## CONTENTS

#### Acknowledgements ix

#### O1 Introduction 1

The generational differences example 2
Two illustrative examples of motivation and performance 4

Conclusion 5

Further resources 6

References 7

#### O2 A model of motivation 9

Introduction 9

Two-factor theory 10

The two main factors and the HPMI motivation test 13

The Hierarchy of Needs 15

Conclusion 17

References 18

#### O3 Generational differences 19

Introduction 19

A case study 21

Generational difference theories 22

Problems with generational myths 24

Older workers 26

Looking further back 28

Context and environment 29

HPMI evidence of generational differences 31

Conclusion 33

References 34

## O4 The biology of stress and well-being 37

Introduction 37

Stress at work 39

The biology of stress 42

Stress and optimal arousal 44
Long-term effects and the HPTI axis 47
Conclusion and notes of caution 50
References 52

## **O5** Measuring motivation 55

Introduction 55

Testing, assessment and valued characteristics 55

A brief (but useful) diversion 58

Qualitative information 62

Tips from a successful assessment company 65

Conclusion 73

Further reading 74

References 75

## Of The power of communication and conversations 79

Introduction 79

Body language at work 80

Formal communication and types of conversations 84

E-mail compulsivity 86

Texting/messaging 89

On emojis, gifs and hieroglyphs 91

Interviews and a good lunch 95

The misguided inspection 97

Performance reviews and regular 'check-ups' 98

References 99

#### **O7** Intrinsic motivation 101

Introduction 101

What good work does for you 102

Drive at work 108

Energy at work 110

Flow at work 111

How to foster passion, energy, flow and drive 113

Money, intrinsic and extrinsic motivation 114

Conclusion 118

References 119

# Work engagement, organizational health and culture 121

Introduction 121

The performance delusion: a path to disengagement 123

An initial caution on working from home 125

Complete flexibility: a case study from Ryan LLC 128

Organizational culture 130

Organizational health 133

A quirky option: walking meetings 136

Conclusion 137

References 137

#### 09 Extrinsic motivation and rewards 141

Introduction 141

From concrete to abstract rewards 142

Need for power 147

The desire for fame, and narcissism 148

Recognition and recognition programmes 151

Recognition for outcomes versus people 153

Motivating for quality versus quantity 155

Conclusion 157

References 158

#### 10 Culture and values 161

Introduction 161

On culture and culture change 161

Two case studies 165

Linking organizational, team and individual values 172

A concluding case study: practical example 175

References 177

## 11 The importance of motivation gaps 179

Introduction 179

Mind the motivation gap 180

Two spy stories 182

Millennial motivation: a unique case study 185

Conclusion 189

References 190

### 12 Outsourcing motivation 191

Introduction 191

An example of subcontracting 192

Zero hours contracts 193

The skills argument 195

An illustration from succession planning 198

Conclusion 199

References 200

#### 13 The dark side and derailed motivation 201

Introduction 201

Gangs, cults and terrorist organizations 201

Techniques of toxic organizations 204

Misdirected motivation 205

Organizational defence mechanisms 207

Three dark-side factors and motivation 211

Optimality and the adaptive dark side 214

Conclusion 214

References 216

## 14 Best and worst practice from real companies 217

Introduction 217

Cautionary tale 1: Enron and destructive culture 218

Best-practice example 1: G Adventures 222

Best-practice example 2: Ryan LLC 225

Conclusion 232

References 234

Going further 235

Index 237