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INTRODUCTION

ABOUT THIS PROGRAM

This Trainer's Toolkit for *Employee Motivation: Journey to Success* provides you with necessary tools to develop your employees' ability to motivate themselves. This program is designed to illustrate the power of self motivation, the commitment necessary to make dreams come true, and the personal satisfaction attained when goals are achieved.

Employees will learn the importance of looking within when setting goals as well as how to achieve the goals they set for themselves.

All employees within the organization will benefit from this motivational training program. This program will encourage employees to be positive thinkers, looking for the best in every situation and approaching each day with eagerness to make the most of it. It will provide them with the tools to stay on track when they encounter obstacles.

This Leader's Guide is part of the Trainer's Toolkit for *Employee Motivation: Journey to Success*. The Leader's Guide permits you to use this program in many different ways, giving your organization the flexibility to determine which training format is best for its specific needs. The video is approximately 21 minutes long and can be stopped easily for discussion of important points if you wish.

The overhead transparencies in this Leader's Guide will assist you in the presentation of this material. The overhead information may be transferred to a flipchart as an alternative to overhead projection.

Illustrated employee handbooks are also available for use with this program. These handbooks cover the highlights of the training and are a helpful note-taking and reference tool.

We recommend that you tailor the program to your organization's needs by including specific information unique to your employees. The specifics of how you teach the class are up to you.

TRAINING MATERIALS

You will need:

- A training room located away from major distractions or interruptions
- A comfortable arrangement of chairs and tables, preferably in a circular pattern with an opening for the TV monitor and other visual aids (Be certain all participants can see the viewing screen and each other)

- Adequate lighting that can be adjusted while viewing the video

PREVIEW

Introduction

- A location, possibly including a podium and/or flipchart, from which the trainer/speaker can lead discussions
- The training video *Employee Motivation: Journey to Success*
- TV/VCR with remote
- Copies of the class agenda (see page 5)
- An employee handbook and pencil for each participant
- A flip chart or dry-erase board and appropriate markers
- An overhead projector, transparencies and transparency markers
- Other useful visual aids
- Copies of the Post-Test and Evaluation for each participant (see pages 17&18).

PREPARATION

Preparation is the key to effective training. There are several things you need to do prior to the session:

Invite participants

Send out letters or memos to participants or post a notice two weeks in advance of the training date. (Sample included on page 6.) State location, date, time and meeting agenda. Administer the Pre-Test in advance (see page 14).

Training Objectives

Define the training objectives of this presentation. Training objectives should coincide with the particular needs of your organization and reflect the content of the video. Some examples are:

- Discuss the five steps of the SPARK model
- Explain the importance of setting goals
- Discuss the power of positive thinking
- Review the importance of accepting risks
- List the benefits of responding to each others' needs
- State ways you can keep striving despite obstacles.

Determine the training objectives so that you can identify the approach to take for the training session. It is also important to decide what level of proficiency is expected from participants upon completion of the training.

2-HOUR SESSION AGENDA

INTRODUCTION	15 MINUTES
VIDEO & DISCUSSION	45 MINUTES
EXERCISE 1	15 MINUTES
EXERCISE 2	20 MINUTES
SESSION SUMMARY	25 MINUTES

3-HOUR SESSION AGENDA

INTRODUCTION	15 MINUTES
VIDEO & DISCUSSION	45 MINUTES
EXERCISE 1	15 MINUTES
EXERCISE 2	20 MINUTES
BREAK	20 MINUTES
EXERCISE 3	40 MINUTES
SESSION SUMMARY	25 MINUTES

Introduction

SAMPLE OF INVITATION MEMO

Date: *August 4, 1999*

To: *The Sales Department*

From: *David Surry, Human Resources Manager*

Re: *Employee Motivation Training Session*

We have an exciting session planned, designed to help you in setting and achieving personal goals in a spirit of enthusiastic cooperation with others. Most of us are positive thinkers, looking for the best in every situation and approaching each day eager to make the most of it. But when life throws us a curve ball, the map to our destiny gets lost in the chaos. This program will provide you with tools to keep you on track and encourage positive thinking when you encounter roadblocks.

Please plan to be at the training session on *August 18, 1999*, at 2:00 p.m. We will be meeting in the *main conference room* for a *three-hour session*. If you are unable to attend, please contact me at 323-4598 as soon as possible.

Goals of the training session are:

- To inspire you to be proactive about self motivation
- To understand the importance of self assessment when setting and achieving goals
- To move beyond your comfort zone and willingly accept risks
- To understand the benefits (rewards/positive aspects) of helping each other
- To learn how to deal with setbacks and continue to persevere.

Agenda:

- *Introduction* 15 minutes
- *Video and Discussion* 45 minutes
- *Exercise 1* 15 minutes
- *Exercise 2* 20 minutes
- *Break* 20 minutes
- *Exercise 3* 40 minutes
- *Session Summary* 25 minutes

We look forward to seeing you on *August 18, 1999*.

Audience

Another aspect to consider in planning this training session is the audience. Tailor your presentation to the skills or experience of the participants. The focus of your discussion and the depth of content presented may vary, depending on whether you are providing an orientation for new employees or a refresher course for experienced employees.

The group size should range from 10 to 20 people. Most of the exercises in this program require that the group break into smaller groups in order to increase participation. When the group is too large, individual attention may be lost.

PREVIEW

Training Session Overview

PRESENTATION TIPS

Overcoming anxiety

The best way to overcome anxiety about speaking before a group is to be prepared. Although it's natural to feel nervous, your sweaty palms will disappear once you focus on what you are saying. Concentrate on what you want people to understand and your presentation will flow naturally.

Choosing your vocabulary

Don't lose your audience by using complex words. It's best to use the same comfortable language that you would use when speaking one- on-one.

Getting rid of the "umms"

One of the most annoying mistakes a speaker makes is saying "umm" every time there is a break between thoughts. Remain silent while you think about what you're going to say next. The silence will seem longer to you than it will to the audience. If you remember this, you'll feel less pressure to fill the silence. You'll gain credibility because the audience will perceive you as being more in control. You can control your "umms" by jotting down notes before-hand of the points you want to cover. If you want to include personal anecdotes or examples, write down a few notes to trigger your memory.

Controlling the speed and tone of your voice

You'll put your audience to sleep if you speak too slowly, and they won't be able to keep up with the content if you speak too quickly. Approximately 150 words per minute is the best speed. If speaking too slowly doesn't put your audience to sleep, using a monotonous tone will surely do it. Vary your tone often, especially when making an important point. Adding emotion to your presentation will keep your audience involved. Again, speak to your audience as if you're having a conversation with each person.

Sticking to the schedule

Begin class on time and restart the session promptly at the end of the break. Explain that, except for emergencies, messages will be taken for participants during sessions and will be distributed to them at the start of the break.

Asking for questions

Ask for questions throughout the session. Be prepared to answer all types of questions, but don't be worried if you don't know the answer. Simply say, "I'm not sure of the answer, but I'll find out and get back to you." Then, after class, make sure you do find the answer to that question and give feedback to the person who asked the question.

PREVIEW

Training Session Overview

5. Respond to Others' Needs

Most people are more productive working in teams, where group members help each other reach goals. Helping each other reach goals creates a supportive workplace. Helpfulness will be reflected back to you. Ask for help in return when you need it! Review Overhead #6.

6. Keep Striving

Remember that the journey you take while pursuing your goals is as important as the destination. Using Overhead #7, review techniques provided to help keep you focused on achieving your goals.

Exercises

Three exercises are provided on pages 11-13 for use after the discussion. Refer to the agenda to determine which exercises you have scheduled in your training session. Make sure you stick to the time schedule for each exercise to avoid running out of time at the end of the training session.

EXERCISE 1

TIME: 15 MINUTES

MATERIALS: FLIPCHART, PAPER AND PENCILS

PURPOSE: This exercise is designed to provide the participant with an opportunity to think about his/her own personal strengths, develop goals and feel the power of being surrounded with motivational materials.

■ Demonstrate how surrounding ourselves with motivational materials inspires us to complete a task and increase our productivity. Use some of the suggestions from the video and on Overhead #7, such as reading a quote or playing music. Distribute paper and pencils to participants. Record the following questions on a flipchart and have participants record their thoughts:

1. *What do you feel you do well?*

2. *What do others say they like about you?*

3. *How would you want others to perceive you?*

4. *How can you make this perception reality?*

Record these goals. Break the goals into smaller steps and assign a deadline.

Exercises

EXERCISE 2

TIME: 20 MINUTES

MATERIALS: A PIECE OF FICTITIOUS GOSSIP

PURPOSE: This exercise illustrates the power of giving and receiving positive information and feedback.

■ Arrange the training group in a circle. Share a piece of fictitious “gossip” with one member of the group, and ask that person to share it with the person to his or her right. Continue sharing the “gossip” with everyone in the group, passing it along in this manner. Encourage each person to rephrase and embellish the “gossip” as he or she wishes, making it a positive or negative statement. When the gossip has traveled around the group, discuss the process.

- *How did it feel to receive positive or negative information?*

- *How did it feel to pass on positive or negative information?*

■ Divide the members of the group into pairs, encouraging them to choose a familiar person. Ask one member of each pair to share a piece of positive feedback with the other. Switch, and repeat. After everyone has had a turn to give and receive positive feedback, discuss the process.

- *How did it feel to receive positive feedback?*

- *How did it feel to give positive feedback?*

TRAINING SESSION OVERVIEW

GIVING THE PRE-TEST

It is recommended that you send the Pre-Test with the Invitation before the training session. That way, you'll have an opportunity before the session begins to review participants' answers and get an idea of what they already know. Otherwise, administer the Pre-Test at the start of the session so you can review participants' responses during the break.

PRESENTATION OUTLINE

Open the session. Welcome the participants and introduce yourself to the group. Give a brief explanation of the purpose of the session and quickly review the agenda. Have participants introduce themselves and state the department or area in which they work. You may want to use an "ice breaker" to get the class warmed up for group discussion and to get to know each other. However, be sensitive to people who may be shy or nervous in front of groups.

Distribute and review copies of the training objectives for the session. Be sure the participants understand what you expect them to learn and what skills they need to display as a result of this training. Knowing what is expected in advance better prepares the employees and helps them to participate successfully. Learning objectives for this program are found in Overhead #1 and are listed below:

- Discuss the five steps of the SPARK model
- Explain the importance of setting goals
- Discuss the power of positive thinking
- Review the importance of accepting risks
- List the benefits of responding to each others' needs
- State ways you can keep striving despite obstacles.

Start the video. It's a good idea to adjust the volume of your monitor before the training session begins. Doing so avoids startling participants if the sound is too loud or frustrating them with missed information because the sound is too low.

Pre-Test

Pause the video, as appropriate, to emphasize a point or discuss a practical application in your organization. You may want to practice pausing the video in order to freeze images on the screen that have a significant meaning. Or, you may choose to wait until the end of the video for discussion.

DISCUSSION TOPICS

If you choose to view the entire video first, follow the video with a 20-minute discussion. Discuss the following highlights and scenes from the video. Talk about the scenes that illustrate the steps employees may follow to attain their dreams.

1. SPARK Model

Present the SPARK model on a flipchart, or use Overhead #2. Encourage employees to follow these steps to reach their dreams. Discuss a situation when following these steps has worked for either yourself or one of the participants. Also share an example of when not following these steps has kept you or one of the participants from reaching dreams.

2. Setting Goals

Display Overhead #3 and discuss the steps involved in setting goals. Then enter into a discussion of the benefits of setting goals.

Goals:

- Clearly define what is important
- Define how to make what is important happen
- Provide more control over your life
- Promote action instead of reaction
- Increase achievements and successes
- Promote commitment

3. Positive Thinking

A positive attitude moves you forward; a negative attitude holds you back. Your attitude is your choice! Review Overhead #4.

4. Accepting Risk

Explain that risks are involved when you reach for new goals. Using Overhead #5, review the benefits of accepting risk. Our outlook on life dictates our ability to achieve goals. A positive attitude moves you forward; a negative attitude holds you back. Your attitude is your choice!

EXERCISE 3

TIME: 40 MINUTES

MATERIALS: A COPY OF THIS PAGE FOR EACH PARTICIPANT

PURPOSE: This exercise is designed to provide participants an opportunity to be supportive of each other in reaching a group goal by creating a motivational environment.

Divide the class into groups of four or five. Give each group a copy of the following scenario and roles.

■ Scenario

The breakroom in your organization has been used for employee breaks and lunches. The organization continues to grow, and now needs to also use this space for meetings. You have been assigned with the task of establishing a scheduling system and redecorating the breakroom to serve these multiple purposes.

■ Process

1. Recognizing the personal strengths each of you identified in Exercise 1, select a role which best utilizes these strengths. The roles of facilitator and planner may be combined if the group has 4 participants.

***Facilitator:** Keeps group focused on the task, and facilitates the problem-solving meeting*

***Planner:** Gives structure and organization to the agreed-upon plan*

***Budget Controller:** Keeps expenses in line with available budget*

***Decorator:** Provides for the aesthetic qualities of the room*

***Maintenance Worker:** Determines any structural, electrical or plumbing modifications*

2. Review the scenario. Develop a plan for using the breakroom for multiple purposes. Do not hesitate to help others if you have strengths or interests to offer them in the role they chose for this exercise.
3. Talk about how the planning process worked for your group.
 - *In what ways did you encourage each other through the*

Session Summary

planning process?

- *How did this process help your group become more cohesive/productive?*

PREVIEW

PRE-TEST

Please read each question carefully and write your answer in the space provided below each question. The information you provide will help us determine what areas of the training program should be covered in more detail.

Questions:

1. Think of a time when you accomplished a difficult goal. What steps did you take to make that goal a reality?

2. What are the benefits of thinking positively?

3. Think of a time you took a chance. How did taking that risk work out for you?

Evaluation Form

4. List recent opportunities you responded to or asked for help with. How did this make you feel?

5. What are some of the things you currently do to motivate yourself? Are they working?

PREVIEW

SESSION SUMMARY

Summarize

One summarizing technique is to review the course objectives with the class. Another technique is to ask each class participant to highlight what was learned from the training session. Ask the participants if they have any final questions.

Administer the Post-Test

Distribute copies of the Post-Test (on page 17) to each participant. You may want to customize the Post-Test to fit your individual or organizational objectives. The Post-Test is an excellent tool for determining how much each participant learned from the training session. Compare results to the Pre-Test and review the different answers.

Evaluation

Distribute the evaluation form (on page 18) to each participant when he or she has finished answering the questions on the Post-Test. When each participant hands the evaluation to you, thank him or her for attending the training session.

PREVIEW

Overhead #1

Overheads

POST-TEST

Please read each question carefully and write your answer in the space provided.

1. What are the five steps of the SPARK Model?

S _____
P _____
A _____
R _____
K _____

2. Once you have visualized what you want to achieve, how can you make those dreams a reality?

3. A _____ attitude opens new doors by _____

_____.

4. What are some of the ways we may accept risk when pursuing our goals?

5. Most people are more productive in teams. How can responding to others help improve team environments and your relationship with your work group?

6. What are some of the ways you may keep yourself motivated to attain your goals?

EVALUATION FORM

Overhead #2

Please circle your rating for each statement.

Ratings: 1=NA, 2= Needs Improvement, 3=Satisfactory, 4=Very Good, 5=Excellent

Leader's Guide

Employee Motivation: Journey to Success

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SUBJECT:

The material was informative:	1	2	3	4	5
The information was interesting:	1	2	3	4	5
The material was easy to understand:	1	2	3	4	5

TRAINING PROGRAM:

The exercises as a learning tool were:	1	2	3	4	5
The use of the video as a learning tool was:	1	2	3	4	5
The program provided real-life examples:	1	2	3	4	5

TRAINER:

Trainer's presentation of information:	1	2	3	4	5
Trainer's level of knowledge:	1	2	3	4	5
Trainer's ability to facilitate discussion:	1	2	3	4	5

ADDITIONAL COMMENTS:

Overhead #3

Objectives

- Discuss the five steps of the SPARK model
- Explain the importance of setting goals
- Discuss the power of positive thinking
- Review the importance of accepting risks
- List the benefits of responding to each others' needs
- State ways you can keep striving despite obstacles

Overhead #4

SPARK MODEL

Setting Goals

Positive Thinking

Accepting Risks

Responding to Each Others' Needs

Keep Striving

Overhead #5

Setting Goals

- Decide what is important to you
- Visualize where you want to be or what you want to achieve
- Write down your goals
- Break down your goals into smaller, easier steps
- Set deadlines
- Be accountable to someone
- Be positive toward achieving your goals

Overhead #6

Positive Thinking

- Provides a good outlook on your life
- Releases limitations we place on ourselves
- Changes our opinion of ourselves
- Opens new doors
- Shifts the impossible to possible
- Helps you reach goals when you encounter obstacles

Overhead #7

