☐ **Have low expectations**

☑ **Always expect the best from employees**

It's actually pretty natural, and almost unavoidable, for managers to form expectations of their workers. Research has found that in an organization, our expectations of others can be tied directly to productivity, profitability, and yes—motivation! If you have high expectations of your employees, you will possess a powerful and effective tool for improving performance and motivation within your organization.

Performance is often a matter of expectations. Managers and supervisors form expectations of others, which then influence how they interact with those people. If you don't expect much from your employees, they will sense that and perform poorly. Why? Because your expectations of them affect their desire to do well. The point is that people naturally try to live up to our expectations of them, or live

down to them, whatever the case may be. So expect the best from your employees and don't be surprised if that's exactly what you get! Here are some ideas on how managers can get the best from their people:

Get what you ask for: Expectations influence behavior. Simply put, if you expect the best from your employees, you will more than likely get it—over and over again. This is especially true if you treat employees as if they can perform and you give them the information and tools they need. That makes it easy for them to feel motivated and deliver what you (and now they) expect.

Take advantage of the Pygmalion Effect: That's the tendency of people to act in ways that are consistent with their expectations. Employee performance improves greatly when managers are told beforehand that they are going to be leading an exceptional group of high-potential workers. Because those managers then tend to treat these employees as if they are capable of superior performance, they deliver. Use the Pygmalion Effect, by showing that you are committed to your people and by doing the following: create a high-performance environment, share the rewards of successful performance, and inspire others to higher-level performance.

Create a high-performing, high-producing environment: If you really want to tap into the true motiva-

tion within your employees, you must deliberately create an environment that's conducive to higher levels of employee performance. That means that everyone is clear and focused about the organization's objectives, that the work is stimulating and challenging, that people feel appreciated and respected, that people have the resources they need, and that people help and support one another without being asked to do so.

"Leadership is performance. You have to be conscious of your behavior, because everyone else is."

—Carly Fiorina, CEO, Hewlett Packard

☐ **Inspiration doesn't matter**

☑ **Fire up successful performance**

If you really want to fire-up successful performance in your people, then you'll need to inspire them to reach those higher levels of performance and productivity. Great leaders are often inspirational. They seem to have a knack for fostering optimism and belief in a better tomorrow. As a manager or supervisor, you too can create an environment that encourages people to climb to the next level of achievement, satisfaction, and personal excellence.

Do all that you can to show your employees that your actions are meaningful and sincere when it comes to helping them do their best work.

Consider the following strategies: 1) Ask for everyone's input, ideas, and suggestions about the current work environment and how it can be improved. Then publish a plan and let your people put it into action. Now that's motivating! 2)

Emphasize your own personal commitment to your team. In other words, you too must be fired up about your work. Always praise the commitment of your staff. 3) Connect the success of your team to the success of the organization. When you practice these strategies, you'll be helping to ensure that management values its people and wants to take actions that will benefit both employees and the organization. Here are some additional ways to fire up employees:

Share rewards: An important goal of any motivation program is to help employees feel that the work itself is the reward. Managers reinforce our natural human motivation when they arrange for employees to enjoy rewards that result from their work. So share the rewards with all those who have contributed to the organization's success. For example, when an employee or group of employees improves a process or saves the company money, share those benefits with them. The plan may include a percentage of the savings or a flat bonus.

Recognize and praise them: Besides pay, there are other ways to share in the rewards of successful performance. For example, you may be amazed at how employees respond to a simple compliment for work well done. It's best to compliment a person face to face, then follow up by sending him or her a letter or e-mail of appreciation. And in this day and

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age of technology-generated correspondence, a handwritten card or thank-you note is valued even more. Remember to always be specific in your compliments.

Train, train, train: Nothing fires up successful performance among employees more than training. Training people sends out a clear message that says, "You are worth this investment!" Give employees special learning opportunities, both inside and outside of the organization. Always encourage ongoing personal and professional development and watch motivation soar! When employees are exposed to training programs, seminars, e-learning, etc., it tells them that management really values their performance and wants to help them to continually improve their skills. When you do this, make sure you also give employees immediate opportunities to use their new skills. This way the training pays off quickly and people take what they learned seriously.

"The shortest and best way to make your fortune is to let people see that it is in their interests to promote yours"

—Jean de La Bruyere, 17th-century French Writer

☐ ~~Morale isn't important~~

☑ Offer incentives and morale boosters

One way managers are discovering how to enrich the workplace is to boost the benefits of working there. The days when benefits packages included nothing more than a health plan and dental coverage are over. Managers like you are getting more and more creative when it comes to providing their employees with uniquely-their-own incentives and morale boosters that contribute to an ever-changing, exciting, and motivating work environment.

Take a fast lesson from some of these world-class companies that are designing their own employee incentives and providing the motivating perks that result in higher performance levels and happier employees!

■ Goldman Sachs, New York: When employees work late into the night, the Wall Street firm sends them home in a limo at no cost.

- Valassis Communications, Livonia, Michigan: Employees receive "wheels on loan" if their car is in the shop, "you've got it maid" discounts on maid service, and infant car seats to brand new parents.
- MBNA, Wilmington, Delaware: Say "I do" and the firm gives generous wedding gifts to their employees, including limo service on their wedding day, plus $500 and a week of vacation.
- WRQ, Inc., Seattle, Washington: Quirky but true, this integration software provider offers employees a nap room with futons.
- J.M. Smucker, Orrville, Ohio: The famous jam maker enriches the environment with ongoing job rotations to keep employees motivated and interested.
- REI, Kent, Washington: New dads get two weeks paid leave to be with their babies.
- Dell Computer, Round Rock, Texas: Everyone gets a week off at Christmas and 10 paid days a year for personal use.

Here are some thoughts on how you can be creative with incentives:

Be flexible with employees: Did you know that helping your employees strike a life balance keeps employee motivation high? Did you also know that the most requested perk on the job is flexibility? Here's the kind of flexibility employees ask for the most: telecommuting, flex schedules, job sharing, compressed workweek (10-hour days, four days a

week), reduction in summer work hours, and time off to take care of personal matters when necessary.

Motivate without money: Yes, it's possible to motivate workers with little or no money. Here are some ideas: post a thank-you note on an employee's office door, have a day when managers wash their employees' cars, answer someone's telephone for a day, hold morale-building meetings to celebrate successes, leave a card for a lunch date at the employee's discretion, walk around with dinner gift certificates that can be handed out on the spot, assign a parking spot for an entire month, give two consecutive Fridays off, buy someone flowers, make a contribution to someone's favorite charity.

Walk the talk: Be the role model for what you expect in others. Also, convey your enthusiasm and remind others that problems can be overcome. Always recognize people who conquer obstacles to achieve results. Focus on the positive side of new ideas. Meet with people individually or in groups, especially when morale is low. Express your optimism and faith in the team. Concentrate on the small, but significant wins, not just the big successes. Make work fun and celebrate a lot!

"People want to feel what they do makes a difference."
—Frances Hesselbein, President, The Drucker Foundation
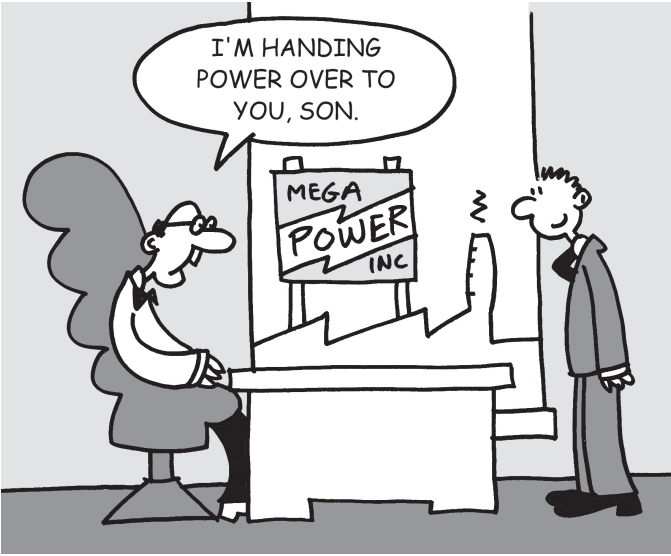
☐ ~~Hoard your power~~

☑ Give your power away

Let your people be powerful. If you really want to pump them up, then prepare to give your power away.

Even before empowerment became a management buzzword, smart managers were already familiar with the basic principle: when workers feel strong, confident, and capable, they can accomplish more. Those same managers also know that when workers feel unappreciated or insignificant to the overall operation, and when they lack responsibility and authority, they tend to perform down to low management expectations. They also tend to whine and complain a lot.

That's why the most motivating managers give their power away over and over again. Sure it's unconventional and many managers resist doing this because they like holding all the power. But think about it for a minute. You're not there as a manager to hold the power. That's just a resource—

a means toward an end. Your responsibility as a motivating manager is to use your authority to get results and to help your employees perform better. So if giving your power away helps to improve performance, then by all means, that's exactly what you should be doing.

When you give your power away, you are allowing your employees to share your responsibility and authority. They find greater motivation in their work and little by little you will free yourself from the burden of using whips, carrots, or other extrinsic forces to try to influence them and their behaviors. Here are some additional lessons to achieving that same goal:

Help employees accept responsibility for motivation: When employees rely on themselves to stay motivated, rather than on others, they're accepting self-responsibility. And when they accept responsibility for themselves, they understand that they also have responsibility for their success. To encourage self-responsibility for motivation, give employees carte blanche responsibility for achieving a specific task or project to make it their own, and give the full authority to do it their way. This will unleash tremendous energy and motivation among your people. Remember, one of the greatest de-motivators is to assign responsibility to someone and then turn around and tell them how to do the job. Top managers won't make this mistake.

Let the people take the power: Smart managers know the importance of releasing the power within each employee so that he or she can do their best work. When your people take the power, you will be giving them the authority and responsibility to do their jobs efficiently and effectively, on their own. "People have the power" has long been the credo at the famous jeans maker, Levi Strauss & Co., and has helped sustain the company through the fringed '60s and bell-bottomed '70s, to the total reinvention of the jeans culture at the turn of the century.

Redefine your role as manager: To do this, start by enlarging every employees' circle of influence. Then increase signature authority whenever possible. Don't let employees feel restricted by their titles or positions. Everyone's a leader. Define jobs more broadly, leaving room for creativity and autonomy. Eliminate cumbersome employee rules and policies. And always support good judgment and common sense. Remember Nordstrom's employee handbook, which simply states: *Rule #1: Use your good judgment in all situations. There will be no additional rules.*

"If you want someone to do a good job, give them a good job to do."
—Frederick Herzberg, Management Theorist

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☐ **Discourage a sense of accountability**

☑ **Encourage accountability at all times**

What's the best way to encourage accountability among your employees? By helping them understand and appreciate the role they play in the big organizational picture.

There's a saying that should make every manager think: "No individual raindrop ever considers itself responsible for the flood." And on a more positive note: "No individual raindrop ever can take credit for the flowers." It's lots of raindrops working together, each making its contribution.

People who do extraordinary things do so because they are accountable to themselves first. It's definitely not just to get a raise or promotion. What pushes each and every one of us to go the extra mile or to climb the highest mountain? It's self-motiva-

tion—motivation that comes from within one's heart and mind, motivation that holds each person accountable. There truly is no greater human force. Here are some ideas for plugging into that:

Encourage employees to believe in themselves: Whatever actions you may take as a manager, your ultimate goal should be to help all of your employees believe in themselves and believe that they can accomplish what they set out to do. Help your employees accept a sense of accountability for their work. This will not only guide them, but inspire them as well. When a woman by the name of Ffyona Campbell set out to walk 16,088 kilometers across Africa from Cape Town to Tangiers, it amazed everyone. When asked why she was doing it, she replied, "Because I said I would." When asked who she said it to, she answered, "Myself." Ffyona believed in herself, and it was that inner belief and confidence that inspired her to take on the more treacherous terrain on foot and alone. Her self-motivated and extraordinary efforts earned her the title "The Greatest Walker of Them All."

Help others bridge the gap to achieving goals: Staying self-motivated and accepting responsibility is the bridge between setting goals and reaching them. It's always the driving force behind people's achievements. Here are two effective ways to help your employees bridge the gap to achieve their

goals. One, help employees face fear. Encourage employees to openly discuss their fears and what scares them most and then take action in spite of those fears. When employees start moving toward their goals, their fears and anxieties will soon dissipate and confidence will begin to strengthen. Two, help employees focus on the end result. Help them visualize what success might look like and then drive toward it.

Hold employees accountable: Being accountable means taking responsibility for your actions and their outcomes. Real accountability goes beyond the performance of a task. It means they feel responsible for their work and for the results they achieve. Here are some tips for holding your employees accountable: develop a list of mutually acceptable performance criteria; connect expectations to employee reviews and put expectations in writing beforehand; establish rewards for success and consequences when a job is done poorly; make excellence the only option and demonstrate a low tolerance for mediocrity.

"We must exchange the philosophy of excuse—what I am is beyond my control—for the philosophy of responsibility."

—Barbara Jordan, lawyer and former member of congress
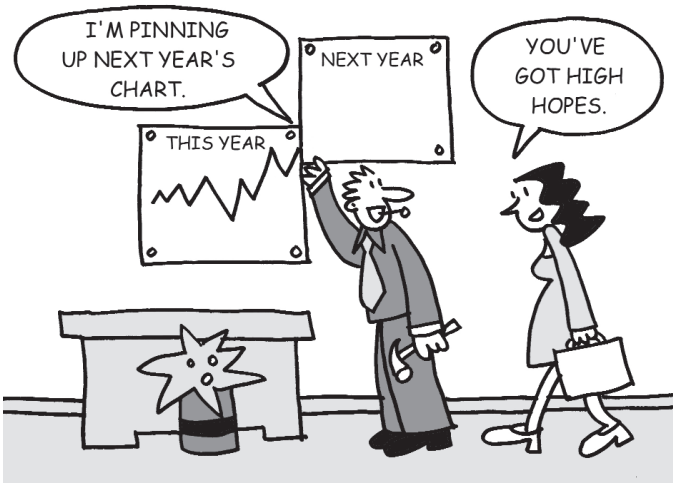
☐ **Don't worry about building trust**

☑ **Build trust for a better tomorrow**

Motivation is partly based on a vision of hope—the hope for success from our efforts and for a better future for ourselves. In other words, *what life could be*. When we believe in the possibilities, for ourselves and for our employees, a brighter tomorrow opens up.

As a manager, one of the most important things you can do for your people is to give them hope. Not just hope by itself, but hope that offers direction, believability, and genuine encouragement. When people have a good sense about their future, it reinforces their enthusiasm and commitment to the work in which they're involved. It's motivating. It says there is a payoff to the individual for doing well. Here are other ways managers work toward building a better tomorrow for their employees:

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***Understand the phenomenon of human potential:*** Potential is something that may or may not be fully developed in people. Whatever people's potential might be, they won't know unless they have a chance to develop it. And that's where you as a leader come in. Take time to rent and watch the movie, *Phenomenon*, starring John Travolta. The film sends a profound message about our untapped potential and is poignantly delivered near the end of the movie by Travolta's character, George Malley, who says, "I am what everyone can be. I'm the possibility and anyone can get there." You can help unleash that possibility by encouraging people to try new things and take on new responsibilities.

Build trust: Trust is an essential element in managing people and building a high-performing organization. It's the foundation upon which all relationships are built. According to Tom Peters, "Technique and technology are important. But adding trust is the issue of the decade." Peters suggests that managers must take a "high-tech and high-trust" approach, putting the issue of trust at the top of the agenda and treating it like a "hard issue," not a "soft issue." If employees feel you don't trust them to do their jobs correctly, they'll be reluctant to do much without your approval. On the other hand, when they feel trusted that you can believe they'll do the right things, they'll naturally want to do things well and be deserving of your trust.

Show employees they are worthy of your trust: When you put your trust in others, you're sending a strong message that says, "I think you're trustworthy." This tells people that you have faith in their ability and competence and you believe they've got what it takes to do the job. Trust is a prerequisite for building confidence in people. Some managers don't discuss the issue of trust, or they use the word in very limited contexts, often almost negatively. For example, "Now, Matt, I trust you to do this right" means "Don't screw up, Matt." And, "We're trusting you to do your best, Jane" really sends the message, "We're not sure what's happening here, so we're just hoping that you can somehow pull this off." These, so-called, expressions of "trust" are unlikely to reassure Matt or Jane. Show your trust in employees by allowing them to think for themselves, ask questions, and make their own decisions. Those are the "real" expressions of trust employees can sense and believe. This is how smart managers show employees that they are worthy of their trust.

"The trust that we put in ourselves makes us feel trust in others."

—François de la Rochefoucauld, 17th-century French writer
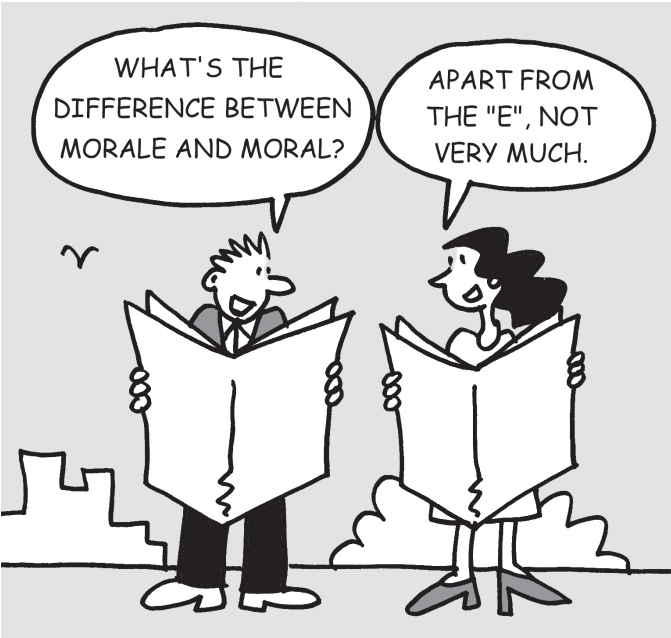
☐ ~~Morale is out of your control~~

☑ Boost morale

Morale has to do with the enthusiam and commitment people bring to their jobs everyday. It affects their motivation to perform. Low morale = low motivation. High morale = high motivation. It may not be quite that simple, but there is a direct correlation between morale and motivation.

Every organization depends on the relationships that its people have among one another. A high-morale workplace needs to be built on the concepts of trust and integrity. But it's not enough for you to trust your employees. They've got to trust you as well. Employees want to believe that their managers are looking out for their best interests. And the way that happens is for them to experience it everyday on the job. The great thing about this is that the employees (nearly all of them, anyway) will want to reciprocate, looking out for your and the organization's best interests.

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Remember that your people are your greatest and most valuable resource. You may have hired them for their aptitudes, but the key to higher performance lies in their attitudes. The more you can do to build a high-morale workplace, while instilling trust in your employees, the more motivated they will be. Let's look at some ways you can do this throughout your organization:

Do what you say you will do: Be short on promises and long on fulfillment. Nothing builds trust more than having your words and actions match. Good intentions aren't enough. Tell your employees you care, and then match that up with deeds that demonstrate it everyday. High morale will follow naturally.

Let integrity be the highest form of intelligence in your organization: Integrity has been described by some as the highest form of human intelligence. Integrity is not only an expansion of human honesty and trustworthiness, it is what remains when we strip away all of our credentials and reputation. It's our moral fiber and conscience, our principal beliefs and values. And it is also another characteristic of the high-morale workplace.

Be truthful and show your human side: Do you believe in what you are conveying to others? Are you true to yourself? Do you lead by example and do the right things in accordance with your values? You

can't be a good manager if you're acting in ways that are inconsistent with who you really are and what you believe. Be truthful with people and don't be afraid to show your human side. It's OK to share your mistakes, your hopes, and your dreams. Be down to earth and straightforward with people. Employees will respect and appreciate your honesty and your humanity—two more characteristics of the high-morale workplace.

"We must do more than simply do things right—we must also do the right things."
—Excerpt from "Our Values," Pfizer Pharmaceutical

☐ **Fun doesn't belong at work**

☑ **Make it fun to make it motivating**

The data are in and the results are clear! There is a direct correlation between fun on the job and employee productivity, creativity, morale, satisfaction, retention and, yes, you guessed it, profitability—not to mention greater customer satisfaction and a host of other benefits. For example, having fun at work helps to alleviate stress and tension, improve communication, ease conflict, unite people, eliminate boredom and fatigue, and create lots of positive energy!

In other words, people who work in an enjoyable and fun-filled workplace come to see their jobs as a place to fulfill many different needs, reinforcing their motivation to perform at a higher level.

You can certainly train people to do just about anything. But the key to real success and to leading a motivated workforce is having people who really *want* to do their jobs and who love to come to work. These people enlighten the workplace and energize their co-workers. That's the big difference having fun at work can make. If you think you're ready to take life a little less seriously and begin enjoying the benefits of a more fun and happier workplace, consider the following:

Instigate the "fun"damentals of motivation: Let's say you're convinced that it's good business to loosen up and create a fun and more enjoyable workplace—great! But suppose you just don't know how to go about it? Here are a few tips for setting up the "fun"damentals of motivation where you work:

- Laugh with people, not at them.
- Lighten up. Don't take yourself too seriously.
- Think with a sense of humor.
- Adopt a fun and playful attitude.
- Plan to have a good time every single day.
- Help others see the lighter side of things.

Need more help? Check out *301 Ways to Have Fun at Work*, by Dave Hemsath and Leslie Yerkes and *Get Weird!* by John Putzier.

Know the connection between fun and the bottom line: Do you want to reduce absenteeism, promote greater job satisfaction, boost employee perfor-

mance, increase productivity, and suffer less downtime? By encouraging a fun work environment, these will be just a few of the bottom-line benefits you can expect. Also, take time to study some of the world's most fun organizations. Here are a few fun companies to check out: Rock and Roll Hall of Fame and Museum (Cleveland, Ohio), Virgin Management Limited, Southwest Airlines, Disney, and Ben & Jerry's. And here's one more tidbit to consider: a survey of business school deans and business executives revealed that humor plays a significant part in the operation of a healthy, successful business.

Recognize the power of fun: Fun, laughter, humor—it's all cleansing. It unites us with everyone else who is having fun. It can make it nearly impossible to feel lonely or left out. When we share a laugh, we enjoy the laugh, but we also enjoy the sharing. Fun is motivating because of the pleasure it creates. So when your employees are feeling a bit down, stressed, tired, or just not in the mood to work up to their abilities, a laugh can make a big difference.

"All I wanna do is have some fun. I got a feeling I'm not the only one."

—Sheryl Crow, Recording Artist
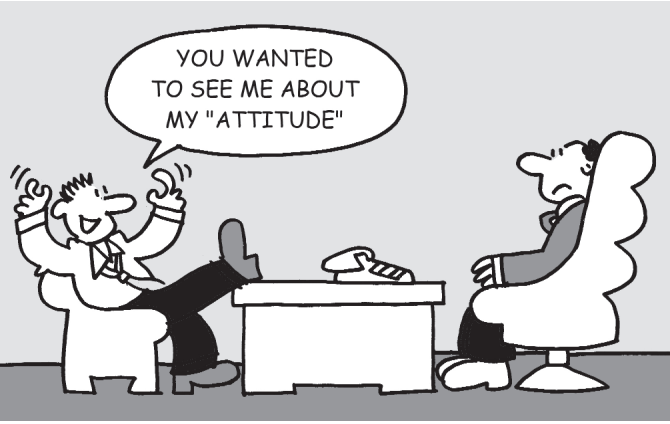
☐ ~~Ignore de-motivation~~

☑ Attack de-motivators head on

As a manager, you directly or indirectly impact your employees' self-confidence, their desires, their long-term interests, and their overall ability to love what they do for a living. That's a lot of pressure on any manager to get it right.

This book is full of tips and guidelines to help you positively influence the motivation of your employees. But, let's face it. We live in demanding and increasingly negative times. No matter how supportive, motivating, or encouraging you may be as a manager, you're no doubt constantly facing circumstances that negatively influence the motivation of your employees.

So how do you as a leader build and maintain hope in the midst of influences that threaten to de-motivate? Simple. You attack the de-motivators head on. Concentrate on putting your energy into what you *can* do, rather than dwelling on de-motivating

circumstances and making their effects worse. If you do this, you will be better able to combat doom and gloom and confront the adversity that negatively affects the motivation of your employees.

Remember that de-motivators are factors that deflate the motivation bubble. They can be events, management decisions, disappointments, a lack of praise and rewards, and so on. Zeroing in on what's causing your people to feel deflated can help you to attack the de-motivators and keep them at bay. There are three specific areas you need to be aware of in which you can build organizational strength so that your employees can better handle de-motivating situations:

Hire for the best fit: The best way to counter de-motivation is to prevent it, and sometimes the problem can be with the people you hire. There are folks who tend to get de-motivated quite easily or who are just negative in one way or another. Since you can't count on overcoming a person's psychological issues, it's best to avoid hiring such people. Put some time into screening out candidates who seem likely to suffer from motivation problems.

Hold on to your best employees by creating an environment that offers lots of feedback and builds confidence: Losing good people is a definite de-motivator. To avoid that, give your employees accurate and honest feedback and praise. Feedback strengthens

employees and builds confidence, even when it's corrective. Ask your employees how they would like to receive feedback from you. You'll be establishing a foundation that helps to avoid surprises and minimize de-motivating discomfort. Managers who create an environment rich with honest feedback and praise encourage employee cooperation and trust and higher levels of performance and productivity.

Protect people's dignity and self-respect at all times: One of the greatest de-motivators for employees is having their dignity undermined. Create an environment that encourages employees to respect one another. Some tips for doing this: never criticize an employee in front of others; offer corrective feedback only in private; never point a finger at someone—it's demeaning and unprofessional; never use a condescending tone of voice; never attack someone personally; focus on professional behaviors and performance only; and finally, if you expect others to respect your sense of dignity, you should show them the same respect.

"There's only one way to know how strong employee motivation is throughout your company—ask the people who actually work there. If the de-motivators are seeping in, then it's time to put the kibosh on any and all de-motivators in a hurry!"
—Anonymous

☐ **Don't worry about employee retention**

☑ **Retain your employees**

For a manager, it all comes down to keeping the people who keep your business in business. Is your culture one that turns people on and gets them excited about coming to work? Are all employees treated with dignity? Do their jobs have a meaningful purpose? That's important to retaining your best employees. It's only natural that people want to work and stay at a place that embraces caring and respect for others.

When you hire and invest in people, you create a valuable asset, and you want to hold on to them and keep them feeling motivated. So what have we found out about doing this? Research and surveys have proven time and again that it's not about the money, titles, or shareholder value. And let's face it,

you may not have much power to control those aspects anyway. It all comes back to creating an environment where people want to work and will do just about anything to get hired and keep their jobs.

Managers who understand this work toward building a reputation in their organization that says, "Everyone wants to work here." The Men's Wearhouse is a good example of high employee retention. New hires spend about four days in one of the 30 sessions held yearly at the corporate university. The cost to the company? A cool million. The return on investment? Lower turnover than any of its competitors in the industry. And all managers know that the hiring process is complicated, time-consuming, and filled with uncertainty. Minimize having to do that by holding on to the people you have. Here are some additional pointers and ideas to remember for motivating and retaining your talent:

Know what keeps the people who keep you in business: It comes down to creating an environment where your employees feel right—a culture that suits them—like at Google, one of the Web's most successful and growing search engines. Here employees play roller hockey during work hours, bring their dogs to work, and eat lunch and dinner for free in the company café. The result? Employees work long, hard hours and love their jobs.

Understand the reasons employees stay: It's not about the money. Top performers want to work in a pleasant and progressive environment where they feel valued and respected. Money is secondary.

Let values and attitude be your guide: What people know is far less important than what they are. Organizations like Nordstrom, Rosenbluth International, Nucor Steel, and JetBlue believe that a truly successful organization is based on finding people with the right mindset, values, and attitude, not simply experience. Hiring people whom you *want* to keep is an important step in building a culture that makes people want to stay with you.

"Recruit your people everyday, even though your crew is already on board."

—Mike Abrashoff, Founder,
Grassroots Leadership LLC, Boston, MA
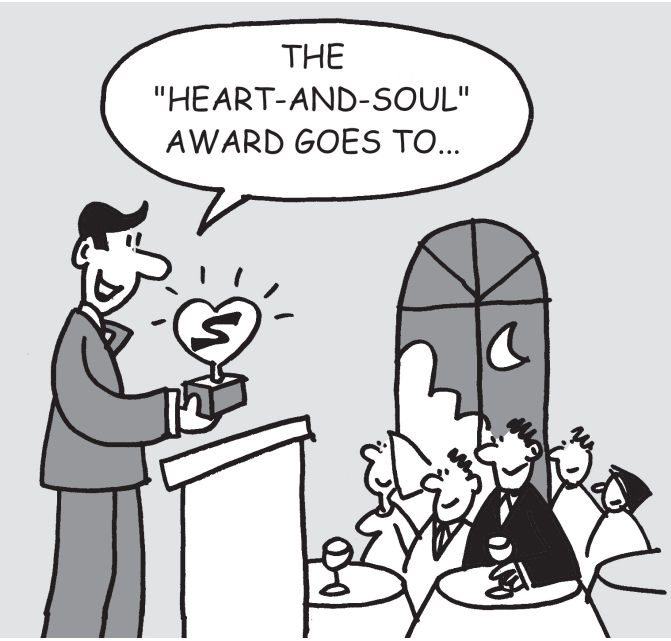
☐ ~~Teams don't care about emotion~~

☑ Put heart and soul into your team

In this global society in which we work, we tend to first learn about such things as business operations, finance, marketing strategy, productions, customer service, and so on. That can mean that as managers we sometimes neglect the fact that, at their very core, organizations are about people and the relationships they develop in working together.

It's the people and the teams they create that turn individual employees into a community of people working together to achieve individual and shared goals. And it's because managers care about their people that this actually becomes possible. There's a saying that goes: "People don't care how much you know, until they know how much you care." Why? Because when you care about your employees, you

create an atmosphere where they care about you and about each other. It turns on their motivation to perform well and to want to improve.

If you genuinely care about your employees and show them, you'll be meeting their basic need to be cared about. You'll be motivating them with heart and soul. And it's that special feeling of reassurance that will help them find greater motivation to work harder and smarter.

Inspire motivated teamwork: Making a difference and collaborating with others to achieve a goal are two of the most powerful motivators for accomplishing challenging work. Put these two things together and you have the potential for a high-performing team. Do all you can to show your appreciation for the contributions an employee makes and by being a leader who promotes and facilitates teamwork.

Lead from the heart: The word "encouragement" has as its root the Latin word cor, which means "heart." When you encourage employees, you actually give them heart. You lead them with feeling. When Barbara Walters interviewed General Norman Schwarzkopf following the Gulf War, she asked him how he would most like to be remembered. His answer was from the heart: *That he loved his family. That he loved his troops. And that they loved him.* Motivating leadership is an affair of the heart

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and such leaders care about their employees and their organizations. Employees will naturally and positively respond to this.

Encourage team spirit: Smart managers know that team spirit unifies. Transforming a group of individuals into a team provides unification and a common sense of interest and direction. Keep in mind that as the manager, you are setting the tone. Your actions and attitudes directly affect the environment in which your team must perform. Here are some suggestions for encouraging team spirit:

- Give teams a clearly defined goal and purpose.
- Let the team make its own rules.
- Encourage fun and a sense of humor on the job.
- Give employees the authority to make decisions and act on them.
- Be supportive. Do what you promise to do.
- Let the team find solutions to its problems without intervening.
- Allow team members to make financial decisions and create their own budgets.
- Expect ups and downs. Some phases of a project will run more smoothly than others.
- Let the team set up a reward system.

"Coming together is a beginning; keeping together is progress; working together is success."
—Henry Ford

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☐ ~~Human potential isn't your problem~~

☑ **Unleash the power of human potential**

Did you know that your brain's capacity is practically unfathomable? In terms of its intricacies and power, the brain surpasses even the latest technologies. It can actually process up to 30 billion bits of information per second through the equivalent of more than 6,000 miles of computer wiring. The fuel that fires up your brain is pretty simple: oxygen in the blood and a little glucose, and bingo, you've got energy. And without energy, there can be no synergy in your organization.

When people feel tired or listless, they don't accomplish nearly as much as they're capable of accomplishing. When you work on increasing your employees' energy, you help them move toward a better life working together. That's what synergy really means—working together. It's a simple, natural con-

cept that managers like you are learning to adopt in their business practices. As management experts stress the importance of "smart work" and "intellectual capital," managers and supervisors are realizing the importance of these synergistic qualities and the benefits they can produce within the team's structure.

This book has given you lots of ways for getting the best from your employees. The guidelines and tips offered were meant to get you thinking—thinking about the potential that lies within you and all of your employees, the phenomenal power of all that intelligence, creativity, curiosity, and energy. As a manager and leader, it is imperative that you make the most of all that potential around you. The results will be well worth your efforts, as the synergy you develop will keep growing, building, and motivating for a long time to come. In the words of Ralph Waldo Emerson, "Make the most of yourself ... for that is all there is of you." Here are some more ways that managers unleash the power of human potential in their employees:

Train 'em: The saying goes, "Knowledge is power." It is not. What is powerful is how knowledge is used. So what kind of training programs do you provide to help employees gain new knowledge and use it effectively? Training helps employees improve their skills and performance—and it shows in yet another way that you care about them.

Coach 'em: Once you've invested in your employees' learning and development, it's time to

start a coaching program. You go to a lot of trouble to maintain your computers and other equipment. But when it comes to sustaining the motivation of your employees, it's easy to forget that they too must be "maintained." Coaching is an effective way to maintain employee motivation. Here's the definition of the word "coach": "Someone who lends experience, encouragement, and understanding to inspire someone to his or her best performance."

Love 'em: Like the hit song by Tina Turner asks, "What's love got to do with it?" The answer: everything! The truly successful manager is a manager who actually loves his or her people and demonstrates this love by encouraging a loving atmosphere on the job. Simply put, "love" in this context means that you're concerned about your people and their success, that you feel glad when they succeed, and that you are willing to help them out and go the extra distance when they need it. The feeling of a loving and caring work environment is the essence of inspiring motivated teamwork.

"Work can provide the opportunity for spiritual and personal, as well as financial, growth. If it doesn't, then we're wasting far too much of our lives on it."

—James A. Autry, *Love and Profit: The Art of Caring Leadership*

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About the Author

A former television talk show host and producer for CBS, Anne Bruce has been a featured presenter for the White House, the Harvard and Stanford law schools, and the London Institute of Management. Her motivational programs on leadership, customer service, the power of human potential, and an array of communications topics have been featured at worldwide business conferences, at professional asociations, and in hundreds of corporations, including Coca-Cola, Sprint, Ben & Jerry's, Southwest Airlines, The Southern Company, Lanier Worldwide, Blue Cross/Blue Shield, Paine Webber, Baylor University Medical Center, the American Red Cross, and the Conference Board of Europe.

Anne's books, such as *Perfect Phrases for Documenting Employee Performance Problems* (McGraw-Hill, 2005), *Building a High Morale Workplace* (McGraw-Hill, 2003), *Leaders—Start to Finish: A Road Map for Developing and Training Leaders at All Levels* (ASTD Publishing, 2000), and *Motivating Employees* (McGraw-Hill, 1999), have inspired thousands of people and have been translated into more than a dozen languages worldwide.