A Book Review Presentation on

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About the Book

- This book is the collection of “Harvard Business Review” articles on motivation which will help managers in struggling companies retain their key workers and create happy working environments.
- It comprises of 7 different articles, each chartering various ways to motivate employees. The articles are:
  - Beyond Empowerment: Brook Manville and Josiah Ober
  - How to Motivate Your Problem People: Nigel Nicholson
  - One More Time: How do you Motivate Employees?: Frederick Herzberg
  - Management by Whose Objectives?: Harry Levinson
  - Power Is the Great Motivator: David C. McClelland and David H. Burnham
  - Moving Mountains: Bronwyn Fryer
  - Pygmalion in Management: J. Sterling Livingston
Article 1: BEYOND EMPOWERMENT

Key Thoughts:

- In this article, the authors draw on history (Athenian model) to lay out a model for a democratic business organization suited to today’s knowledge economy.

- The authors explained *Participatory Structures* by initiative taken in ancient Athens in bringing individual initiative and emphasized to think beyond means not only be a part of own unit but also think about overall direction of the company.

- With the help of Athenian democracy model, authors annotated learning art of citizenship and focused on practicing high engagement in business organization development with the help of following subgroups:
Article 1: BEYOND EMPOWERMENT

Contd.

- Practices of access: explained that there should be free and equal opportunity for each employee to participate in organization’s decisions.
- Practice of Process: must give attention to the fair, consistent and timely decision making and execution process.
- Practices of consequence: emphasized on best and concrete outcome of any decision for the overall development.

• The authors focused on *Looking Ahead* by defining the roles of any employee in the organization by mentioning their clear benefits, rights and responsibilities. This will definitely lead to higher result and effective productivity with higher degree of motivation.
Article 2: HOW TO MOTIVATE YOUR PROBLEM PEOPLE

Key Thoughts:

- In this article the author says, you can't motivate any one, Individuals must motivated themselves. Instead of pushing solutions on problem employees, the manager should pull solutions out of them by creating circumstances in which the employees can channel their motivation toward achievable goals.

- The author explained with the help of various real corporate situation that all the employees are not same. Some get motivated with incentives and perks but there are some problem employees who don’t have passion for work. But we shouldn’t write off them as unmotivated but need to engage them with their work and increase their participation.

- With the help of “Seven Hazards in Handling Problem People” manager should avoid some pitfalls to motivate difficult employees. The author explained three step model to change the behavior of problematic employees and will put an end to the broken expectations:
Contd.

- **Step 1: Create a Rich Picture:** Must understand problem employees clearly. What is the situation? What drives or block that person. Informal conversation can be effective for this.

- **Step 2: Reframe Your Goals:** You can redesign your goals for problem employees according to their abilities and benefits. This may not get exactly what you wanted but you can certainly achieve more than before.

- **Step 3: Stage The Encounter:** Focused on face to face formal encounter but with problem employee you must have clear picture of the situation before hand and hold the interaction on neutral ground
Article 2: ONE MORE TIME: HOW DO YOU MOTIVATE EMPLOYEES

Key Thoughts:

- Author explain the oldest and surest motivation the KITA, a way to motivate employees with the help of positive KITA, ranging from fringe benefits to employee counseling and negative KITA, ranging for psychological pressure to heavy work load.

- In this article author says,” the oldest philosophy of getting someone to do something is to deliver the KITA but author believes it can produce some changes in behavior but doesn’t motivate.

- With the review of some positive KITA practices like reducing time at work, fringe benefits, training, job participation, communication, counseling etc ,author explained they results only in short term movement but ultimate motivation is still missing. He further explained that,” The opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction.”
He explained that work should be enriched to bring effective utilization of Human capital, **which is a systematic attempt to motivate employees.** Job enlargement is the older term now, we should focus of **job enrichment** which provides the opportunity for the employees psychological growth.

Steps in Job enrichment:

- Select those jobs in which motivation makes a difference
- Approach these jobs with the conviction that they can be changed
- Compiled list of changes that can enrich the jobs
- Screen the list to eliminate suggestions and give more responsibilities
- In the initial set up a controlled environment and prepare drop in performance and compile the experience and motivation
Article 4: MANAGEMENT BY WHOSE OBJECTIVES?

Key Thoughts:

- In this article author indentified problem in performance appraisal system. An obsession with objectivity and quantitative measures of any appraisal system neglects the quality, individuals needs and desires which generally they assumed is in alignment with corporate goals.

- Author further explained the role of MBO (Management by Objective) with the support of “Ideal” process which he said is a fair process to predict performance and motivate individuals with an opportunity by setting their own objectives and act as a device for organizational integration.

- But in some situations this process occurs against more frequent jobs and separate from salary review. As job description is a complex task and sometime predetermined goals stopped us to think creative and in some new performance areas.
He said, “The appraisal system gives rise to powerful, paralyzing feelings of guilt that make it extremely difficult for most executives to be constructively critical of subordinates.” Managers experience their appraisal of others as a aggressive act which is hurting the other person.

Author explained that this system is not working well because it misses the human point. The MBO system permits managers only to determine his inducement from a limited range of choices. It completely leaves out the personal objectives of the managers.

Some suggestive steps authors supported:

- Every MBO program should be examined to what extent it expresses the human point and relation with organization and must follow 360 degree appraisal.
- Every appraisal should include group goal setting and shared compensation. Appraisal of appraisers is also necessary.
Key Thoughts:

- In this article author explained the role of power in the good management. He said employees who are manage by fiat are less effective than those whose style is more democratic.

- He found that managers fall into three motivational groups, affiliative managers who aimed to increase their own popularity, some managers focus on setting goals but they are more concentrated on their recognition first. Third is institutional managers focus on building power through influence rather than individual achievements.

- A real manager performance measures on the superiors judgment may be inaccurate. It should be reflected in the morale of subordinates. All managers should foster sense of team spirit, of pride in working as a team among subordinates.
A survey has been done which revealed some alarming findings that good managers are not those who care for power and not concerned about the needs of other people. It should be oriented toward the institution that he or she serves.

He said the better managers are Institutional Managers who care about institutional power and use it to stimulate their employees to be more productive. Low in affiliation and high in inhibition.

He explained the profile of Institutional managers as they feel more responsible for organization. They feel enjoying their work and if required can sacrifice their self interest for the organization. They support for hardworking people to get recognition and get rewarded.
Article 6: MOVING MOUNTAINS

Key Thoughts:

- In this article author believes there is no trick to motivating others. It calls for a mixture of persuasion, encouragement and compulsion. He asked world’s top leaders to describe the more difficult job of how motivate employees than moving mountains.

- Carly Fiorina (CEO-HP): she believes that people need aspirational goals. We must remind them where they have reached and how much closer they are to their goals.

- Christopher Bangle (Global chief-BMW): Art is a great motivator. Remind them that they are doing something really great may motivate others to achieve something rare and marvelous.

-Chauncey Veatch (National Teacher-Coachella School): he believe that motivation is giving them opportunity to feel proud for their work and doing something which is really great.

- L.M Baker, JR (Chairman-Wachovia): he believes motivating others has really been stick to your values like honesty, fairness and generosity.
Robert A. Eckert (CEO-Mattel): He says people won’t do what you expect from you if they don’t know what is going on and what you expect from them and what future holds. Then only they can relate with the organization.

Susan Butcher (4 time winner-1150 mile dog race): Motivating others to do what you want is possible when trust is developed.

Ross J. Pillari (president-BP PLC): You can help a person to step into risk area where people and organization can achieve extraordinary results with full support of each other.

Herb Baun (CEO-Dial): he explained, “if you draw a line between your own greed and your employee see it, and understand people working at the bottom, they will be incredibly loyal for you.

Mario Mazzola (CDO-CISCO): If your employees are reaching for the sky you need to channelize their energy and ground them without discouraging them.
Robert D. Ballard (president of Institute of Exploration): persuasion is not the solution every time. You need to make a deal first with your employee and figure out how to get there. When they realize there’s no other way out, the teams gets the job done.

Liu Chuanzhi (Chairman-Legend Group of Beijing): need to set different incentive levels for different group of employees, as we have different expectations for each group.

Hank McKinnell (CEO- Pfizer): you motivate people by moving quickly toward a goal, especially if getting to the goal involves pain. If organization is committed to quick decisive action frees people to think creatively and work in concert.
Article 7: PYGMALION IN MANAGEMENT

Key Thoughts:

- In this article author focused on the fact that One person’s expectations shape another person’s behaviour.

- With the help of several experiments on super, average and low performance employees, he found that if manager believe subordinates will perform poorly, it is virtually impossible for them to mask their expectations because the message usually is communicated unintentionally.

- He further explained that,” Managers are more effective in communicating low expectations that in communicating high expectations to their employees which create role ambiguity which convert into negative feeling.”

- He found that employee wont feel motivated to reach high levels unless they consider boss’s expectations realistic and achievable. No motivation is aroused when the goal is perceived virtually impossible to attain.
Article 7: PYGMALION IN MANAGEMENT

- “A young person’s first manager is likely to be the most influential in that person’s career "The key is the concept of the first year as a critical period for learning, when trainee is motivated to develop in the direction of company’s expectations.

- Author explained, “Successful managers do not pick their subordinates at random or by the toss of a coin”. They should be really careful to select only those who they know will succeed.

- He said that industry’s greatest challenge by far is to rectify the underdevelopment, underutilization and ineffective management and use of its most valuable resources-its young managerial and professional talent.
Thank You