
The Manager as Motivator

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The Manager as...
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PRAEGER

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Publisher's Note

The backbone of every organization, large or small, is its managers. They guide and direct employees' actions, decisions, resources, and energies. They serve as friends and leaders, as motivators and disciplinarians, as problem solvers and counselors, and as partners and directors. Managers serve as liaisons between executives and employees, interpreting the organization's mission and realizing its goals. They are responsible for performance improvement, quality, productivity, strategy, *and* execution—through the people who work for and with them. All too often, though, managers are thrust into these roles and responsibilities without adequate guidance and support. MBA programs provide book learning but little practical experience in the art of managing projects and people; at the other end of the spectrum, exceptional talent in one's functional area does not necessarily prepare the individual for the daily rigors of supervision. This series is designed to address those gaps directly.

The Manager as ... series provides a unique library of insights and information designed to help managers develop a portfolio of outstanding skills. From mentor to marketer, politician to problem solver, and coach to change leader, each book provides an introduction to the principles, concepts, and issues that define the role; discusses the evolution of recent

and current trends; and guides the reader through the dynamic process of assessing their strengths and weaknesses and creating a personal development plan. Featuring diagnostic tools, exercises, checklists, case examples, practical tips, and recommended resources, the books in this series will help readers at any stage in their careers master the art and science of management.

Preface

I wrote this book because I had to motivate *myself* for parts of my career. I worked for a few leaders whom I would follow almost anywhere. I wish there had been more who really tapped my desires, energy, and talent.

I wrote this book because I have seen managers struggling to cause the living dead just to twitch.

I wrote this book because I have studied what managers can do and have done to develop highly motivating work environments. I want to share their stories. I wrote this book because I believe that inside every person there is a match waiting to be lit. Sometimes the person who can light the fire and give it kindling is the boss. I want to see people blaze.

This book is written for the supervisor who has to show up every day and figure out how to “motivate” the folks who work for him or her. Corporate downsizings, rightsizings, uprisings, and capsizings might be happening all around, but the average day-to-day work has to get done. Bills have to go out, repairs have to be made, and customer calls have to be answered. Each day, people are on the line to make things happen through other people. Inside are practical ideas to help do that. I hope that you enjoy reading this book and that it makes a real difference in your ability to motivate others.

WHAT YOU WILL MISS IF YOU DON'T READ THIS BOOK

The Manager as Motivator will give you timeless motivational principles that are simple to understand and execute in your work environment. You don't need inborn magical qualities or the ability to make an inspiring pep talk to motivate people. This book will give straightforward approaches you can apply to all aspects of your life.

This book is meant to be used, not read and put on a shelf. It's a personal coach to pick up anytime you are wrestling with the best way to help employees reach their fullest potential. Unlike others, this book focuses not only on how to cause excitement in your employees, project team members, and other coworkers, but also on how to build a *sustainable* motivating work environment.

Acknowledgments

Patricia Boverie and I began studying passionate work in 1999. I had been focusing my efforts on understanding personal power and mission but was looking for something I could feel even more strongly about studying. Patsy suggested the study of passionate work, and I immediately jumped on board. I will always be grateful to her for uncovering that path.

My thinking about passionate work as described in this book originated in the work that Patsy and I pursued together over the last seven years, and I continue to be influenced by what we have learned. A number of the stories and examples you will read here were first described in our newsletter, *Leading with Passion*, or in our book, *Transforming Work: The Five Keys to Achieving Trust, Commitment, and Passion in the Workplace*.¹ Other examples came from our research with organizations and leaders. “Occupational intimacy” is a concept we developed together, and it is described in detail in *Transforming Work*.

Writing a book takes many hands. My 2005 leadership class helped my initial thinking—I owe thanks to Kolby Cordingley, Jeremy Crook, Jason Flora, David Fry, Shane Goodwin, Dustin Harris, Brian Howard, Garth Jensen, Janiel Nelson, Ellen Rogo, Donald Schweitzer, Cynthia Strong, Li Su, and Greg Venema. Pam Twilegar read parts of the book and gave

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Finally, my gratitude and love goes to my family and friends, especially my parents—Roger and Jane Kroth—who always encouraged me, believed in me, and were the sources of much of my thinking regarding what is really important about motivating people. My wife, Lana, and my two children, Shane and Piper, are my life. This would not be possible without their love and support.