

The best of motives

Informing and involving



A Video Arts production featuring Gary Olsen, Amanda Redman, Ken Campbell, Rosemary Leach, Gwynneth Strong and Philip McGough.



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Titles in this series:

Absence minded: managing absenteeism
An inside job: meeting internal customer needs
Building the perfect team: Belbin's team role theory in action
Can you spare a moment?: counselling skills for managers
Demanding customers: customer care made perfect
Does the team work?: improving effectiveness through teamwork
First among equals: leading a team
Going to a meeting, part 1: messing up a meeting
Going to a meeting, part 2: meeting menaces
How am I doing?: the performance review
How to lose customers without really trying: keeping the customer satisfied
I wasn't prepared for that: overcoming the fear of making presentations
I'd like a word with you: the discipline interview
If looks could kill: the power of behaviour
It's your choice: selection skills for managers
Meetings, bloody meetings: making meetings more productive
More bloody meetings: the people side of meetings
Negotiating - tying the knot: a skill for life
No complaints?: complaints and the customer
Not my type: valuing diversity
On the receiving end: making call centres more effective
Performance matters: the importance of praise
Performance matters: the need for constructive criticism
Performance review: every manager's nightmare
Performance review: every appraisee's dream
Project management: leading a project team
Report writing: the art of writing a good report
Selecting the perfect team: utilising internal and external resources
Sell it to me! parts 1 & 2: essential skills for a salesperson
Straight talking: the art of assertiveness
Talking to the team: how to run a team meeting
Team spirit?: how to be an effective team member
Telephone behaviour: the rules of effective communication
The balance sheet barrier: the basics of business finance
The best of motives, parts 1 & 2: informing and involving
The dreaded appraisal: both sides of the appraisal interview
The grapevine: communicating in a world of change
The helping hand: coaching skills for managers
The paper chase: cutting back on paperwork
The unorganised manager, parts 1 & 2: damnation and salvation
The unorganised manager, part 3: divine intervention
The ultimate change show: managing change
The ultimate stress show: managing stress
Who sold you this, then?: effective after-sales service
You'll soon get the hang of it: the techniques of one-to-one training

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GTW-1-GTW-19 Group training workbook*

SSW-1-SSW-28 Self-study workbook*

OHP-1-OHP-12 Presentation 'slides'/OHPs*

Certificate*

*Copies of these resources are included within this book. They are also available on the enclosed CD-ROM or DVD to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts

Congratulations on choosing **The best of motives** from Video Arts to help develop the skills in your organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 programmes on video, DVD and CD-ROM/on-line covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



Frank (Gary Olsen) learns that telling people what to do does not amount to motivating them.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success, people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video-based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with an angry customer?*' and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us have an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material that goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

Introduction

Management is about getting better results from a group of people than they would have got if you hadn't been there. That doesn't involve standing over them and monitoring their every move. It means creating a climate in which people want to work. Motivation matters. Without motivation it is harder to get things done and impossible to get them done well. Motivation can make all the difference between success and failure.

We live in a world where organisations that stand still are, in effect, going backwards. Without continuous improvement, failure beckons. To achieve that improvement, we have to tap the energies, ideas and initiative of everyone in our organisations. They all have to be involved in solving problems, spotting mistakes, thinking ahead and looking for ways to do things better. That type of contribution cannot be imposed. The only reason why people work this way is because they want to.

Getting people to want to bother is what management is all about. Fortunately the ability to motivate is not some rare gift awarded to a chosen few. It is a technique which everyone can learn. We all recognise it when people motivate us, and we recognise it even more clearly when they demotivate us.

The programme based on the two **The best of motives** videos presents the techniques which all managers can use to help their teams produce winning results.

Objectives

Those who work their way through the **The best of motives** training programme will be able to:

- Share and discuss their own experiences of motivation and demotivation
- Recognise what a motivated team looks like and identify different sets of factors which tend to motivate and demotivate
- Recognise six key principles of motivation:

People need:

- Information
- Feedback
- Recognition

Managers must:

- Listen
 - Involve
 - Empower
- Agree how to put these principles to work with their own teams
 - Devise individual Action plans

Using The best of motives

- **Dual use.** The programme can be used either as a conventional training course with a small group, or for self study by individuals. The pack contains guidance and appropriate materials for each use
- **Electronic resources.** Most of the support materials, such as OHPs and the workbooks, are supplied on CD-ROM or DVD. This makes it easy for you to customise them to your specific requirements and allows you to print as many copies as you need for group or individual use

The target audience

The programme will be useful for all team leaders and managers, particularly those who are fairly new to the manager's role. The ideal group size is eight to twelve people.

The course leader

You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

Other titles available from Video Arts which will help you improve your team's motivation include:

- **Feedback for performance** We all need feedback: - recognition when we are doing well, guidance when we could be doing better. This programme shows how to give and receive feedback in a variety of situations. As well as an 18-minute drama, it contains 30 short video triggers
- **Fish! and Fish! sticks** These two videos from Charthouse International are short, hugely entertaining documentaries about the Pike Place Fish Market in Seattle. The people there have an energy and passion for their work which comes from their determination to enjoy what they do. **Fish!** explains their vision. **Fish! sticks** shows how to keep it alive and make it more powerful
- **Motivating the team** People are not all motivated at work by the same things. This programme demonstrates how to meet the motivational needs of a team by using the SPUR approach - providing work which is Self-determined, Purposeful, Useful and Rewarding
- **Performance matters: the importance of praise** This is one of a pair of programmes about how to improve performance. The other deals with criticism. With the help of the narrator, John Cleese, a manager learns how to apply the Seven Golden Rules of Praise - Make it Specific, Talk about It, No Sting in the Tail, Put it on Record, Make it Public, Pass Praise On and Look for Opportunities to Praise People
- **Performance matters: the need for constructive criticism** In this programme a manager learns how to employ criticism to prevent mistakes and to improve staff performance
- **Talking to the team** This programme demonstrates the importance of keeping teams briefed and shows how to conduct effective team briefings
- **The empowering manager** This programme demonstrates how managers should work with their teams to improve results. It includes a self-learning video and 10 workbooks
- **The empowerment pocketbook and The motivation pocketbook** These are from the hugely successful Management Pocketbook series

What the pack contains

The best of motives: parts 1 and 2 videos

The best of motives consists of two videos which will help all new and not-so-new team leaders to improve or refresh their motivation skills.

The videos consist of comedy drama presented and written by Sir Anthony Jay and starring Gary Olsen as Frank, a well-intentioned head of department, who learns that telling people what to do does not amount to motivating - or managing - them.

Frank fails to get the best out of the team - Jean, Molly, Pat, Bill and Alan - for whom work has become just a chore and a meaningless one at that. Although the team tends to regard him as a dictator, Frank is harassed rather than tyrannical - he means well but doesn't motivate well. The action is set in a mail-order company, but Frank's need for motivation skills could occur anywhere, in any type of organisation and with any type of team.

The lessons of good motivation are amply illustrated through Frank's experiences in the gym where he works out. A mischievous Charlie, who is only too well aware of Frank's management style, gives him some of his own medicine by treating him in a very old-fashioned, drill-sergeant manner. But the manager of the gym - Georgina - is a coach in every sense of the term. She helps Frank to improve his performance not only in the gym but also in managing his team at work.

Course leader's guide

- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied both in this manual, and on CD-ROM or DVD.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **The best of motives**.

Self-study workbook

This workbook, which is supplied both in this manual and on CD-ROM or DVD, contains detailed instructions which enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **The best of motives**.

Links to NVQs

Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as examples of targets, objectives and measures of performance for their team. These will form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

Presentation 'slides'/OHPs

These are master copies supplied both in this manual and in Microsoft® PowerPoint® on CD-ROM or DVD for printing onto acetate or for use as a computer-driven 'slide' show.

Certificate

This manual and the CD-ROM or DVD also contains a blank certificate which users can customise and issue to those who have completed the course based on **The best of motives.**

Computer disks

As explained above, the computer disks contain copies of:

- Objectives and programme (Microsoft® Word®)
- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

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Course leader's guide

Course programme

How to prepare the programme

Session 1 Introduction and objectives

Session 2 What motivation looks like

Session 3 Factors that affect motivation

Session 4 Nobody ever tells us

Session 5 Nobody ever asks us

Session 6 Action plan



Course programme

This is a suggested programme for a half-day course based on *The best of motives*.

You may choose to incorporate additional sessions to cover key points specific to your organisation, or just take elements of the course and run a series of short sessions covering each aspect of ***The best of motives*** individually.

If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

Video Arts Training Services can be contacted at:

Video Arts Limited

Tel: 020 7400 4800

email: info@videoarts.co.uk

The programme overleaf is an outline of the course.

Each session is covered in detail later in the Course leader's guide.

Session no.	Session content	Approx. timing
Session 1	Introduction and objectives <ul style="list-style-type: none"> • Welcome and housekeeping • Objectives • Structure of the course 	<i>10 mins</i>
Session 2	What motivation looks like <ul style="list-style-type: none"> • Exercise • Discussion 	<i>15 mins</i>
Session 3	Factors that affect motivation <ul style="list-style-type: none"> • Exercise • Discussion 	<i>40 mins</i>
Session 4	Nobody ever tells us <ul style="list-style-type: none"> • Video: The best of motives part 1 • Discussion • Exercise 	<i>75 mins</i>
Break		<i>15 mins</i>
Session 5	Nobody ever asks us <ul style="list-style-type: none"> • Video: The best of motives part 2 • Discussion • Exercise • Video summary 	<i>75 mins</i>
Session 6	Action plan <ul style="list-style-type: none"> • Action plan • Course summary 	<i>10 mins</i>
Total:		<i>4 hours (including break)</i>