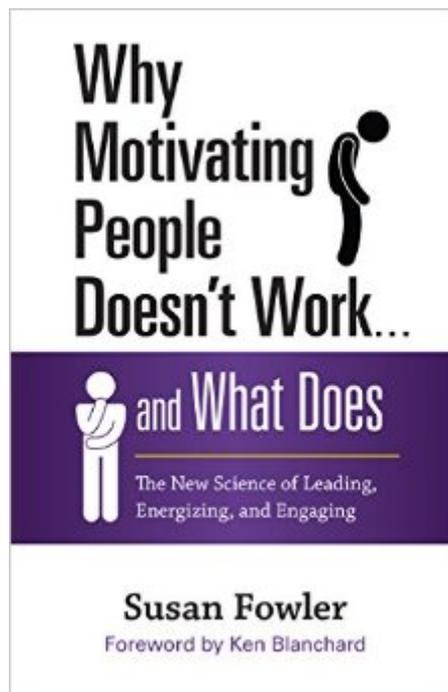


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Why Motivating People Doesn't Work ... And What Does: The New Science Of Leading, Energizing, And Engaging



Synopsis

Top leadership researcher, consultant, and coach Susan Fowler says stop trying to motivate people! It's frustrating for everyone involved and it just doesn't work. You can't motivate people—they are already motivated but generally in superficial and short-term ways. In this book, Fowler builds upon the latest scientific research on the nature of human motivation to lay out a tested model and course of action that will help leaders guide their people toward the kind of motivation that not only increases productivity and engagement but that gives them a profound sense of purpose and fulfillment. Fowler argues that leaders still depend on traditional carrot-and-stick techniques because they haven't understood their alternatives and don't know what skills are necessary to apply the new science of motivation. Her Optimal Motivation process shows leaders how to move people away from dependence on external rewards and help them discover how their jobs can meet the deeper psychological needs—for autonomy, relatedness, and competence—that science tells us result in meaningful and sustainable motivation. Optimal Motivation has been proven in organizations all over the world—Fowler's clients include Microsoft, CVS, NASA, the Catholic Leadership Institute, H&R Block, Mattel, and dozens more. Throughout the book, she illustrates how each step of the process works using real-life examples. Susan Fowler's book is the groundbreaking answer for leaders who want to get motivation right!

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This book explain certain things really well. Most people will agree with idea that three psychological

needs--autonomy, relatedness, and competence--are necessary for motivating people. So this part is good. Author further presents the idea of MVP (Meaningful, Value, Purpose) as a way to self-regulate. This is good too. Having said this, I find it an oversimplification to think that one can always find ways to align employees goals with company goals. The problem many times is not the work environment or lack of self-expression at work. If given a choice, majority of people would not want to work. However, they work because they need to pay for their bills and health insurance. Because of this difference in goals, external incentive system is necessary. If there were a few examples/case-studies that showed how intrinsically one could motivate such individuals towards organizational goals, then the claim that external incentives were wrong would be appropriate. Otherwise, it overlooks important nuances and makes unsubstantiated claims. The last part covers some case studies about people who are known to help people self-motivate. By far, this was the weakest part of the book. For example, Phil Jackson's example should have discussed a case or two where he was able to change the performance of a player. Attributing career long success to a coined word without facts and arguments seem superficial to me. This is a common problem with all case studies. I would rather read one case-study that goes in depth and walks through how one player's or employee's performance got improved because of proposed framework.

I am among those who are convinced that people cannot inspire other people; however, they [begin italics] can [end italics] inspire them in one or more of several various ways. Sharing a compelling vision, for example, as when Martin Luther King, Jr. departed from his prepared speech and shared his dream. It is also possible to inspire others by setting an example, by appealing to their sense of justice, and/or explaining what the consequences will be if a serious problem (especially a threat) isn't resolved. Presumably Fowler understands all this much better than I do (in fact, I'm certain she does) and in this brilliant book, shares a wealth of information, insights, and counsel based on decades of her real-world experience in combination with revelations from recent neurological research. She provides motivation mini-case studies involving five quite different people encountering quite different challenges who responded effectively to them by taking an approach uncharacteristic of their leadership/management style. Fascinating stuff. In the Epilogue, Fowler then focuses on ten "Masters of Motivation": Phil Jackson, Colleen Barrett, Mike Easley, Billy Yamaguchi, Gary Ridge, Beth Scalone, Matt Manion, Margie Blanchard, Scott Rigby, Richard Ryan, and Edward Deci. ("Dr." is Fowler's suffix for Scalone, Blanchard, Rigby, Ryan, and Deci. I have deleted it because I have no idea if it refers to M.D., PhD, or D.Ed.) All of these women and men have made effective use of the science of motivation to achieve great success for their respective organizations

and, in process, for those with whom they have been closely associated. Jackson, for example, has played on or coached 13 teams that won a National Basketball Association championship.

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