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Contact: Jessica Krakoski

Cave Henricks Communications

(512) 904-9253 or jessica@cavehenricks.com

**WHY MOTIVATING PEOPLE DOESN'T WORK
...AND WHAT DOES:
The New Science of Leading, Energizing, and Engaging**

By Susan Fowler

"I am proud of the quality of thinking in this book. Susan has pursued the study and application of motivation science for almost twenty years. What really excites me are the real-world stories and examples that show how this groundbreaking approach to motivation works."

– **From the Foreword by Ken Blanchard, bestselling author of *Leadership and The One Minute Manager and Leading at a Higher Level***

Every leader knows the statistics. The vast majority of their employees – as high as 70%, according to Gallup – are not engaged in their work. Leaders understand the bottom-line consequences of a disengaged workforce, so they implement engagement strategies to boost survey scores, believing that increases in productivity, morale, innovation, safety, and retention will follow. This approach seems reasonable, and leaders are held accountable for the results. The problem? Most engagement strategies employed by organizations simply don't work.

Acclaimed leadership expert **Susan Fowler** argues that most of the current approaches to engagement have not caught up to the science of motivation, resulting in short-term practices that undermine the long-term engagement they hoped to generate. In **WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES: The New Science of Leading, Energizing, and Engaging** (Berrett-Koehler Publishers; September 30, 2014), Fowler builds upon the latest scientific research on the nature of human motivation to explain why traditional approaches

don't work. More importantly, she provides a cutting-edge framework, model, and course of action to help leaders shape a workplace where people flourish while producing sustainable results.

As Senior Consulting Partner with The Ken Blanchard Companies, Fowler spent 15 years studying the science of motivation, which led her to develop, test and refine a research-based approach to motivation in real-world business settings around the globe. The key insight from motivation science is that leaders can't motivate employees, because people are *already* motivated. The difference between an engaged and disengaged person is not a lack of motivation, but the *quality* of their motivation – whether the reasons they are motivated promote creativity, innovation, sustainable focus, and higher productivity (optimal), or thwart them (suboptimal – see attached). Following this finding, the key to long-term engagement is the day-to-day shift to optimal motivation – an internal process sabotaged by the external engagement tactics organizations continue to impose on employees.

Despite compelling research that proves carrots and sticks don't work, leaders continue to use them – not because they are unaware of the science, but because they haven't understood their alternatives. In **WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES**, Fowler implores leaders to drop traditional motivation tactics, and provides a much-needed model for what to do instead. According to Fowler, a leader's role is not to motivate people, but to shape a workplace and use best practices that enable employees to *shift themselves* to an optimal motivational outlook by focusing on fulfilling their three core psychological needs:

- **Autonomy:** our human need to perceive that we have choices, that what we are doing is of our own volition, and our perception that we are the source of our actions.
- **Relatedness:** our need to care about and be cared about by others, to feel connected to others without concerns about ulterior motives, and to feel that we are contributing to something greater than ourselves.
- **Competence:** our need to feel effective at meeting everyday challenges and opportunities, to demonstrate skill over time, and to feel a sense of growth and flourishing.

Regardless of gender, race, culture, or generation, the real story behind our motivation is whether or not our psychological needs are satisfied. When a person experiences high-quality psychological needs, she will have an optimal motivational outlook (see attached). Conversely, when a person experiences low-quality psychological needs, he will have a suboptimal motivational outlook (see attached). The quality of one's motivation is a day-to-day, moment-to-moment experience that ultimately, over time, results in active disengagement, disengagement, engagement, or employee work passion. The great news is that people can learn to choose and create optimal motivational experiences anytime and anywhere. Motivation is a skill. Managers and Human Resource leaders can teach employees how to activate an optimal motivational outlook by:

- **Identifying the current motivational outlook** by recognizing and understanding one's sense of well-being and underlying reasons for current actions
- **Shifting to (or maintaining) an optimal motivational outlook** by using the techniques of self-regulation to satisfy psychological needs
- **Reflecting** and noticing the difference between having a suboptimal motivational outlook and having an optimal motivational outlook.

WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES first teaches leaders how to shift themselves to an optimal motivational outlook. Then, Fowler teaches leaders how to facilitate shifts in their employees through motivational outlook conversations. She identifies specific scenarios that call for an outlook conversation, warns leaders of the most common pitfalls, and provides guidance on how to conduct conversations in the right way. This process requires leaders to rethink traditional beliefs about the workplace and their role in it, but the results are astounding: a workforce with the positive energy, vitality, and sense of well-being required for sustaining the pursuit and achievement of meaningful goals while thriving and flourishing (and the potential for significantly higher engagement survey scores, to boot).

About the Author

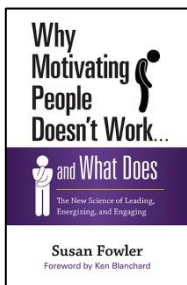


Susan Fowler has over 30 years' experience as a researcher, consultant, and coach in over 30 countries around the globe in the field of leadership. She is the lead developer of The Ken Blanchard Company's best-selling Situational Self Leadership product line and the innovative Optimal Motivation program, which have been implemented worldwide.

Fowler is widely known as one of the foremost experts on personal empowerment. Extensive experience and knowledge gained through 15 years of advertising, sales, production, and marketing across the United States prompted Susan to develop methods and tools for leaders and those they lead to gain the mindset and the skill set for achieving their highest level of success. With every opportunity, Susan acts as a catalyst for helping people to adapt their behaviors in order to thrive and flourish.

She is the bestselling author of *Situational Self Leadership and the One Minute Manager* with Ken Blanchard and Laurie Hawkins. She is coauthor of *Achieve Leadership Genius* with Drea Zigarmi and Dick Lyles, *Leading at a Higher Level* with Ken Blanchard, *The Team Leader's Idea-a-Day Guide* with Drea Zigarmi, *Empowerment* with Ken Blanchard, *Good Leaders, Good Shepherds* with Dick Lyles, as well as audio programs on *Mentoring—Fostering Your Careers Most Crucial Relationships* and *Overcoming Procrastination*.

Susan received her bachelor's degree in anthropology and business from the University of Colorado and is a professor in the Master of Science for Executive Leadership program at the University of San Diego. She also serves on the Board of Directors for Angel Faces, a non-profit organization dedicated to helping adolescent girls with severe burn/trauma injuries.



WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES: The New Science of Leading, Energizing, and Engaging

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A Spectrum of Motivation

Motivation is not a black-or-white, yes-or-no dichotomy. There is an entire **Spectrum of Motivation** based on the quality of one's motivation – whether the reasons for one's motivation at any given time promote creativity, innovation, sustainable focus, and higher productivity (optimal), or thwart them (suboptimal).

To illustrate, think about a recent meeting you attended. Reflect on your different thoughts and emotions as you noticed the meeting on your calendar, jumped off a call early, and rushed to make the meeting on time. Asking if you were motivated to attend the meeting is the wrong question. Your answer is limited to a yes-no or a-little-a-lot response rather than the quality of motivation being experienced. Asking *why* you were motivated to attend the meeting, however, leads to a spectrum of motivation possibilities represented as six motivational outlooks.

The Spectrum of Motivation model helps us make sense of the meeting experience. Consider which of the six motivational outlooks, listed below, best describes your experience before, during, and after your meeting. These outlooks are not a continuum. You can be at any outlook at any time and pop up in another one at any time. In the meeting example, you may have experienced one or all of these outlooks at one point or another:

SUBOPTIMAL

- **Disinterested** – You simply could not find any value in the meeting; it felt like a waste of time.
- **External** – The meeting provided an opportunity for you to exert your position or power; it enabled you to take advantage of a promise for more money or an enhanced status or image in the eyes of others.
- **Imposed** – You felt pressured because everyone else was attending and expected the same from you; you were avoiding feelings of guilt, shame, or fear from not participating.

OPTIMAL

- **Aligned** – You were able to link the meeting to a significant value, such as learning – what you might learn or what others might learn from you.
- **Integrated** – You were able to link the meeting to a life or work purpose and part of that purpose was giving voice to an important issue in the meeting.
- **Inherent** – You simply enjoy meetings and thought it would be fun.

You may have noticed that three of the outlooks are listed as *suboptimal*—disinterested, external, and imposed. These outlooks are considered motivational junk food, reflecting low-quality motivation. Three of the outlooks are listed as *optimal*—aligned, integrated, and inherent. These outlooks are considered motivational health food, reflecting high-quality motivation. To take full advantage of the **Spectrum of Motivation**, it is important to appreciate the different effects suboptimal and optimal motivational outlooks have on people's well-being, short-term productivity, and long-term performance.

*Adapted from **WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES: The New Science of Leading, Energizing, and Engaging** by Susan Fowler (Berrett-Koehler Publishers; September 30, 2014)*

Advance Praise for WHY MOTIVATING PEOPLE DOESN'T WORK **...AND WHAT DOES**

"Everybody wants to be motivated—being bored and alienated is no fun. Fowler shows how to guide employees toward seeing their jobs in a new way, as potential sources of personal fulfillment. Achieving company goals will become something they own, because now it really matters to them."

—**Marshall Goldsmith** author of the *New York Times* and global bestseller *What Got You Here Won't Get You There*

In this fascinating book, Susan Fowler shows why you should stop feeding your employees the emotional junk food of ineffective, short-term rewards; and how you can transition your leadership style to produce an optimal motivational outlook."

—**Steve Davis, Executive Vice President, CenturyLink**

"A compelling reminder that leadership is a skill that can be mastered only by capturing the hearts and minds of the people you lead. The question is not if your people are motivated but why. Susan Fowler presents a new paradigm of motivation, a plain and simple alternative that is long overdue."

—**Lori Lorenz, Senior Director, Marketing, Hewlett-Packard**

"So now you are a leader and you think you need to 'motivate the troops'? Think again. Instead, it may be time to educate yourself on the principles of motivation. Susan's book prescribes what to do next!"

—**Kevin Nohelty, Vice President, US Supply Chain, WD-40 Company**

"Susan has taught managers and human resources professionals in AkzoNobel how to use the skill of activating optimal motivation for themselves and with others as the way to improve employee engagement. We were all inspired! I'm convinced that this book will generate a ripple effect on many more people."

—**Eline Lenselink, Global HR Manager, AkzoNobel, The Netherlands**

"This book gives me hope. We don't have to keep pushing for results at the expense of our people's health and well-being. It turns out, the way to results is through a workplace where people thrive. Susan's book shows you how to create it."

—**Paul Donin, Executive Director, Restorative Justice Program, BC, Canada**

Suggested Interview Questions for Susan Fowler, author of
WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES

1. What problem do you hope to solve with this book?
2. Why doesn't motivating people work?
3. Companies rigorously measure employee engagement scores and implement countless strategies to improve them, yet scores seem to dip lower and lower. What do you think is happening?
4. You seem to be making a distinction between motivation and employee engagement. Please explain.
5. Dan Pink cites three psychological needs in his book, DRIVE: autonomy, purpose, and mastery. You cite three: autonomy, relatedness, and competence. If both of your books are based on research, why are the needs different?
6. Motivation is based on the fulfillment of three core psychological needs. Why is it so hard for people to satisfy these needs?
7. You argue that most of the "go-to" methods of motivating people such as money, contests to win iPads, praising, or even the latest craze—gamification-- do not work the way people think to motivate people. Why do you say that?
8. If motivating people doesn't work, then what is the role of managers and HR leaders in employee engagement?
9. What is a widely accepted belief about the workplace that erodes motivation?
10. When you share your insight on motivation with managers and HR leaders, what is a typical response?