



Workshop – Guideline for trainers

1. Herzberg's Motivation-Hygiene Theory (Two Factor Theory)¹

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book "The Motivation to Work"

The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. He developed the **motivation-hygiene** theory to explain these results. He called the satisfiers *motivators* and the dissatisfiers hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.

The following table presents the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower importance.

Factors Affecting Job Attitudes

Leading to Dissatisfaction	Leading to Satisfaction
• Company policy • Supervision • Relationship w/Boss • Work conditions • Salary • Relationship w/Peers	• Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

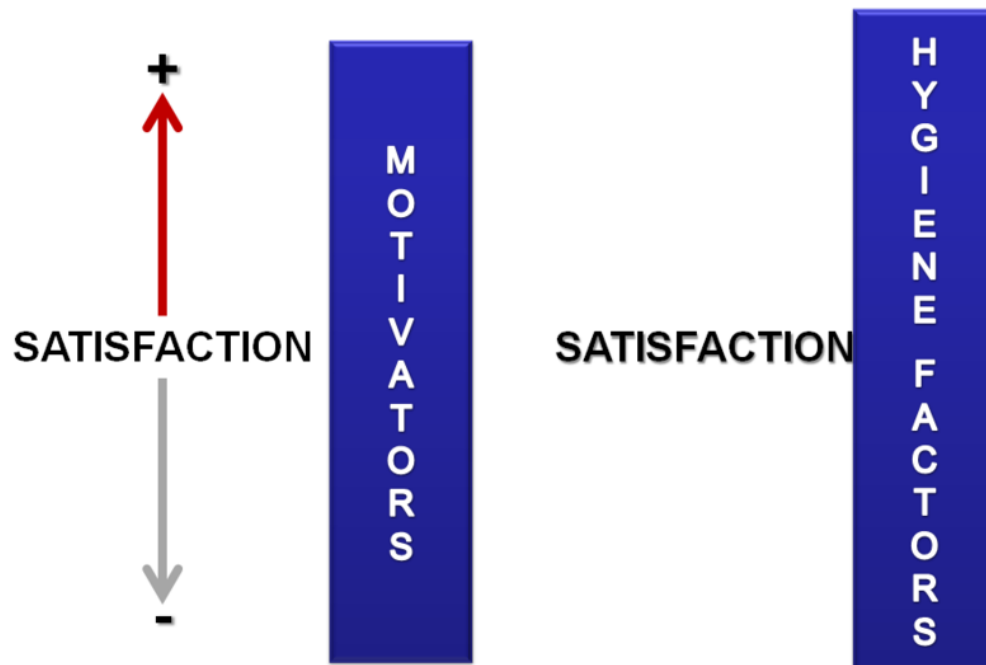
Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, *no* satisfaction. Similarly, the opposite of dissatisfaction is *no* dissatisfaction.

While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed. First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow.

From the above table of results, one observes that the factors that determine whether there is dissatisfaction, or no dissatisfaction are not part of the work itself, but rather, are external factors. Herzberg often referred to these hygiene factors as "KITA" factors, where KITA is an acronym for Kick In The A..., the process of providing incentives or a threat of punishment to cause someone to do something. Herzberg argues that these provide only short-run success because the motivator factors

¹ <http://www.netmba.com/mgmt/ob/motivation/herzberg/>

that determine whether there is satisfaction or no satisfaction are intrinsic to the job itself, and do not result from carrot and stick incentives.



Implications for Management

If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

Herzberg argued that *job enrichment* is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg:

The job should have sufficient challenge to utilize the full ability of the employee.

Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.

If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity.

Herzberg's theory has been broadly read and despite its weaknesses its enduring value is that it recognizes that true motivation comes from within a person and not from KITA factors.



2. Decision Making

In general, the decision making process helps managers and other business professionals solve problems by examining alternative choices and deciding on the best route to take. Using a step-by-step approach is an efficient way to make thoughtful, informed decisions that have a positive impact on your organization's short- and long-term goals.

The business decision making process is commonly divided into seven steps. Managers may utilize many of these steps without realizing it, but gaining a clearer understanding of best practices can improve the effectiveness of your decisions.

Steps of the Decision Making Process

The following are the seven key steps of the decision making process.

- Identify the decision. The first step in making the right decision is recognizing the problem or opportunity and deciding to address it. Determine why this decision will make a difference to your customers or fellow employees.
- Gather information. Next, it's time to gather information so that you can make a decision based on facts and data. This requires making a value judgment, determining what information is relevant to the decision at hand, along with how you can get it. Ask yourself what you need to know in order to make the right decision, then actively seek out anyone who needs to be involved.

"Managers seek out a range of information to clarify their options once they have identified an issue that requires a decision. Managers may seek to determine potential causes of a problem, the people and processes involved in the issue and any constraints placed on the decision-making process," Chron Small Business says.

- Identify alternatives. Once you have a clear understanding of the issue, it's time to identify the various solutions at your disposal. It's likely that you have many different options when it comes to making your decision, so it is important to come up with a range of options. This helps you determine which course of action is the best way to achieve your objective.
- Weigh the evidence. In this step, you'll need to "evaluate for feasibility, acceptability and desirability" to know which alternative is best, according to management experts Phil Higson and Anthony Sturgess. Managers need to be able to weigh pros and cons, then select the option that has the highest chances of success. It may be helpful to seek out a trusted second opinion to gain a new perspective on the issue at hand.
- Choose among alternatives. When it's time to make your decision, be sure that you understand the risks involved with your chosen route. You may also choose a combination of alternatives now that you fully grasp all relevant information and potential risks.
- Take action. Next, you'll need to create a plan for implementation. This involves identifying what resources are required and gaining support from employees and stakeholders. Getting others onboard with your decision is a key component of executing your plan effectively, so be prepared to address any questions or concerns that may arise.
- Review your decision. An often-overlooked but important step in the decision making process is evaluating your decision for effectiveness. Ask yourself what you did well and what can be improved next time.

"Even the most experienced business owners can learn from their mistakes ... be ready to adapt your plan as necessary, or to switch to another potential solution," Chron Small Business explains. If you



find your decision didn't work out the way you planned, you may want to revisit some of the previous steps to identify a better choice.

Common Challenges of Decision Making

Although following the steps outlined above will help you make more effective decisions, there are some pitfalls to look out for. Here are common challenges you may face, along with best practices to help you avoid them.

- Having too much or not enough information. Gathering relevant information is key when approaching the decision-making process, but it's important to identify how much background information is truly required. "An overload of information can leave you confused and misguided, and prevents you from following your intuition," according to Corporate Wellness Magazine.

In addition, relying on one single source of information can lead to bias and misinformation, which can have disastrous effects down the line.

- Misidentifying the problem. In many cases, the issues surrounding your decision will be obvious. However, there will be times when the decision is complex, and you aren't sure where the main issue lies. Conduct thorough research and speak with internal experts who experience the problem first-hand in order to mitigate this. It will save you time and resources in the long run, Corporate Wellness Magazine says.
- Overconfidence in the outcome. Even if you follow the steps of the decision-making process, there is still a chance that the outcome won't be exactly what you had in mind. That's why it's so important to identify a valid option that is plausible and achievable. Being overconfident in an unlikely outcome can lead to adverse results.

Decision making is a vital skill in the business workplace, particularly for managers and those in leadership positions. Following a logical procedure like the one outlined here, along with being aware of common challenges, can help ensure both thoughtful decision-making and positive results.

Democratic Decision Making

Democratic decision-making works well when choices are clear cut, when your team is well informed, and when your culture embraces majority rule.

Majority rules

Democratic decision making is when a leader gives up authority over a decision and presents a series of options to the full group to vote on. The option accepted by the majority of the group is then enacted.

The democratic system, or "rule of the majority," is usually traced to ancient Greek city states, although it's probable that people have been voting in one form or another throughout human history.



Pros

- Transparent process
- Perceived as fair
- People easily grasp where the process begins and ends (unlike consensus and consent)

Cons

- Vulnerable to groupthink or political campaigning
- Majority feels little need to compromise with minority
- Lack of ownership on implementing decisions - "I didn't vote for that!"

The Process

1. Assess the situation and develop your options
2. Call a meeting for voting
3. Designate an advocate for each option
4. Hold a timed debate between the advocates
5. Vote (yes, no, abstain)
6. Count the votes and continue voting if a stalemate exists

Avoid these common Traps

Fear of dissent

Because voting visibly pits one group against another, participants who tend to avoid conflict may remain silent even if they have valuable insights to contribute. Before voting begins and factions have the chance to emerge, ask participants to write down their position and any questions they may have.

Tensions escalate and groups argue disrespectfully

Remind everyone of their shared purpose and if necessary, take a break so that parties have a moment to cool off.

The tyranny of the majority

If you use voting repeatedly, there's a good chance that low-powered constituents or diverse viewpoints will be repeatedly overruled. First, be sure to restrict voting rights to the people who will be directly affected by the decision (i.e., don't give the whole company say over the type of desk just one team uses). Second, consider giving more airtime to less prominent voices during the debate.

Alternative Models

If there's time pressure and the group is very split, fall back to consultative.

Or, if the group is very split and unity is important, fallback to consent.

If you see either as a possibility, it's best to warn the group up front that you might switch to an alternative model.

Make decisions as a leader

"Never 'for the sake of peace and quiet' deny your own experience or convictions." Dag Hammarskjöld, Nobel Peace Prize Winner. Leaders aren't afraid to make the tough or unpopular decisions because they have confidence in themselves and in their abilities. They know their indecision wastes opportunities and resources. I have made plenty of wrong decisions over the years, as a leader, but the key is to learn from them and move on.



Exercise: It is useful to make some democratic decisions about different business topics and then discuss the results of the outcome.

Some people of the group can become the head of a company and the majority the employees. Then you can discuss about topics which come in people's minds, like increasing the salary, buying new machines and let them talk about the advantages and disadvantages. In the end you ask them if they would have made the same decision if they had been on the other side of the group.

3. Broken telephone

This is a little game to help people with their listening practice, and it develops pronunciation awareness.

Hand one person in the group a sentence, which he or she must then memorise and pass on to the next person, by whispering.

The next person will pass the sentence down the line to the next and so on until it finally gets to the last person in the group. That person in the group will then have to stand up and say what the sentence is.

This exercise can be fun and a break from the normal learning routine. Teachers can construct sentences with words that may sound similar to others, like working (walking), lazy (lady), grass (glass) and so on. It's really funny hearing the sentence at the end because it is often a mad distortion of the original. The students often have a good time laughing at how ludicrous it all became in the end, and more importantly, realise the value of proper pronunciation.

4. Active participation

In all settings, active participation means doing rather than having done to you. It improves learning outcomes in the classroom, as students champion their own educational experience and self-advocate, which can especially help at-risk students get the most benefit. It improves treatment outcomes, as well, by motivating and empowering patients to make decisions and feel in control. In the workplace, it improves productivity and morale.

Ultimately it means taking responsibility for your own state, whatever it might be, and not letting yourself be relegated to the side lines.

5. Trials of public speaking²

Snakes? Fine. Flying? No problem. Public speaking? Yikes! Just thinking about public speaking—routinely described as one of the greatest (and most common) fears—can make your palms sweat. But there are many ways to tackle this anxiety and learn to deliver a memorable speech.

In part one of this series, Mastering the Basics of Communication, I shared strategies to improve how you communicate. In part two, I examined how to apply these techniques as you interact with

² <https://www.extension.harvard.edu/professional-development/blog/10-tips-improving-your-public-speaking-skills>



colleagues and supervisors in the workplace. For the third and final part of this series, I'm providing you with public speaking tips that will help reduce your anxiety, dispel myths, and improve your performance.

27 Useful tips to overcome your fear of public speaking³

The average person ranks the **fear of public speaking** (also known as glossophobia) higher than the fear of death. The truth is, this fear could be hurting your professional and personal life.

You may have been there before.

You feel nervous, your palms sweat, your stomach ties itself into knots. You don't want to do it. But you can overcome this fear of oral presentations with these simple public speaking tips!

In business, it is essentially important for you to be able to get your point across. It is likely that all of us will one day have to speak in public. Whether we are giving a formal presentation to an audience, or simply asking our boss for a promotion, speaking skills are essential to getting ahead in a professional setting.

The fear of public speaking is very real. However, there are techniques to help you overcome your fears. There are even ways to help harness your energy in a positive way.

Keep reading if you want to learn how...

1) Get Organized

When you organize all of your thoughts and materials it helps you to become much more relaxed and calm. When you have clear, organised thoughts it can greatly reduce your speaking anxiety because you can better focus on the one thing at hand, giving a great speech.

2) Practice And Prepare Extensively

Nothing takes the place of practicing and preparing for your speech. Write out a script of your key points, but don't read from the script word for word. Prepare for your speech so well that you could answer any possible question thrown at you.

3) Eliminate Fear Of Rejection

"What if my audience hates my speech? What if they boo me off stage?" Try to eliminate all of your fears of rejection. The audience is there to listen to you for a reason.

4) Focus On Patterns

When you speak try to get into a rhythm or a flow. Keep your sentences short and to the point and repeat key points. A short pause in between points can add anticipation to what you are going to say next.

5) Watch Yourself In The Mirror

Practice your speech in front of the mirror as if you were speaking directly to someone. If you really want to learn how to improve public speaking skills then...

Pay attention to:

- Your facial expressions

³ <https://www.briantracy.com/blog/public-speaking/27-useful-tips-to-overcome-your-fear-of-public-speaking/>



- Your gestures
- Your body movements
- How welcoming you appear

When you have gentle expressions and a calm demeanour when you speak, you will be more welcoming to your audience.

6) Record Yourself And Learn Your Voice

Record your speech on your phone or video camera. Record yourself giving the talk from beginning to end. Then listen to it or watch it, and make notes on how you could make it better. Some people do not like listening to the sound of their voice on tape, so it is important that you get used to your own voice and speaking style.

7) Work On Your Breathing

When you focus on your breathing your voice will have more resonance and you will relax. Breathe calmly and focus on getting into a rhythm. Although this is a public speaking exercise, breath-work will help reduce stress and improve clarity in all areas of life.

8) Practice Some More

When someone asks me how he can build effective communication skills and improve his public speaking, I quote to him the words of Elbert Hubbard, who said, “The only way to learn to speak is to speak and speak, and speak and speak, and speak and speak and speak.”

9) Give Your Speech To Another Person

There are plenty of people you can practice on. Be sure to tell the person to be completely honest with you in their critique.

Examples of people you can practice on:

- A significant other
- Your friends
- Your parents
- Your dog

Speaking directly to another person will help relax you and give you experience with getting feedback from someone. If they have questions about your speech, it is likely that members of an audience will have the same questions.

10) Public Speaking Classes

Find a great coach or mentor. There are many groups that you can join to learn the art of public speaking. A group such as Toastmasters is non-profit and helps people get over their fears by having them practice speaking on subjects over and over.

11) Lightly Exercise Before Speaking

Exercising lightly before a presentation can get your blood circulating and send oxygen to your brain. Take a walk before a speech or do a few knee bends.

This little trick is one of my favourite speaking tips. You’ll be amazed by what a little blood flow can do.



12) PowerPoint Can Be Really Great, Or Really Bad

Sometimes, having a PowerPoint can be your best friend. It can help you if you lose your train of thought, keep your audience engaged, and give people a good place to grab notes and main points from.

However, do not put paragraphs and 1,670,987 other things on one slide.

13) Even Warren Buffett Had Public Speaking Anxiety At First

Buffett got over his fears by teaching investing principles to people twice his age. He forced himself to talk to people. He practiced these skills over and over again. Fast forward to today and people hang on his every word. In fact, Warren Buffett quotes have become some of the most famous and sought after bites of investing wisdom in the world.

14) Sip Water That's Warm Or Room Temperature

Sometimes squeezing some lemon into your water helps as well. It helps lubricate your throat. Try to avoid sugary beverages before speaking. These can dry out your mouth and make it harder to talk.

15) Read Eloquence In Public Speaking By Dr. Kenneth McFarland

McFarland, who passed away in 1985, is also known as the "Dean of American Public Speakers," and in his book, he didn't talk about methodology or technique at all.

His central message, which influenced me very strongly when I began speaking publicly, was that the key to eloquence is the emotional component that the speaker brings to the subject.

To put it another way, the starting point of being an excellent speaker is for you to really care about your subject. So, here are some inspirational quotes to help inject some passion into your speeches.

16) Pick A Subject That You Really Care About

How to pick a subject that you really care about:

The subject should have had an inordinate impact on you

You want to share it with others

You intensely feel others could benefit from your knowledge

You can speak about it from the heart

When you speak about something you passionately care about you will be more comfortable and feel more confident in your element.

17) Know 100 Words For Every Word That You Speak

Ernest Hemingway wrote that "In order to write well, you must know 10 words about the subject for every word that you write. Otherwise, the reader will know that this is not true writing."

In speaking, you must know 100 words for every word that you speak. Otherwise, your audience will have the sense that you don't really know what you're talking about.

18) Focus On The Material, Not The Audience

Focus on delivering your material in the best way possible. Don't worry about audience reactions.



19) Relax And Forget About Your Fear Of Public Speaking

When you let go of your stress and relax it eases your body and makes you less tense. Look at #24 for an interesting way that might help you to relax . . .

20) Don't Overthink Audience Reactions

There is always going to be someone in the audience on their phone or yawning. Remember that there will always be people who are bored or tired. None of these audience reactions have anything to do with you personally.

21) Avoid Talking Too Fast

Talking fast during a speech interferes with your breathing patterns. If you talk too fast you will breathe less. Feeling short of breath will make you panicked and more susceptible to fear. Practice slowing down when you speak, and you will be more calm and relaxed.

22) Make Your Nervous Energy Work For You

Learn to channel your nervous energy into positive energy. Being nervous is a form of adrenaline. You can use it in a positive way to help give an impassioned presentation during public speaking events.

23) Pay Any Price And Spend Any Amount Of Time To Speak Well

Make a decision right now that you want to learn to speak and learn to speak well. Be willing to pay any price and go to any lengths to achieve your goal.

I have seen people leapfrog over others in their careers by overcoming their speaking anxiety. In the long run the better you are and the better you get at it the farther and farther you will go in your business career.

24) Meditate 5 Minutes A Day

Meditating can help clear your head of negative thoughts. In an article in Forbes, Dan Harris, co-anchor of Nightline and Good Morning America discussed his public speaking anxiety and how meditating for 5 minutes a day helped him to eradicate negative thoughts from his mind.

If you're interested in learning the practice of meditation, Jack Canfield published a very helpful article for beginners. Be sure to check out How to Meditate for Clarity, Intuition, and Guidance for step by step instructions and a free guide.

25) Have Pride In Your Work & Recognize Your Success

Your strongest critic is you. When you finish a speech or delivering a presentation, give yourself a pat on the back. You overcame your fears and you did it. Have pride in yourself.

26) Develop A Plan To Improve Your Next Speech

Practice makes perfect. If there is a video of your speech, watch it and make notes on how you can improve on it for next time.

How do you think you did?

Are there areas you think you could have improved?

Did you seem stiff or make any weird facial expressions?

Did you use a PowerPoint to your advantage? Did it help?

Did you use “um” often?

How was your rhythm?

Write everything down, keep practicing and improving. In time you will banish all of your fears of public speaking.

By the way:

You should always save the final version of your speech for later use. Most speeches can be converted into a book which will help you further develop your career. If you’re interested in doing so, be sure to learn how to write a book using my proven process.

27) Utilize The Powerful Speech Pause

The powerful speech pause might be the most important speaking technique you will ever learn. Not only will it help you overcome your fear of public speaking, but it will help you master your control over the emotional impact of your speeches.

This secret is something that I’ve used for many years. In fact, dramatic pauses are so powerful that they should be illegal.

In music, all of the beauty is contained in the silences between the notes. In speaking, the drama and power of the speech is contained in the silences that you create as you move from point to point.

This is an art that you can learn with practice.

6. Development of creativity for entrepreneurs (mind mapping exercise)

by Verein Multikulturell, Austria



Exercise: Reinventing the wheel

1. Overview

Reinventing the wheel ‘is a sectioned personalized mind mapping exercise where individuals are tasked with exploring different strategies of the entrepreneurial process. The process composes of three cycles which range from Individual tasks to collaborative group work. This exercise is to boost



each participants concept of self and the value they place on their creativity. The aim of the exercise is to help individuals' access their abilities to create ideas and innovate. Through identifying their means and resources the participants will have to improve existing ideas or recognize new opportunities.

Cycle 1: Proposing and illustrating own previous idea.

Cycle 2: Developing or regenerating cultural features into a product or service.

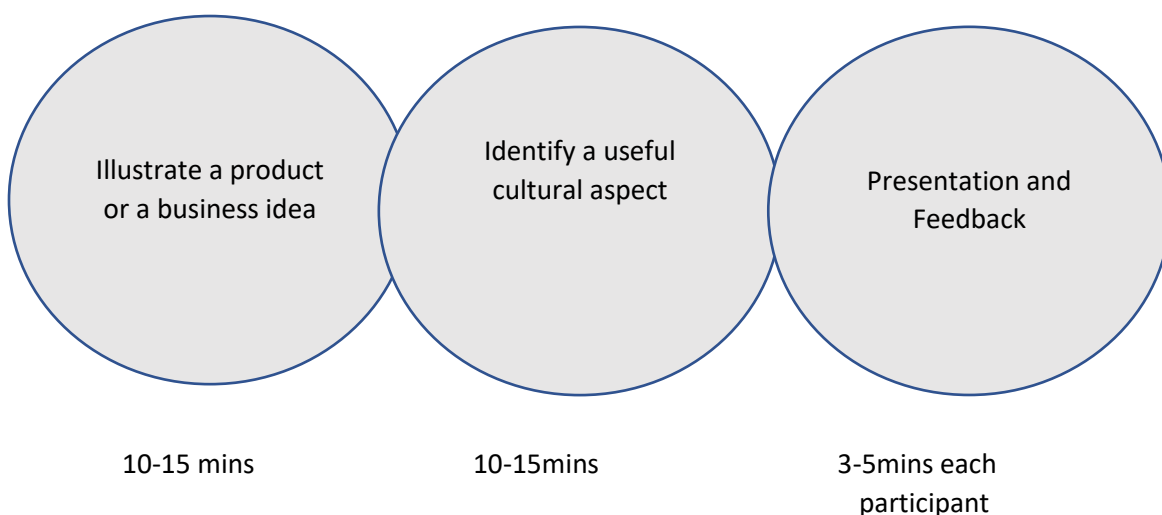
Cycle 3: Collaborative reflection and development.

2. Procedure

Each candidate will be provided with tools (magazines, colourful markers, small notepad or journal). The participants will sit in a circle with the tools placed in the center. The session will start with the moderator's illustration the wheel on a large sheet and a brief explanation of each cycle. Each candidate has to provide a mind map or illustrations of their idea for Cycle 1 and Cycle 2. This they can do with drawings or magazine cutouts of pictures and phrases words. They can have 10-15 minutes for each cycle.

- Starting with the 1st cycle each individual **will explore the potential of a reoccurring product or business idea** they have always had, identify their setbacks or fears and come up with a possible solution.
- In the 2nd cycle participants will have to **identify something in their culture** (historical monument, music) that they would like to share or commercialize. Thereafter they can develop the already existing concept, utilizing their innovative and creative skills.
- In the 3rd phase all the participants will participate in a **presentation process** for 3-5 minutes. For the presentation the participants can choose an idea from cycle 1 or cycle 2. Here they can note any new improvements to better their ideas with the newly gained input from others.
- After the presentations a short discussion and collaborative improvement session will take place. Participants will also be allowed to ask for personal feedback from the group.

Cycles 1 - 3





3. Outcome

- Each individual will be able to identify their talents and skills in creating new ideas or developing existing ones.
- Practice identifying and exploiting their means/resources for entrepreneurial ideas
- feel more comfortable and confident in presenting their own ideas.
- Learn to be proactive in the pursuit of finding credible solutions to overcome setbacks.
- Learn to collaborate and network to strengthen ideas.
- Demonstrate their cultural differences as a strength which can be used for community empowerment and self-development

7. Assessment: Participants' portfolio of exercises and small projects

To check the abilities of the participants you can make small exercises, like letting everyone compose and present a small speak about a hobby, their business idea, the last weekend or what they like to do.