
Motivation:
Igniting Exceptional Performance

T r a i n i n g L e a d e r ' s G u i d e

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P r e p a r a t i o n M a t e r i a l s

Introduction

The best way to create an energetic and successful work environment is to hire, train, and retain motivated employees. Sounds simple, right?

Actually, it can be. Motivating employees doesn't have to be as hard as it is sometimes made out to be. The video *Motivation: Igniting Exceptional Performance* and the training exercises included in this guide are designed to teach managers some simple but very effective solutions for motivating employees.

During this session, your participants will learn six tools for motivating employees. They are:

- Communicating
- Being visible
- Soliciting suggestions
- Developing trust with employees
- Rewarding employees
- Encouraging creativity

The two organizations profiled in the video provide effective examples of how their motivational techniques have empowered employees and driven their respective organizations toward success. The exercises in this guide have been designed to promote discussion and to further stimulate participants to think of ideas that will be effective in their own work environments.

Icon Key



Flipchart



Read or
Paraphrase



Overhead



Worksheet



Video



Ask and Discuss

Training Session Checklist

This checklist should be used to help you gather all necessary materials for the training session.

Meeting Preparation

- Determine your training objectives.
- Measure the current status of your participants using the Pretraining Survey.
- Choose different ways to train to ensure transfer of information.

Location

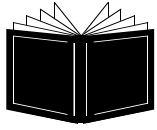
- Create a relaxed environment.
- Make sure all seats have a good view of the visuals.
- Make sure there is enough light to take notes when participants view the video
Motivation: Igniting Exceptional Performance.
- Provide an adequate writing surface for participants.
- Check for good acoustics.
- Verify that your room is accessible and equipped for participants with disabilities.

Video Equipment

- Make sure the VCR is properly connected to the monitor.
- Test the VCR, and check monitor for proper picture, color, and volume.
- Make sure the tape is rewound and ready to play before beginning your session.
- Check all other equipment for proper operation.

Materials

- Training Leader's Guide*
- Videotape—*Motivation: Igniting Exceptional Performance*
- AMI How-To Book—*Motivation in the Workplace: Inspiring Your Employees*
- Overheads
- Paper and Pencils
- Additional Equipment
- Participant Worksheets



*Motivation in the
Workplace: Inspiring
Your Employees*
by Lydia Banks

Trainer's Instructions for Using the Book **Motivation in the Workplace: Inspiring Your Employees**

Group Training Sessions

Motivation in the Workplace: Inspiring Your Employees, part of AMI's How-To Book Series, is an excellent complement to your group training session. Throughout this guide, we have included several exercises from *Motivation in the Workplace: Inspiring Your Employees*. To use the book effectively, you may:

- Use the exercises we have developed for this course, incorporate other exercises from the book that you feel better meet the needs of your organization, or use a combination of both.
- Assign reading of an entire chapter of the book that covers an area you wish to emphasize in your session.
- Assign reading of the entire book and completion of assigned exercises.

Self-Study

No time to call everyone together for training? No problem—American Media has made training even easier with its self-study programs. By combining the effectiveness of the video *Motivation: Igniting Exceptional Performance* and AMI's How-To Training Book *Motivation in the Workplace: Inspiring Your Employees*, your employees can improve their skills through self-guided study.

Written in a user-friendly, easy-to-understand style, the book includes interactive exercises in each chapter to help the reader process the information and put it into action—ensuring that the information makes an impact.

On-the-Job Reference Tool

Providing copies of the book to each training participant allows you to continue instilling the importance of improving workplace performance after your session is completed. The book is an excellent tool for continued learning and provides an easy, hands-on reference for use on the job.

Tips for Transferred Learning

Keep in mind the following tips when conducting any adult training. You may wish to review these tips and incorporate them into your session planning.

1. Adults learn when they feel they need to learn.

Discuss ways your training will help participants improve job performance by learning how to motivate employees.

2. Adults learn through practical application.

Use the exercises found in this Training Leader's Guide, or create your own to give participants an opportunity to practice skills they can take back to their jobs. Also, provide reinforcement tools, such as copies of the How-To Book *Motivation in the Workplace: Inspiring Your Employees* for your participants to take back to their jobs for continued and reinforced learning.

3. Adults learn by solving realistic problems.

Discuss and analyze actual on-the-job situations. Allow the trainees to solve these real-life problems by using what they have learned.

4. Adults learn in an informal environment.

Design your training room to be as informal as possible. Avoid classroom-style seating. If appropriate, encourage training participants to wear casual clothing. Encourage discussion and interaction to make participants feel more comfortable.

5. Adults learn by different training methods.

Vary your training methods. Combine discussions, role-plays, case studies, self-evaluations, and action planning in your training session. Using a variety of methods reinforces your message and promotes audience involvement.

6. Trainers learn through follow-up methods.

Follow-up methods are crucial when determining the success of transferred training. Feedback from your participants' managers; follow-up surveys or training sessions; three-, six-, and nine-month skill-testing sessions, etc., can help you evaluate the information being used on the job site.

Possible Session Agendas

Two session agendas have been provided to help guide you through your *Motivation: Igniting Exceptional Performance* training session. You can modify these agendas to meet the needs of your participants. A blank agenda sheet is also provided on page 13 if you wish to create your own agenda.

1 1/2-Hour Session

Activity	Time	Page
Introducing the Session to Participants	10 minutes	18
Show Video and Review	30 minutes	19
What Is Your Goal? Exercise	15 minutes	20
Creating an Action Plan	15 minutes	27
Posttraining Survey	15 minutes	28
Session Evaluation	5 minutes	

3+-Hour Session

Activity	Time	Page
Introducing the Session to Participants	10 minutes	18
Show Video and Review	30 minutes	19
What Is Your Goal? Exercise	15 minutes	20
Break	10 minutes	
Communicating Exercise	15 minutes	21
Visibility Exercise	15 minutes	22
Soliciting Suggestions Exercise	15 minutes	23
Developing Trust Exercise	15 minutes	24
Break	10 minutes	
Rewarding Employees Exercise	10 minutes	25
Encouraging Creativity Exercise	15 minutes	26
Creating an Action Plan	15 minutes	27
Posttraining Survey	15 minutes	28
Session Evaluation	5 minutes	

Trainer's Personalized Session Agenda

You may want to plan a session that is different from the agendas provided on page 12. Below is a blank agenda to assist you in outlining your session.

Activity	Time	Page
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Invitation Memo to Participants

This memo can be sent to your participants approximately one to two weeks prior to your training session. Modify the memo to fit your specific needs.

(Today's Date)

TO: (Participant's Name)
FROM: (Trainer's Name)
RE: ***Motivation: Igniting Exceptional Performance*** Training Session

Put a fresh spin on things! Learn how to create lasting enthusiasm among dragging employees.

On (insert date), we will be holding a training session on how to provide numerous ways to generate ideas, increase productivity, and reinforce communication for a take-action work environment. We will showcase the nature of motivation, its results, and how to keep it going.

During the session you will learn six tools for motivating employees. They are:

- Communicating
- Being visible
- Soliciting suggestions
- Developing trust with employees
- Rewarding employees
- Encouraging creativity

To help us get the most out of our training session, please take the time to complete the enclosed Pretraining Survey and return it to me by (insert date). Your honest response to these questions will help us place emphasis on critical areas.

Please mark your calendar so you can attend this very important training session.

Thanks!

Trainer's Instructions for the Pretraining Survey



1. Complete the Invitation Memo to Participants (page 14), and enclose a copy of the Pretraining Survey (included with Participant Materials) for each of the participants. Ask them to complete the survey and return it to you at least five days before the training session.
2. Use the Pretraining Survey to evaluate the needs of your participants. This survey will allow you to design the training session to emphasize areas or topics of importance.
3. A Posttraining Survey is also provided for use at the end of the training session, to determine if your training goals have been met or if further education and training are necessary.

Motivation:
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T r a i n i n g M a t e r i a l s

Introducing the Session to Participants

Time Required:

- 10 minutes

Materials Needed:

- Overhead 1

Objective:

- To introduce participants to each other and create an environment conducive to training

Trainer's Instructions



-
1. Ask participants to go around the room and introduce themselves. Ask participants to briefly explain their jobs and what motivates them to do their job well.
 2. After all participants have finished their introductions, introduce yourself to the group. Then describe the agenda for this training session and outline the training goals.
 3. Display Overhead 1. Read or paraphrase the following to the group:
During the session you will learn six tools for motivating employees. They are:
 - **Communicating**
 - **Being visible**
 - **Soliciting suggestions**
 - **Developing trust with employees**
 - **Rewarding employees**
 - **Encouraging creativity**

Show Video and Review

Time Required:

- 30 minutes

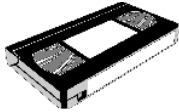
Materials Needed:

- Video—*Motivation: Igniting Exceptional Performance*
- Note Page

Objective:

- To show video and discuss as a group
-

**Trainer's
Instructions**



1. View the video *Motivation: Igniting Exceptional Performance*.
2. Encourage participants to take notes for each of the main ideas presented.
3. After viewing the video, discuss the following ideas:
 - What was your overall impression of this video—positive or negative? Explain.
 - Have you tried to use any of these ideas in your own environment? Why do you think they did or didn't work?
 - What ideas presented in the video do you think would absolutely not work in your work environment? Explain.

What Is Your Goal? Exercise

Time Required:

- 15 minutes

Materials Needed:

- Blank paper
- Optional: Organization's or department's mission or goal statements
- AMI How-To Book—*Motivation in the Workplace: Inspiring Your Employees*

Objective:

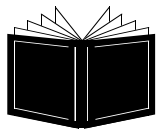
- To focus the motivation effort toward the organization's, department's or individual participant's specific goals
-

**Trainer's
Instructions**



1. Read or paraphrase the following to the group:
The video showed us examples of motivated employees and how their motivation affects the success of the organization. The more motivated employees are, the more productive they will be in working toward a common goal.

Let's take a moment to define our department's (or our organization's) main goal. By defining a common goal, we will be able to establish the focus of our employees' motivation.



2. Ask participants to write down the goal for their department or work area. Allow five minutes. You may wish to provide existing goals for your organization or department. If you or your participants have questions about goal setting, refer to page 31 of the AMI How-To Book *Motivation in the Workplace: Inspiring Your Employees*.

3. Ask for volunteers to share their goal statements with the group.



4. Read or paraphrase the following to the group:
You've now taken the time to define your department's/organization's goal. It's in writing where you can pull it out when needed to remind yourself and your department of your common goal. As we learn different methods for motivating employees in the following exercises, remind yourself of this goal and how your new knowledge of motivation techniques can lead you to achieving this goal.

Communicating Exercise

Time Required:

- 15 minutes

Materials Needed:

- None

Objective:

- To create an environment conducive to open communication
-

**Trainer's
Instructions**



1. Break participants into pairs. Ask each participant to interview his or her partner to find out basic information about the other person's life. Some examples include marriage status, children, hobbies, etc. Tell participants not to be limited by these categories. They are free to be as creative as possible with their questions. (Examples: "If you were stranded on a deserted island, what five things would you want to have with you?" or, "What would you consider to be the greatest invention of the 20th century?")
2. After about 5 minutes, ask participants to speak for 1 minute or less on what they learned about their partners. Continue around the room until everyone has spoken.
3. Once everyone has spoken, ask the following questions and encourage discussion about each:
 - What types of things did we learn about each other that create a common ground? (i.e., Are most of us married, do most of us have children, do we have common hobbies, etc.)
 - What was the most interesting thing we learned about one of us? (i.e., someone parachuted for the first time last week, someone traveled through Tibet when they were in college, etc.) Why is that so interesting?
4. Read or paraphrase the following to the group:
 Obviously, we only scratched the surface of finding out about each other. Often what we don't know about each other is greater than what we do know. Taking the time to talk with each other and with employees will often reveal special skills, talents, and interests that may contribute to the overall spirit and cohesiveness of the department. And it will certainly help create an atmosphere of openness and freedom of expression.



Visibility Exercise

Time Required:

- 15 minutes

Materials Needed:

- Flipchart or chalkboard

Objective:

- To become visible and available to employees
-

Trainer's Instructions



1. Read or paraphrase the following to the group:
The video mentioned the importance of being visible to your employees and the idea of “managing by walking around.” Let’s discuss this idea a little further and see how we can make it usable in our environments.
2. Present the following question to participants and discuss.
How can I “manage by walking around” and still get my own work done?
3. Ask participants to brainstorm for ideas on how to implement this management style. (Example: Set aside time every week—one to two hours—in which employees can reserve time with you to discuss issues.)
4. Write all ideas on a flipchart or chalkboard. As a group, decide on the best ideas and how to make all ideas work.

Soliciting Suggestions Exercise

Trainer's Instructions



Time Required:

- 15 minutes

Materials Needed:

- None

Objective:

- To solicit suggestions from employees
-

1. Read or paraphrase to the group:

The video suggested that we need to create a “system for encouraging suggestions.” Some of the ideas expressed include:

 - Interact with employees in their environment.
 - No idea is a bad idea.
 - Empower teams to try new ideas.
 - Keep the doors of communication open.
 - Make employees feel special and involved.

We’re going to take a closer looks at these ideas and see if we can make them work in our environments.
2. Break participants into small groups. Assign each group one of the ideas listed above, and ask them to brainstorm for ways to implement that idea into the workplace. Encourage creativity (i.e., be an intern for a day with your employees, provide luncheons for employee groups—have lunch with typesetters one month, with programmers the next, etc.).
3. After 10 minutes, ask each group to choose a spokesperson to share its ideas with the larger group. Each group should explain what idea it was given and what implementation procedure they came up with.
4. When all ideas have been shared, discuss as a large group and choose those ideas that seem most likely to work. Write these ideas on a flipchart.



Developing Trust Exercise

Time Required:

1. Break participants into small groups. Provide each group with one of the scenarios listed on the Trust Scenarios Worksheet (included in the Participant Materials).
2. Instruct each group to discuss their scenario. Each group should come up with a solution for:
 - How to remedy the situation
 - How the manager can build trust between him- or herself and the employee(s) involved
3. After 10 minutes, ask each group to share its ideas with the larger group.
4. Read or paraphrase the following to the group:

Trust is the hardest bond to develop between any two people, probably because we have all been hurt by trusting people who have let us down. But to create a truly efficient and successful work environment, you must find ways to establish trust among your employees and between you and your employees.