

## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service, Compiled & edited by VCC Library

February 2 2017

Seemann, M., & Seemann, T. (2015). [New Perspectives on Employee Motivation: Balancing the Big Four](#). *International Journal Of Knowledge, Culture & Change In Organizations: Annual Review*, 131-7.

The concept of "flow," popularized by Mihály Csikszentmihalyi, is an intrinsic and highly focused state of motivation. Initially, it has been studied for video game players, but the effect has recently been cited across various disciplines. Flow can occur when there is the right balance between the challenge [C] of a task and the corresponding skill set [S] of the individual performing the task. Recent research findings shed light on how to balance these two factors and create optimal flow conditions in the workplace. The findings translate into management tools that provide an atmosphere which encourages high engagement and performance. Flow is also a highly energized state where senses and emotions are in full alignment with the task that is carried out. A motivational framework therefore needs to take a second dimension into account. It has to balance the workload [WL] of an employee and his/her capacity to work [CW], thus ensuring that the mid-term and long-term effectiveness of employees is maintained. Pushing employees down an energy-depleting path can quickly lead to a drop in performance or even fatigue or burn-out. Instead, organizations need to apply strategies to leverage well-springs and effectively reenergize their workforce. Balancing the Big 4 factors challenge [C] vs. skill [S], and workload [WL] vs. capacity to work [CW], are the centerpiece of the resulting new framing of employee motivation. It can help to increase satisfaction and achievements of employees and thus boost the effectiveness of organizations. [ABSTRACT FROM AUTHOR]

Grant, A. & Rebele, R. (2017, January 17). [Beat generosity burnout](#). *Harvard Business Review*.

Selflessness at work leads to exhaustion — and often hurts the very people you want to help. Here's how to share your time and expertise more effectively.

[Morale Victories: How Leaders Can Build Positive Energy](#). (2004). *Leadership in Action*, 24(4), 7-12

The article discusses ways in which leaders can build positive energy. It's hard for employees to stay motivated amid conditions of job insecurity, having to do more work in less time, and reductions or freezes of pay and benefits as corporations seek to slash costs. When morale, pride, and spirit are present in an organization or team, productivity is high, relationships are strong, and people find it fun to go to work. Without morale, pride, and spirit, the situation is very different. Dissatisfaction, lethargy, negativism, friction, and lack of cooperation increasingly enter the picture. [ABSTRACT FROM DATABASE]

Kniffin, K. (2016). [Upbeat Music Can Make Employees More Cooperative](#). *Harvard Business Review Digital Articles*, 2-5.

Research has shown that playing music in a store can improve the moods of customers and increase the chances they make purchases. But what about the employees? New studies show that people tend to be more cooperative (and less self-interested) in a group setting when they're listening to happy music. Note that the type of music matters. Happy music — songs with rhythm and warmth — encourage cooperation much more than "unhappy" music with arrhythmic song structures and screamed lyrics. This isn't just applicable to the retail setting. Next time you need a group to work closely together — during a meeting or a brainstorming session — consider playing music. Not only will it break up the usual, often dreary, background silence in your office, but it could also improve your team's performance.

Badaracco, J. L. (2016). [Timeless Advice for Making a Hard Choice](#). *Harvard Business Review Digital Articles*, 2-4.

The article discusses how coaches ask, listen and empathize in order to help employees, including asking an open-ended question and comprehending another person's point of view.

### BOOKSHELF SPOTLIGHT

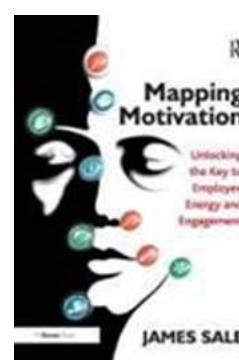
[The Tao of coaching : boost your effectiveness at work by inspiring and developing those around you](#)



[Creating healthy organizations : how vibrant workplaces inspire employees to achieve sustainable success](#)



[Mapping motivation : unlocking the key to employee energy and engagement](#)



[The happy manifesto : make your organization a great workplace](#)

