

BRINGING THE BEST OUT OF THE WORST PEOPLE

The Guide To Motivating Others
And Getting Results With Anyone

Bringing The Best Out Of The Worst People

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Foreword

In any leadership scenario, you are sure to come across the term motivation. Today's corporate leaders are quite aware how the right kind of motivation can serve their purpose in a better way.

Quite frankly, motivation has become the buzzword in everything that we do. Whether it is a leader trying to extract the best productivity from his or her team, or it is a teacher trying to induce students to give in their optimal performance, it is all about motivation.

In this eBook, our endeavor is to tell you the best way in which you can make people work. If you are at the helm of affairs, you will understand how difficult it is to make people work, whether you want them to work collectively or individually. In any case, the method that is employed—and the one that you need to hone to perfection—is about motivating people.

You have to learn how to inspire and motivate others. You have to learn that this kind of inspiration helps people do much better than any amount of rebuke or orders.

If you just tell people a single nice word for their contribution, they are going to feel much better about it and then they will surely do a great job. This is what everyone is doing right now... they are trying to make people feel good so that they go ahead and give everything their best shot.

Keeping true to the title of this eBook, our effort here is to make people do a great job by inspiring them. This could be just a mere

word, or it could be something as simple as giving them a job that they really like to do. Or, you might have to try the carrot and stick approach, or give them some incentive that they really cannot afford to miss. It is only when you plan such strategies that people will work for you.

And, this is not applicable only in a leadership or a mentorship setup. You can try this almost anywhere. If your children are not obeying you, you can try this method to make them obey you in a better way. If your friend is not seeing why he or she should do something that you want them to do, try motivating them.

Motivation works on everyone, bar none. But, when you motivate someone, it means that you are building within them the energy and the inclination to work. You are motivating someone; it means that you are kindling the dwindling flame of determination in their mind, and you are giving them the energy and the reason to work.

You are showing them what incentives they can get if they chip in that much amount of work. It is good old 'work and reward' principle which works all the time.

As you flip through these pages, you will see that the right kind of motivation, if you are trying to bring out the best in people, is never a concrete thing. There is never a formula that can determine how much motivation a person would need. However, the undeniable fact is that everyone needs to be motivated; there is no taking away from that fact.

So, keep reading. You will learn in this eBook what motivation is, and what you can do to really motivate people to do their best at

everything that they do. And, on the way, you will also see why it is important to motivate people in the first place.



***Bringing The Best Out Of The Worst People
The Guide To Motivating Others And Getting Results With
Anyone***

Chapter 1:

What Is Motivation?

Synopsis

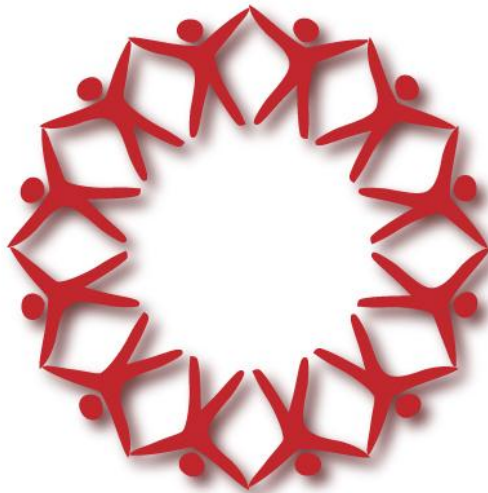
What is the one vital component that everyone needs to do a good job? It is motivation. Motivation is what helps us to perform well at whatever we do.

But, though everyone has some kind of idea about motivation, it means something different for each and every one of us. For some of us, motivation is simply a good work. For some, motivation is merely the realization or understanding that a particular work has to be done on time. For some others, the monetary returns or other incentives could be motivation enough to do a good job.

It is because of the varied meanings of motivation that leaders find it somewhat difficult to extract an equal amount of work from everyone. It is because of the different implications of motivation that teachers and soccer coaches cannot make everyone perform in the same manner. Our motivation levels are different, and our motivators themselves are different too.

If you are trying to bring out the best from your team, then you should first learn to be a great motivator. You have to think about your team, you have to think that they are contributing towards progress, in whatever way they can. A good word of motivation could them reach where they want to go.

Motivation is for self as well. You have to keep yourself motivated to do various things. It could be any professional incentive, or a family objective, or a personal perk that might motivate you into doing something. Whatever it takes, you have to inculcate the value of inspiring other people within you.



What Is Motivation?

If one were to answer that in one word, it would be drive. The single most important factor that helps us achieve our goals is motivation or drive. It is an energy-rich interest in getting a job done and achieving the ends set. Motivation is the “oomph” in the effort that makes one person go the extra mile, while many others give up and retire without even trying.

It does not matter in what situation you apply this. Motivation is the key that makes the difference between winning and losing. Motivation plays an important role in everybody’s life, both in their personal life and also in their professional life.

So what motivates us? Moreover, does the same factor motivate all and sundry? The answer to that is an emphatic no! Different people react to different stimuli. Even the same person will react differently to a given stimulus at different points of his or her life.

The other thing to note is that motivation is self-propelling. Once you achieve a set of goals, you will be motivated to set another set of goals, possibly more difficult as if you are challenging yourself or raising the bar. Or, there could be periods of lull when you are down and need a recharge of your batteries to get going again.

While motivation is generally considered for human beings, it is possible to also motivate an animal as well. Take the example of a dog. How do you teach it tricks? By rewarding it every time it fetches, begs or rolls over! What is this if not the very basic form of motivating?

How does one motivate students to do well in an exam? This can be intrinsic or extrinsic. It is intrinsic if the students believe that they are capable of acing an exam and thereby put in the required efforts. Or, if they happen to be “into” the subject that it is something of a passion and they are genuinely interested in accumulating more knowledge about the subject, then they are achieve to do a better job as well.

It could also be extrinsic motivation, if they are doing it because they know that they will be rewarded with a prize that they value if they get good scores. A teenager could well be motivated to do well in his GRE or GMAT scores if he is keen to get away from family and live independently in some foreign university.

There are different kinds of motivation, and it works differently for different people. What may motivate one person may mean nothing for another. For instance, for a movie-lover, getting a free ticket for the latest James Cameron flick could be a great incentive. But that may mean nothing to a person who doesn't have any interest in movies.

Motivation also changes with age. When we are younger, there are different things that motivate us. As we grow older, most of these things, such as new toys, do not mean anything to us. They cannot incite us to do any job in a better way.

However, our childhood motivations are replaced by new, more refined, ones. For a child, a Batman figure could be great motivation, but when he becomes a youth, maybe he wants a new bike. When he becomes an adult, maybe getting a new house is motivation. Or, maybe he just wants the Batman figure still, but that's quite a different story!

Motivation can be need-based. Man is motivated by the need to remove physical discomfort and increase physical pleasure. According to Maslow's theory of wants, humans have wants and desires that motivate and guide their behavior.

These needs follow a typical hierarchy with the basic ones being at the base of the triangle and then progressively getting more complex and sophisticated.

People move up the triangle as their needs get settled. So, beginning with wanting to satisfy your hunger, thirst, sleep and sexual needs, you move up to looking after your safety and security.

Only then are you motivated by love, friendship and relationships. After this comes the need for recognition and achievement and it is followed lastly by the need for self-actualization.



Chapter 2:

How Does Motivating Others Help Us?

Synopsis

Whatever time and effort we spend in motivating others, it is always a great investment. This is something that you need to do in a consistent manner, and you should realize that motivating others isn't simply about making their day; it is about ensuring a good business for you as well.

Motivating others holds benefits for the motivator more than the motivated. The motivated will be able to accomplish the job in a better way, but the motivator gets the benefit of the job done. Good motivation also ensures that the task is accomplished in a highly satisfactory manner, which is usually more important than the accomplishment of the task itself.

In this chapter, we shall see how motivating others bode well for everyone. You will also read about the right way of motivating others, so that your motivation doesn't just fizzle out without purpose or doesn't seem like you are putting them on too much.

How Does Motivating Others Help Us?

When we are speaking of motivation, we need to realize one very important thing. Motivating someone doesn't just help the motivated person to do better; it also helps other people who are associated with the person in some or the other way.

For instance, if your spouse is motivated into starting a new business, and if that business starts bearing fruit, then the entire family is benefited. Here, just one person is motivated, but that motivation has helped a whole family.

This can be extrapolated to larger scenarios. A motivated leader of a company could benefit the entire organization. A motivated president could benefit the entire country. A motivated freedom fighter could bring about a revolution for the betterment of society and the world at large.

Hence, motivating others is important to you. Especially if you are in some position of power and you deal with people all the time, then it becomes important for you to keep your people inspired. Only when they are inspired will they feel that they can do a good job for you and for the entire society or organization that you are a part of.

Motivating People in Real Terms

Motivating others is one of the chief challenges faced by leaders in the political and other arenas. Take the case of corporate leaders or chief executive officers. They are the people who head an organization and are in charge of its operations. They need to show results to their

shareholders—results in terms of sales, profits and the social good achieved by their respective enterprises.

But, the amount they can do by themselves is very limited. They therefore depend on their managers, subordinates and teams to get the job done and to meet the annual targets.

Here is where the task of motivation comes in. Left to their own devices most workers will just shy off. It is something of a joke in Kolkata (India) that the *babus* or clerks take a 'break' from their continuous sessions of tea to do some work. So, one of the most vital tasks of the CEO is to motivate his team to deliver the desired results.

If you want people to work and to work together as a team to achieve results in a specific time frame you need to use many ways to motivate them. Successful motivation requires a combination of structure and incentives.

It also calls for communication, communication, and communication. It is no longer just a carrot and stick approach. It requires special skills and cannot be done by any and every one. See if you can motivate your dog to fetch his bone for you and you will better appreciate how difficult it is to motivate humans.

Motivation, a Valuable Skill

Motivating others is a skill that is always rewarded with sweet success. Thus motivating others helps you achieve your own goals. It also gives you the satisfaction of having helped a fellow human being realize his own potential. Any CEO knows the value of this. People are the most valuable resource in any company.

In addition, all people have some talent, which is usually hidden, lost under a pile of everyday routine. It is for the wise CEO to give all employees an environment in which their talents can bloom. Moreover, when this happens, the employee become self-motivated and you cannot stop him from achieving his goals even if you tried to.

In the terrorist attack on the Taj Mahal hotel Mumbai, in 2008, many employees laid down their lives in trying to help their clients out of the hotel safely. So remarkable is this that Harvard has actually commissioned a study to understand what motivated these employees to do so. A lot of the credit will go to the management obviously.

The achievement of results, the satisfaction of a job well-done, the success of the enterprise, the altruistic rewards of helping your fellow men achieve self-actualization... These are some of the benefits you will derive out of motivating others. It will help you head a team of people who are happy because they are involved in an enterprise and all rowing in the same direction. It will help you become a better person.

Chapter 3:

What Can You Do to Motivate People?

Synopsis

Since motivation comes in all shapes and sizes, everyone does not get motivated in the same way. This has its difficulties. Imagine you are a teacher handling 20 students.

These are all different students, students with different ethnic and economic backgrounds. They react to situations in different ways. They think differently. They offer different solutions to common problems.

What can you do to motive and inspire this motley crew of people? You have to look for the common thread that works for all. But, when you are managing a crowd of people—political leaders manage a whole nation full of people and even maintain good foreign relations—how do you make sure that your motivation does not fall flat on some of them?

Motivating people is a highly difficult job, and in this chapter, you shall see that perhaps the best way to motivate people is to not go about it in an individualistic manner.

If you try to give a carrot to each person individually, it might take a lot of time and effort as well. But, if you keep a bag of carrots for everyone to take from, it becomes easier. Even the people who do not

like carrots will understand that you have given them something, and will feel good about it.

There are obviously different approaches in motivating at a collective level as well. Sometimes, a highly charged speech of gratitude is all that would be needed. Sometimes, the incentives need to be more material in nature.

In this chapter, you shall see what the best ways of motivating people are, on an individual basis and in a collective manner. You will learn that catering to the lowest common denominator always works; try and find that one common element that everyone is looking for and use that as a motivational tool.



What Can You Do to Motivate People?

The most common visual you conjure up when you think of motivation is the carrot and the stick. This means using either rewards or punishment to get the job done or to make some behavioral change.

But, today, as we learn more and more about people and human behavior we know that the task is far more complex than that. There are several things that you can do and others that are a complete no.

Let us start with the latter. You should never threaten a person with dire consequences in order to get something done. Nothing is more guaranteed to get their backs up and to achieve the exact opposite results. Here are quite a few positive and useful tips on how to motivate people.

The Emotion Factor

Appeal to their love for acquiring things by providing concrete rewards, be they in the form of cash, kind or recognition. Let them know in advance if you are going to reward performance and make it amply clear what it is that is expected out of them. Then, when they deliver the results make sure you keep your word, reward them as per your promise.

Dole Out the Right Incentives

Performance incentives are a very powerful tool and if you treat your employees fairly they will go the extra mile for you. Make sure that your program is well structured, well communicated and well understood throughout the company.

Make the goals achievable and divide into short term (low hanging grapes) and long term (annual harvest) goals. Discuss the goals and involve the employees in the goal setting exercise. That way you ensure buy in and the employees understand their stake in accomplishing the tasks that will help them reach the agreed goals.

Lend Them an Ear... Always

Always listen to your people and treat them with respect and kindness. Being arrogant and listening only to your own voice is as good as being blind and deaf. Be fair but firm.

Deadlines need to be respected and a laissez-faire attitude will not do. Most importantly, reward them for working in teams. One plus one literally means three, maybe even four, in the context of the corporate world, as it is through interaction and sharing of knowledge that you arrive at the best and most innovative ideas and efforts. People also enjoy working with other people and when positive energy flows, it multiplies as the load is shared and work becomes fun.

Feed Them Back

Offer fair feedback without aiming to curtail their creativity. You need to be very sensitive when doing this or you could easily demotivate.

Always, but always recognize achievement preferably in public. Give people space to produce results. Give them the tools and the resources and support them in their endeavors in every way you can. All these are factors that will motivate them to give you back in kind.

Best Communication at All Times

Ultimately, always keep the channels of communication open. This will enable you to learn of potential problems at an early stage and to fix them before the problem gets out of hand.



Chapter 4:

Motivating the Most Obstinate People in Your Group— Is It Possible?

Synopsis

You are going to have these stumbling blocks often. Most often, the obstacles don't come from things or situations; they arise from the people you are handling. When I was hiring people for my new business a few years ago, a friend told me that the best thing I could do to ensure my business ran smoothly was not to employ people at all!

That might be possible a few years down the line, with the Internet taking over completely, but right now, we do need people to work with. Even though we are working online, we are dealing with people. So, it is not really possible right now to eliminate the human factor from our dealings completely.

The fact is that we need people, and that these people would be a great asset for us only if we are able to motivate them. These people should be supercharged so that they can work for themselves and for the group itself.

But, how do you handle the very negative trait of obstinacy? You are going to come across it a lot. Obstinacy happens when people have a radically different opinion and are staunchly stuck on it. For all that it takes; obstinacy needs to be stemmed out. It needs to be removed so that the way to progress is etched out more profoundly.

In this chapter, we shall deal with the various ways in which you can not only snuff out obstinacy within your team, but you can also motivate these people to do a great job for the team.

You can turn obstinacy around, whether it is in your friend or son or your business team. It is possible to motivate and encourage these people so that they work in a more positive manner and become an asset for the team or group that they are working with.



Motivating the Most Obstinate People in Your Group—Is It Possible?

Obstinacy is generally a sign of inflexibility and ignorance. But when you come against it, particularly as part of a team that you are heading, you could well end up wanting to bang your head against a brick wall.

There is a story that goes something like this. Ralph Waldo Emerson and his son Edward were trying to persuade a calf into the barn. However, pushing and shoving was not yielding the desired results. The son clung to the neck and Ralph pushed from behind but with no results. The calf stuck to her ground. An Irish peasant who was passing offered to help. Going to the front of the calf, she stuck her finger into its mouth and the calf quietly and without a demur followed her into the barn.

What is the moral of the story? Most people are like the calf. If you get after them against their will and prod and push them to act according to your agenda, you will only succeed in getting them to dig their heels in and they will not budge an inch. However, if you provide them with some form of motivation (perhaps by helping they understand why you want them to act in a particular fashion and what is in it for them), then chances are you will get them moving.

Good executives or leaders get their work done and their ends achieved by motivating their employees to give their best both individually as well as a team. They are willing to ignore individual weaknesses and to concentrate on using their people's best strengths. They are concerned more with what they can do rather than what

they cannot. They understand that to get the most out of them, they will need to motivate them.

President Lincoln understood the importance of motivation. When he was told that General Ulysses S. Grant had a drinking problem, he responded, "If I knew his brand, I'd send a barrel to all the other generals also."

Motivation has to come from inside. So as a leader you need to know what all is going on inside the obstinate individual, what are his likes and dislikes, more important his fears and his phobias. Once you know which buttons to push the rest becomes much easier. Some people respond to money, others to recognition. Ask any crooked businessperson how to motivate a powerful politician and he will give you the right answers!

You need to attack on several fronts, economic, emotional, recognition, self-expression, self-respect and self-fulfillment. Check where your recalcitrant team member stands on all these issues. Identify the things that will mean the most to them and then make a plan that will provide them a solution that best meets these needs. Like Mary's little lamb, they will be ready to follow you for the rest of your life.

The best way to motivate even the most obstinate person is to see how best you can help them to succeed and achieve their own personal goals.

Chapter 5:

Motivating Secret 1— Precise Communication

Synopsis

With this chapter, we start our discussion on specific strategies by which you can improve your motivation skills and get your team to perform to their best level.

One of the most important things you would need to motivate people is precise communication. Whether you are trying to motivate your friend or your corporate business team, they would like to know what the objectives are and what they would need to do in order to achieve them. They would like to know what is expected of them. This is a very important aspect of the entire motivation game. It is only when people know what the exact objectives are, can they accomplish their task to their best.

Here we shall see the importance of communication as a motivating factor, and we shall see what you can do in order to improve upon it so that it makes a bigger impact on the person or group you are trying to motivate.

Motivation Secret 1— *Precise Communication*

All in unison would agree that effective and proper communication is the key to success. Effectual communication is an indispensable part of one's lives, including both professional as well as personal life. As far as professional communication is concerned, superior communication skills are necessary in today's world, without which it is difficult to survive at work. One is expected, or instead required to get hold of more than a few basic skills, in order to develop good communication skills, with one of these skills definitely being the skill of communicating with precision.

It is very vital to understand that precision or accuracy is a very essential ingredient of good communication skills. Therefore, one should not undermine the importance of precise communication. Precise communication is the key to avoid even the minutest of misunderstandings. Clear expressions, a good body language and an appropriate tone, are among the major elements of precise communication. Apart from these, the eye contact with the person or people being spoken to and grasping the attention of the listeners is also of prime importance.

With the advancement of technology, personal communication, particularly face-to-face communication is taking a back seat. For instance, two people in the same office prefer talking over an email or over the phone, in spite of having the option to communicate face to face, in person. The point here is that when communicating in person, one's thoughts can be communicated across more precisely than through an email or over the phone.

The significance of successful and precise communication is indisputable. It is also extremely essential for companies to communicate precisely with their clients, in order to project a good image. Communicating imprecisely is a ground for loss of image. Speaking professionally, precise communication can be a great motivator for people. One of the reasons for this is because they are more accurately aware of what is expected from them and thus work accordingly.

Communicating precisely is also a very evident sign of one's state of mind. If people are unable to communicate in clear terms about what is on their minds, it is in most cases, an indication of their perplexed state of mind. On the contrary, people who are able to clearly express themselves are the ones who have mastered the skill of precise communication. Precise communication is also very helpful in reducing queries in the listener's mind. That is to say, the more exactly or precisely one communicates, the easier it is for the listeners to understand. Information or data given out in precise terms, more often than not, proves to be much more useful.

Thus, it is easier to work with people who communicate precisely, as things are clear and easy to understand and such clear communication additionally motivates people to work. Those with a perplexed state of mind, usually leave others puzzled too.

Therefore, it can be rightly stated that communication, in general and precise communication, in specific can surely help people be professionally successful.

Chapter 6:

Motivation Secret 2— Unhindered Opportunities

Synopsis

If you want to motivate people, individually or collectively, it is very important for you to show them their benefits that they will receive when the task you are motivating them for has been fulfilled.

If you are encouraging them to reach a particular goal, then they have to see the benefits. That gives them reason to keep chasing that particular goal that you are goading them for.

What really matters here is that throughout the way, people should feel that they are unhindered. They should feel that they can safely move on, without finding any obstacles to veer them from their path on the way. If their path is strewn with difficulties, then they are not going to feel very motivated to chase the ideals you are asking them to accomplish.

If it is your business team, you can manage things in a better way. You have to provide them with unhindered opportunities so that they can keep progressing.

The Google company environment should be kept in mind. Google gives its employees everything they need to think out of the box and develop whatever software applications they want to. They give them

an environment, both physically and spiritually, that can help them achieve those objectives. Most of Google's flagship products, such as Picasa, Orkut and the various applications in Google Labs, are because of such unhindered opportunities that the company provides to its employees.

Even when you are trying to motivate a friend or a family member, you need to give them a good environment in which they can fulfill that particular task.

If you are trying to motivate a friend to give up smoking, success will only be achieved if the atmosphere is right, if the opportunities they get are good. Maybe you could give them an opportunity by taking them to an anti-smoking club, or simply be with them as they are trying to fight off their addiction.

Company employees will do well if they are given opportunities to go ahead, and the same applies to everyone that we know personally. If you want to motivate people, make sure that there are easy options for them to move ahead, as easy as possible, and do not strew their paths with unnecessary difficulties.

Motivation Secret 2— *Unhindered Opportunities*

People sometimes might ask what motivation is. Motivation cannot simply be the urge to do something. Motivation can come from a lot of things; in fact anything. Simply liking what I am doing and being conscientious about my work can also bring motivation. If one can take the example of a bus driver who has to get up early every morning, wash and be ready for his schedule we can say that is monotonous and is not something that one can do with a lot of passion and simply said there is no motivation to do a job like that.

However if I were to ask that bus driver why he does this almost thankless job day in and day out and still be happy about it from where does he get that motivation, I might get a reply which could be a eye opener. He might simply like the early morning. He may like the fact that because he is on time everyone else catching his bus is on time where ever they have to be. He might simply reply he loves taking people to where ever they want to be on time and gets a huge amount of satisfaction doing that. The answer might surprise me!

In this context, I cannot resist myself from discussing a simple story which I read when I was in school.

The Scottish king Robert Bruce was driven out of his kingdom by the king of England Edward I. One evening the ousted king was resting in a broken down hut all by himself and contemplating surrender, after having been beaten six times by the English king, the last time being the worst of all. He noticed a spider at the corner of the hut trying to build a web.

Each time that it tries to complete the web a strong wind would sneak through one of the cracks in the hut and destroy its attempt. Again, it would start trying from the start. The king said to the spider after six such failed attempts that now is the time to give up, very much like me after having failed six times, as I am thinking to do the same. However, the spider seemed oblivious of what the king said and kept at it. In the seventh attempt, it did manage to complete the web.

The king said to himself having realized his mistake that if there was ever a time to try one more time this is the time to do it. A few years later, he returned back to Scotland gathered an army and in a decisive battle defeated the English army and drove them out of Scotland.

It is said that the descendants of Robert Bruce until today have a special place for spiders and they look after the arachnids with a lot of kindness.

Motivation sometimes can be a result of an offer or an unhindered opportunity to excel, perform, and achieve. Human being wants to be recognized and an opportunity to perform often leads to an opportunity to be recognized. In the above example of Robert Bruce and the spider the king had an opportunity to free his country, he was unable to convince himself and look at the opportunity. The incident opened up his mind and he could see the opportunity, which could lead to his motivation and ultimately freedom for his country.

Chapter 7:

Motivation Secret 3— The Right Atmosphere for Progress

Synopsis

An atmosphere that is conducive to progress is one of the most important needs if you want to see any success within your team. In the corporate milieu, this matters a lot. A little while ago, I spoke about how Google encourages its employees to develop software applications, which it later buys from them for exorbitant prices as well. This is the right atmosphere for a creative mind to think.

This works on an individual level as well. If your partner wants to write a novel, mere motivation through words isn't going to help. You will also have to give them the space and the time to think so that they can come up with their best. If your friend wants to lose weight, you will have to motivate them by giving them the right environment—stop calling them for drinks, do not make fun of their healthy eating habits or attempts to exercise, and in fact showing them that you are with them every step of the way.

These are the different ways in which motivation works. It is not just about telling someone to do something; you have to show it in your actions as well. Providing people with the right environment to show their growth is probably the best thing someone can do for others.

Motivation Secret 3— ***The Right Atmosphere for Progress***

In general terms, whether we are in a professional environment, or an academic setup, or in any other personal level in our life, each and everything that we do is a measure of our success. And, this success is brought about by motivation, which causes our further development.

Hence, in the modern society, a great deal of emphasis is laid on individual progress. As society considers individual progress to be such an important parameter, in fact, that should be enough motivation for anyone to do better in life. You should be driven by the fact that if you succeed at something, society is going to view you with greater respect. For most people, this is all the incentive that they need for their individual growth.

Individuals are prone to visualize a metric for success, be it achievement of something, the buying of something or the possession of something. Sometimes for some people the greatest motivating factor is money alone.

Whatever may be the driving force behind your motivation, it is this which drives them to move forward and strive harder for success. Sometimes just for the sake of winning they can motivate themselves to strive harder. Take that simple reason out of their lives and they become an emotional and physical mess.

They need an environment which fosters the right balance and nurture their hunger for progress and success. Individuals over the course of their lives adapt to specific thought process and belief. Some of which are good and others which are known as self-limiting beliefs are never good.

They only reduce your mental strengths and yourself believe. You end up doubting your abilities and become unsure about yourself. These are the thoughts that hamper progress and further development of the individual.

An individual needs to sometimes look into himself and clear himself of this excess baggage of self-limiting thoughts. They need to do some regular introspection and start thinking beyond what they have been taught and programmed to think from his childhood. If they are successful in breaking their inhibitions and fear of the unknown, they would be surprised at what they can achieve.

Mental conditioning and preparing oneself can also help someone to motivate oneself. An interesting study in context comes to my mind.

Two groups were asked two different questions. The first group was asked if they would like to solve puzzles. They were asked to keep silent and think for about a minute and then give their answer. The second group was informed that they will be required to solve some puzzles and they have 1 minute to ready themselves up for the task.

After one minute, both the groups were told to solve puzzles. Interestingly, the first group which was asked whether they would like to solve puzzles solved more puzzles than the group which merely informed about it.

Researchers discovered that by giving the first group an option to choose whether or not they would like to solve puzzles actually braced them and gave them the opportunity to think for themselves.

The other group had no choice but to follow the orders and they were forced to solve the puzzles may be against their will. The first group although may had some reluctant people at least a majority of them thought they are up for the challenge and can solve the puzzles and that gave the motivation to perform.

We can come to this conclusion that internal reasons to motivate oneself is often more powerful than external motivating factors.



Chapter 8:

Motivation Secret 4— Good Incentives and Feedback

Synopsis

The impact of motivation pegs on two very important factors—giving people the right incentives for their jobs and giving them the right feedback. Take one of these things away and you are probably not going to get the results you hope to get.

When you give people good incentives, you are showing them that their efforts are not in vain; that they will get their due reward for putting in efforts. This is a very important aspect of the motivation game, something that the corporate world goes full out on. Almost everything that these huge corporate entities do as ‘perks’ for their employees are actually nothing but motivational incentives. They want their people to do a better job and that is the reason they give out all those freebies to them. Remember that there is nothing like a free meal, and that is so true in this case.

Another important leg of your motivational endeavor is to give the right feedback. The word of appreciation is a much-ignored factor in today’s corporate world, but it is necessary. If someone does a good job for you, you have to tell them that they did a good job so that they can continue it with interest. If the job had some kinks in it, let them know that too, but do so politely. This will show them that you are taking an interest in what they are doing as well, and they’ll go ahead with it in a more enthusiastic manner.

Motivation Secret 4— *Good Incentives and Feedback*

Good Incentives

Incentives are usually a monetary or non-monetary reward given to an employee for his good performance. Monetary incentives are given to an employee to recognize his good performance. It is usually paid beyond what his monthly salary is and is usually paid as a percentage of the collection, sales or team performance for a specific time period. Whatever be the form and the manner in which these are paid they are utilized to motivate the people to perform by rewarding those who have performed well.

For certain people monetary rewards are no longer a viable reward and they no longer provide them with the necessary impetus to perform well. In such cases non-monetary rewards are utilized such as:-

- (a) Added responsibility which goes a long way to infuse a sense in him that he is entrusted and looked after by the company and the company trusts him with added responsibility.

- (b) Open forum where the juniors and subordinates of the organization are asked to put forward their suggestions on to how the organization can perform better. Often this goes a long way to infuse a sense of pride and belonging to the juniors who are otherwise not motivated by money.

- (c) The organization can also chalk out a plan to promote the people who have spent a considerable amount of time in the organization and deserving a job role change with added responsibility. This helps them to refocus and also ensure that are happy and contributing to the organizations cause.
- (d) Praising in public is also another form of good incentive where you publicly recognize the person for his performance and praise him for that. This is a huge morale booster for an individual as it directly affects his sense of pride, and reputation in the peer group and gives him the necessary motivation to achieve bigger and better. In another way, it also motivates the ones who are not that performing and inspires them to perform.
- (e) A good and supportive working environment is also important in providing a necessary impetus to perform. Basic amenities a comfortable seating, safe and decent environment are some of the basic which affects the mind and thus the performance of the individual.
- (f) Training and job enrichment are also an important way of employee satisfaction and motivation. When the organization is putting money into the training and development of the employees they are indirectly sending out a message that the organization values them as assets of the organization. Their further development is a responsibility for the organization. This also helps motivate the employees.

An interesting way that a rewarding system can be conducted can be taken from Canon's rewarding system that operates something like this. Canon's internal suggestion system awards a certain number of

points for every suggestion that is accepted by the organization. The top 20 people who have accumulated the highest number of points from the time of the inception of the system is awarded a gold medal and a cash prize. Since this system might get repetitive being some people are way ahead of the rest in terms of accumulated points a second system where the top 30 people with the maximum points earned in a year are also awarded is maintained. These 30 people are awarded a silver medal a lesser amount of cash in prize.

Feedback

Effective feedback is a way to convey a message to the individual how he is performing. Take into consideration a simple everyday example. When we visit a restaurant, we often leave the table dissatisfied because of the poor quality of the service. However where do we convey the message that we were dissatisfied? We never leave a feedback except may be the tip that reflects how satisfied we were.

Similarly, in every organizational structure and even in personal life providing feedback is an effective way of conveying to the individual whether he has room to improve. We provide him with a general view point whether he is doing wrong or all right and where are the areas in which he can improve. Until and unless we do so, he may have absolutely no idea that he is far off the target and needs to improve urgently.

In organizational structures when you delegate you have to review and provide feedback. Sometimes when you discuss the performance in a face to face scenario the individual may be able to come down to his gray areas of performance himself and suggest ways to improve that.

Wrapping Up

Motivation is a much-needed ingredient in today's world. We are all working, but our efforts are often misguided. We are distracted with too many opportunities and we cannot focus on the task in hand. We do not understand what drives us. That is watering down our efforts, and the lack of proper opportunities and an environment to work in is impeding our progress as well.

If we are motivated, we can overcome all these problems and move along in a much better, more sure-footed manner. We will know where to go and what to do.

This applies for everyone, and we must keep it in mind when we are on the giving end of motivation as well. When we want people to do their optimal best, to really make some progress, then we need to motivate them in the right manner.

The intention of this e-Book has been to tell you of the importance of motivation and how it can help change your life and the world at large. Hopefully, you will be able to implement these principles in your routine activities.

All the best for your future!!!