



Why Motivating People Doesn't Work... and What Does



ABOUT SUSAN FOWLER



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Susan Fowler implores leaders to stop trying to motivate people. In her bestselling book, ***WHY MOTIVATING PEOPLE DOESN'T WORK... AND WHAT DOES: The New Science of Leading, Engaging, and Energizing***, Susan educates leaders on motivation best practices based on solid science communicated through compelling storytelling, case studies, and real-life examples. Susan is dedicated to providing leaders around the world with a cutting-edge framework, dynamic model, and pragmatic course of action to shape workplaces where people flourish while producing sustainable results.

A global speaker, consultant, trainer, and coach, Susan is also the author of by-lined articles, peer-reviewed research, and six books, including the bestselling *Self Leadership* and *The One Minute Manager* with Ken Blanchard. She is a regular blogger for the *Huffington Post* and *LeaderChat*. Tens of thousands of people worldwide have learned from her ideas through training programs such as The Ken Blanchard Companies' Situational Self Leadership and Optimal Motivation product lines. Susan is a professor in the Masters of Science in Executive Leadership program for the University of San Diego and a rotating board member for Angel Faces, a nonprofit organization dedicated to helping adolescent girls with severe burn and trauma injuries.

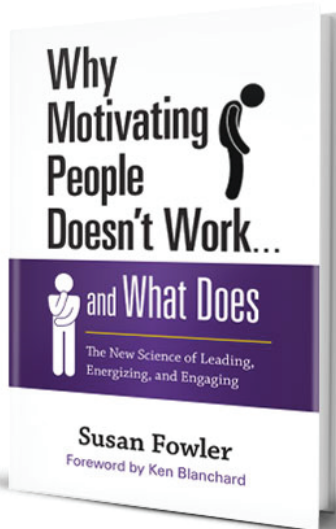
Susan offers a free Motivational Outlook Assessment and downloadable chapters of her book on her website:
www.susanfowler.com



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WHY MOTIVATING PEOPLE DOESN'T WORK...AND WHAT DOES:

***The New Science of Leading,
Energizing, and Engaging***

Author: Susan Fowler

Publisher: Berrett-Koehler
Publishers

ISBN: 978-1-62656-182-3

Price: \$24.95

How you might lead differently if your core beliefs about the true nature of human motivation were turned upside down? Acclaimed leadership expert, Susan Fowler, asks this question in the face of well-known statistics showing that disengaged employees cost organizations 350 billion dollars each year—and companies will spend almost a billion dollars a year trying to fix it.

Fowler argues that most current approaches to fixing engagement have not caught up to the science of motivation, resulting in short-term practices that undermine the long-term engagement they hope to generate. In her bestselling book, **WHY MOTIVATING PEOPLE DOESN'T WORK... AND WHAT DOES: The New Science of Leading, Energizing, and Engaging** (Berrett-Koehler Publishers; 2014), Fowler provides an alternative approach to traditional methods of motivation, a cutting-edge framework, model, and course of action to help leaders shape a workplace where people flourish while producing sustainable results.

One of the great breakthroughs in motivation science, according to Fowler, is the discovery that our basic human nature is to thrive. But with statistics claiming that up to 70% of our workforce is disengaged or actively disengaged, most executives have concluded that people are basically lazy and unaccountable without incentives or pressure. Fowler says the truth about motivation is this: ***Nobody wants to be bored or disengaged. We desire meaningful challenges. We want to contribute, feel fulfilled, and grow and learn every day. Our basic nature is the desire to thrive.***

In what might be the most groundbreaking research in the history of motivation, Fowler explains that we now understand how to promote thriving. It's not money, power, or status. Not promotions, raises, or perks. Not pressure, tension, or fear.

The source of human thriving is optimal motivation based on satisfying three basic psychological needs for autonomy, relatedness, and competence. These three needs are as essential to thriving as the "big three biological needs" for water, food, and sex.

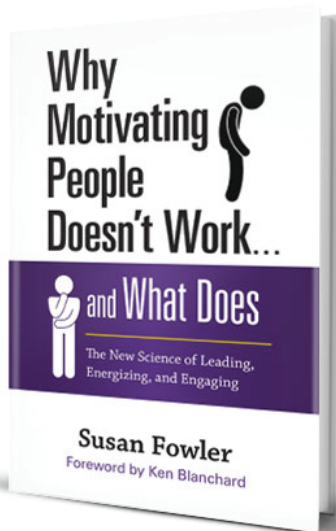
- Autonomy is our need to perceive we have control over what happens in our lives. It's our need to perceive we have choices.
- Relatedness is our need to care about others and feel cared about without ulterior motives. It's our need to make meaning from what we do



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and who we do it with. Relatedness is our need for justice and fairness.

- Competence is our need to feel we can meet everyday challenges. It's our need to grow and learn each day.

When psychological needs are satisfied, people flourish. When these needs are undermined, people languish.

The difference between engaged and disengaged employees is not a lack of motivation, but the reasons for their motivation. In *WHY MOTIVATING PEOPLE DOESN'T WORK... AND WHAT DOES*, Fowler implores leaders to stop trying to motivate people. Motivating people doesn't work. People are already motivated—they are always motivated. The question is why. When it comes to motivation, what matters most is the reason people are motivated. Not all motivation is created equal. A leader's role is to help people understand the reasons for their motivation, then guide their shift from suboptimal to optimal motivation. Fowler's call to action for leaders:

- Acknowledge that the true nature of human motivation is to thrive.
- Promote thriving through leadership practices supporting people's psychological needs for autonomy, relatedness, and competence.
- Put the science of motivation to work so optimally motivated people are achieving their goals AND flourishing.



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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.



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REVIEWS

"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."

—**Ken Blanchard**, bestselling author of *Leadership*, *The One Minute Manager*, and *Leading at a Higher Level*

"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."

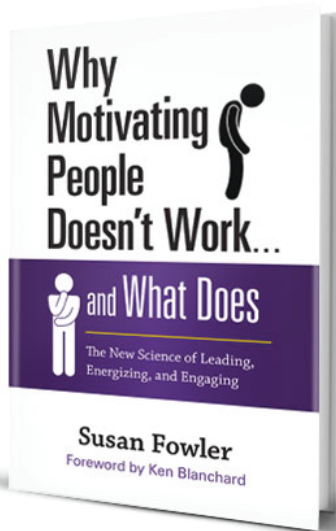
—**Paul Donin**, Executive Director, Restorative Justice Program, BC, Canada



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SUGGESTED INTERVIEW QUESTIONS FOR SUSAN FOWLER



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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?