUEPRINT



Understanding Why Your Employees Come To Work



There's a saying that it's best to dig the well before you're thirsty. And that holds true for motivating people – as well as life.

Wise managers inspire their employees (and keep inspiring them) long before they have a chance to lose interest.

And it's critical to do that because motivating people is not an exact science. There's no one-size-fits-all, no magic bullet, no algorithm, no 11-point checklist to cross off.

Motivating is as unique and individualized as the people who work for you. You will know your efforts are working when people are responding favorably to them, when they are motivated!

But you first must make the effort.

The ResourcefulManager Motivation Framework helps you dig that well every day.

Motivated Employees Have An Emotional Stake In The Business

It all starts with asking yourself: Why do people come to work?

Money? Sure.

Just money?

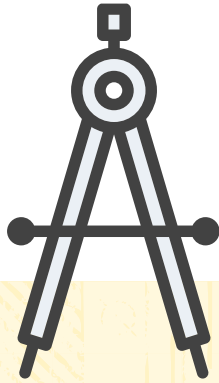
Then why do some of your lower-paid employees work harder, and with more enthusiasm, than some of those who are paid more?

People work harder when they have equity in the business. But it doesn't have to be just a financial equity. They must have some sort of fulfilling emotional stake, too.

As **The Resourceful Manager Motivation Framework** makes abundantly clear, some people respond wildly to personal recognition for a job well done. A nice pat on the back.

If you boil down employee motivation to one basic ideal, it should be this: Find what your employees want and find a way to give it to them – or to enable them to earn it.

Part of every manager's goal should be not simply to direct and control those employees who the manager fears might slack at work, but rather to create conditions that make people want to work at their best.



KEY LESSON

Having employees harness their own internal drives in pursuit of a common objective – their work – is far more productive than imposing controls and forcing people to do work they don't understand or share no interest in.

Frankly, that's a dead end street.

If you put **The Resourceful Manager Motivation Framework** to work for you, you will find what other managers have discovered, too.

That is:

- Giving people responsibility caused them to rise to the challenge
- Unleashing their imagination, ingenuity and creativity resulted in their contributions to the organization being multiplied many times over
- Recognizing their accomplishment created a self-sustaining culture of accomplishment, and
- Paying attention to what gets them excited about work really works!

The workday events that ignite employees' emotions, fuel their curiosity, and trigger their motivation is what drives long-term commitment.

It is not a fantasy scenario. It is one every good manager can aspire to and achieve by following the advice of this Blueprint and putting **The Resourceful Manager Motivation Framework** into practice.

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BLUEPRINT

Thanks for purchasing the ResourcefulManager Blueprint. But our commitment to you doesn't end there. If at any time we make major changes or updates to this Blueprint, I will automatically send you the new version free of charge.

You see, not only do you have a great roadmap for motivating employees, you're also now part of the ResourcefulManager community.

Our mission is to give you the most value and provide you with the best tools and information to help you be a resourceful manager.

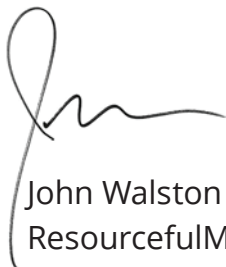
To help us, I'd love to hear from you. So take a moment and tell us what you think about this Blueprint.

- What, if any, new information or advice did you find from reading this Blueprint?
- What section or specific information was most useful? Why?
- How did you or will you implement the ideas in this Blueprint?
- What three benefits have you gained?
- Would you recommend this motivating employees Blueprint to others?
- What information was unclear or missing that we can clarify or add?
- Is there anything else you'd like to add?

Please email me at **contact@resourcefulmanager.com**

I promise I read every email from our ResourcefulManager community. And you'll hear back directly from me, not some impersonal pre-programmed auto-responder.

Looking forward to hearing your thoughts,



John Walston
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