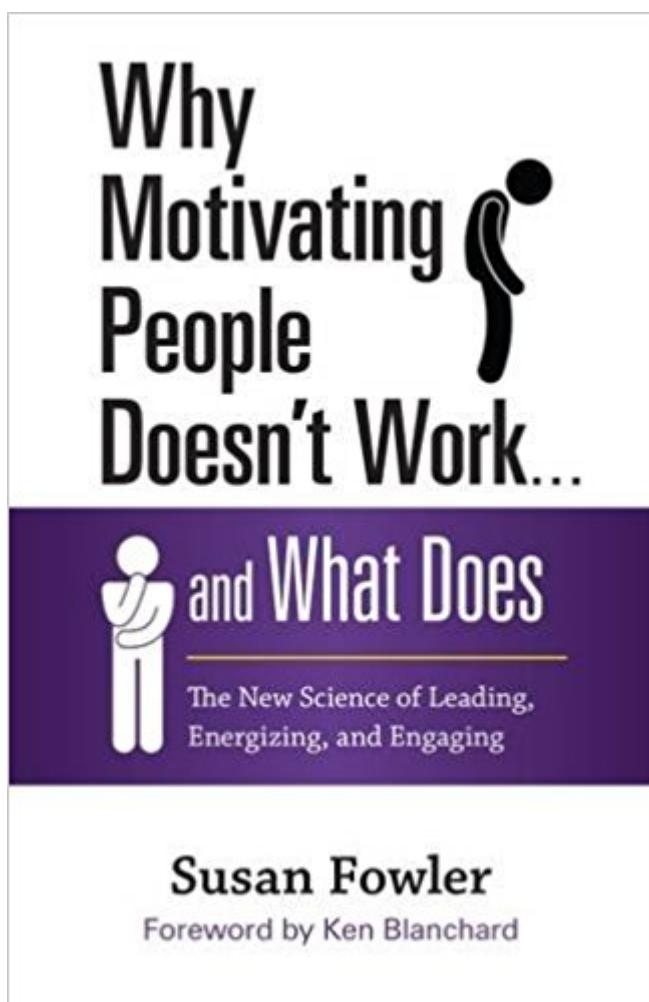


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# Why Motivating People Doesn't Work . . . And What Does: The New Science Of Leading, Energizing, And Engaging



## 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—<sup>they are already motivated but generally in superficial and short-term ways.</sup> 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—<sup>Fowler's clients include Microsoft, CVS, NASA, the Catholic Leadership Institute, H&R Block, Mattel, and dozens more.</sup> 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!

## Book Information

Paperback: 232 pages

Publisher: Berrett-Koehler Publishers; 1 edition (February 27, 2017)

Language: English

ISBN-10: 1626569452

ISBN-13: 978-1626569454

Product Dimensions: 5.5 x 0.6 x 8.5 inches

Shipping Weight: 11.2 ounces (View shipping rates and policies)

Average Customer Review: 4.7 out of 5 stars 124 customer reviews

Best Sellers Rank: #102,091 in Books (See Top 100 in Books) #100 in Books > Business & Money > Management & Leadership > Mentoring & Coaching #452 in Books > Business & Money > Human Resources > Human Resources & Personnel Management #827 in Books > Business & Money > Business Culture > Motivation & Self-Improvement

## Customer Reviews

“Think of this book as Daniel Pink's *Drive* for trainers. • œ TD

Magazine"Richly rewarding book"ala romp across the ins and outs of motivation."• People Management"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 "emotivate 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"•"I encourage leaders to read this book"• but with a warning. They may get more than they expect. I learned as much about my own motivation as I did about the motivation of those I lead."• Paula Daoust, PhD, Director, Blue Cross and Blue Shield of Kansas"•"If you believe, as I do, that people are learners who long to grow, enjoy their work, be productive, make positive contributions, and build lasting relationships, then you must read this book. Susan presents tools you can use to create a company sure to unleash everyone's full potential."• Dick Lyles, CEO, Origin Entertainment"•"We all want help to motivate the people we lead, to help them develop and grow in a productive working environment. Susan Fowler's technique shows you the right approach, leading to both the best performance and

employee commitment. • Agnes Jeanbart, Facilities Manager, Gulf, Unilever “If you read only one book this year, read this one!” • Robert L. Lorber, PhD, President, The Lorber Kamai Consulting Group “Susan reveals the recipe for motivation does not consist of carrots and sticks. Her formula has helped me lead my patients, my employees, and myself in the joyful pursuit of healthier outcomes. I would prescribe her book to everyone!” • Laura Lee Copeland, MD, MBA, FACEP, emergency physician and Director of Medical Informatics, Humber River Hospital, Toronto, Canada “One of the greatest opportunities for leaders is to help their people create meaning. Susan’s book shows us how.” • Mine Sadi, EEMEA Training Development Manager, Roche, Istanbul, Turkey “Ever wonder what makes your consumers, clients, business partners, and employees keep coming back? Susan opens your eyes to why they do and how you can make the choice to return easy.” • Tom Porter, Director, HR and Administration, Kawasaki Motors Corp., USA “This book helps leaders reflect on what keeps them going and help others feel comfortable doing the same. It is critical to make what Susan writes in her book into habit.” • Marios Loucaides, CEO, Cyprus Trading Corporation plc, Nicosia, Cyprus “No motivational buttons, no inspiring speeches, no carrots and no sticks; instead, Susan proposes greater awareness of ourselves, practicing mindfulness, and learning to align values and purpose. We should listen instead of talking and search for the right questions instead of the right answers.” • Marius Tanase, Executive Director, Farmexpert, part of Alliance Boots “Some ideas are way ahead of their time; Optimal Motivation is one of them and will shock you out of old methods of motivating people. It is the most revolutionary theory of motivation in decades.” • Andrei Foisor, Country Manager, Roche Diabetes Care, Romania “Susan’s book is provocative and pragmatic at the same time. She has successfully tapped into a longing I have had as a leader; how can I help people do what I think they naturally want to do? • grow, develop, and fulfill their potential? Susan’s propositions are surefire and easy to put to action.” • Dr. Santrupt B Misra, CEO, Carbon Black Business and Director, Group H.R., Aditya Birla Group

Based on the latest research and extensive work with hundreds of companies, Susan Fowler has a shocking message to leaders about motivating their people: STOP! In this groundbreaking book, Susan shows leaders how they can get out of the way and encourage their people to learn the skills of self-motivation.

I was fortunate to have been given a physical copy of this book. Most often, I either listen to audio books or read via Kindle. This is relevant to this review because I was so moved by Susan Fowler's book that I purchased it on Kindle and Audible. As I do with other keeper books, I'll read and apply these concepts to my business. I work in Cybersecurity and my focus is on illuminating the human element of cybersecurity. The title of this book intrigued me and I found myself curious about Susan Fowler's constructs and concepts. What I found in the book was a sizeable amount of research backed information. Susan Fowler's perspective on motivation is refreshingly different. I read this book from the viewpoint of a CEO of a small business and found my mind connecting to elements of my personal life along the way. When I talk to business owners about the value of maintaining momentum and reputation, I am referring to business attributes that can be positively and negatively impacted by motivation. Technology does not ignore policy or make decisions based on emotion, people do. Susan Fowler's points and guidance on autonomy, relatedness, and competence strike the bullseye for executives looking for ways to minimize cybersecurity risk. These are fundamental facets of high momentum companies. From a personal perspective, I found the book touched upon several of the reasons why my weight was all over the place (mostly up) over the last 25 years. The sections of the book addressing anti-drive theory were eye opening for me personally and professionally. Reading about self-regulation and mindfulness brought the point home. The primary reason I've been able to shed 60+ pounds is that I accidentally discovered these concepts through trial and error, error, error. This book does not contain odd and wacky ways to make this easy. As with so many elements of life and business, many things are simple, not easy. Other reviewers who commented about repetitiveness should strive to realize that we all connect with examples from books on our own terms. Some readers connect with the first example, while others connect with later examples. This is an overlooked reason why repetition is such an effective teaching aid. Grab this book and give it a read. You'll find value, I did!

I've had this book on my desk or close by on my bookshelf at work since I bought it back in 2014. Motivation is such an important topic at work and leaders are always looking for ways to motivate their team members. Susan Fowler turns that idea on its head by reminding leaders that true motivation comes from within. In some ways that might seem obvious, but as Fowler points out, most of us are conditioned to expect and use "outside" motivators like reward or punishment to keep people interested in getting the job done. What Fowler reminds us--and why I keep this book close by--is that there is a better way which includes finding personal purpose and meaning in the

task--whatever it is. Using real-life examples Fowler shows us that looking at basic human needs such as creating autonomy, improving relatedness, and building competence will yield a higher quality and sustainable motivation more than what she calls "junk food" extrinsic motivators. This is a great book that you'll enjoy the first time you read and, if you're like me, turn back to time and again for a refresher.

My favorite takeaways from this Susan Fowler's book: the realization that the quality of our motivation is what defines our motivational outlook and that motivation is a skill we can learn and nurture. The practical approach on how the Spectrum of Motivation model can be applied to tackle day-to-day activities (at work or home) is something I practice every day especially the learning on how to shift from an "Imposed outlook" to an Aligned and Integrated outlook. Susan's explanation on how we can promote high-quality self-regulation, I think is fundamental in identifying the triggers that can help with shifting our motivational outlook. The information Susan shared in this book is priceless, especially for those leaders that really want to serve their people and customers, because after all, the nature of human motivation is not about making money, is about making meaning and having a sense of purpose.

Susan Fowler provides a very useful model to learn about motivation. If there is just one book you are going to read about the art of motivation, this is it. What I found to be most useful were:(1) Her six levels of motivation (Spectrum of Motivation),(2) how motivation involves the three psychological needs of autonomy, relatedness, competence,(3) the three components of self-regulation (mindfulness, values and purpose),(4) her very useful insights on mentoring others for optimum self-motivation, and finally,(5) her great chapter on a new look at five prevailing beliefs in the workplace that work against motivation.I believe a major function of leadership is motivation, encouraging, empowering, and doing what is needed for everyone around to reach their optimal levels of engagement. They have the great personal benefit of doing so, your organization receives the dividend, and your audience (customer, client, etc.) does. Everyone wins when motivation is healthy and constant. This book is one more good tool to become a Great Motivator.

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