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Make It Matter

How Managers Can Motivate by Creating Meaning

THE SUMMARY IN BRIEF

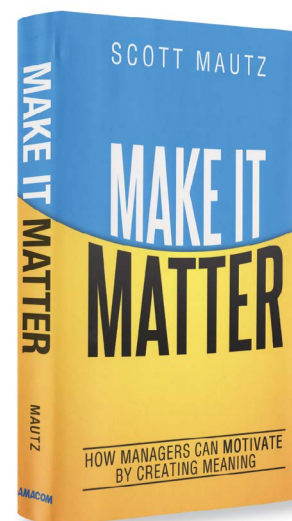
Are your people giving in instead of giving their all? Have they quit, but stayed? Probably. According to a shocking Gallup poll, more than seven out of 10 American workers are disengaged, which hurts productivity, products and personal satisfaction. In fact, one in five are more committed to *not* doing their jobs than doing them.

In *Make It Matter*, Scott Mautz shows that the key to winning back the disengaged (and keeping the engaged, engaged) is by fostering meaning at work, that is, by giving work a greater sense of personal significance and, thus, making work matter. Distilling reams of research, case studies, stories and interviews with managers at great companies to work for, he unveils seven essential “Markers of Meaning” that can be triggered to create meaning *in* and *at* work.

He offers dozens of tools and specific plans to get your people to better commit and enjoy work as part of their lives, not an eight-hour departure from them. He also demonstrates how meaning starts with managers because if you’re not committed, no one else will be either. Most important, he draws a solid line from elevated meaning to higher profits, revenue growth and retention.

IN THIS SUMMARY, YOU WILL LEARN

- **Direction:** Reframe work to add meaning and motivation, and help people discover a sense of significance and purpose in what they do.
- **Discovery:** Craft the richest kind of opportunities to learn, grow and influence, while helping people feel valued and valuable.
- **Devotion:** Cultivate an authentic, caring culture, master meaning-making leadership behaviors and drive out corrosive behaviors that can quietly and unknowingly drain meaning at work.



by Scott Mautz

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THE COMPLETE SUMMARY: MAKE IT MATTER

by Scott Mautz

The author: Scott Mautz is a 20+ year veteran of Procter & Gamble, having run several thriving, multi-billion dollar divisions along the way. He's also a speaker and consultant on many facets of meaning-making leadership.

Make It Matter: How Managers Can Motivate by Creating Meaning by Scott Mautz. Copyright © 2015 by Scott Mautz. Summarized by permission of the publisher, AMACOM, a division of American Management Association, Int'l. 256 pages, \$24.95, ISBN 978-0-8144-3617-2. To purchase this book, go to www.amazon.com or www.bn.com.

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Introduction

Nobel prize-winning physicist Richard Feynman was asked to oversee a group of engineers who were tasked, without much context, to perform an endless series of tedious calculations. The math wasn't especially difficult if you were an engineer, but the work proceeded very slowly and was full of errors. Feynman realized the problem wasn't the math but that the engineers were disengaged.

He convinced his superiors to let the engineers in on what he already knew — that they were performing calculations that would enable them to complete the race to build the atomic bomb before the Germans did. Their work would win the war. From that point forward, Feynman reported that the scientists worked 10 times faster than before, with few mistakes and with fierce commitment. Meaning matters. ●

PART I: DEFINITION

Why Meaning Matters

Do you matter at work? Does the work you do uniquely make a difference to your company and to others — and does it matter to *you*? Gallup research found that 71 percent of American workers can be coded as either “not engaged” or “actively disengaged” in their work, meaning they are emotionally disconnected from their workplaces and are less likely to be productive. When meaning in our work is absent, we tend to disengage at some level.

The provision of meaning is the solution for disengagement. When work has meaning, it drives the expenditure and investment of discretionary energy on a physical, cog-

nitive and emotional level. It's the feeling that you matter and are making a difference; your engagement is paying off. A shocking number of people sadly accept their fate at work. They are effectively quitting and staying — settling for a paycheck, abandoning hope of finding fulfillment in their jobs and knowing that they aren't performing anywhere near their maximum potential.


Managers with the best intentions try a variety of tactics to elevate performance. We staff up. We spend more on technology to get better, cheaper, faster performance. We cut costs and corners to squeeze out better financial performance. We invest in better facilities. Yet a lack of engagement and fulfillment in the workplace rages on.

We deserve something that matters. We deserve something with resonance. We deserve meaning. Meaning is *the* performance enhancer of our times. We find meaning in things that make emotional connections and are remembered. When we feel belongingness or a sense that we are cared for, it's meaningful. We also find meaning in things that make us feel significant, that help us reach our full potential, and that serve who we are and what's most important to us.

Facilitating meaning not only drives employees to engage but takes them beyond engagement to elevated performance and true fulfillment. Meaning holds the engagement at the deepest, most fulfilling level, and it sustains over the long haul, flowing back into a virtuous cycle. This phenomenon is called *profound performance*. It is the inspiring end-goal for those managers who want to make work matter. ●

The Markers of Meaning

Finding meaning in and at work doesn't have to be happenstance. Meaning is derived from seven specific

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conditions, or the *Markers of Meaning*. Satisfy these conditions, and you create meaning and fulfillment for yourself and your employees. The Markers of Meaning can be organized within three groupings:

Direction:

1. Doing work that matters (significant work that makes a real impact and is reflective of your values and beliefs and worthy of your focus and energy).

Discovery:

2. Being congruently challenged (in ways that energize and maximize individual learning and growth).
3. Working with a heightened sense of competency and self-esteem (feeling valued and valuable).
4. Being in control and influencing decisions/outcomes (autonomy).

Devotion:

5. Working in a caring/authentic/teamwork-based culture (a sense of belongingness and harmony with coworkers, leaders and company).
6. Feeling connection with and confidence in leadership and the mission.
7. Being free from corrosive workplace behaviors (removing barriers to the best self).

All of the markers of meaning, when intentionally attended to and wired into a work environment, produce outcomes that truly matter. Disengagement, mediocrity and despair do not stand a chance; the map to meaning creation is now at your disposal. ●

PART II: DIRECTION

The Potency of Purpose

People tend to define themselves, and be socially defined, by their work. It's why at social gatherings, talk often turns to inquiries about one's occupation. The problem arises when we don't like the definition. When our definition of self begins to feel too one-dimensional, lacking in significance or we sense we are not living up to our potential, we begin hungering to redefine who we are and what we've become.

Discovering your purpose and putting it to work in your work is how you can take back control. The truth is, work does not define you: You define your work and how it serves your higher-order purpose. Stop, reflect and articulate what your higher-order purpose is and how your work can be recast to serve that end.

When you are operating with a clear purpose, you understand and accept why you are working so hard and

spending so many hours away from loved ones, friends and family — you can see and sense the higher-order end your efforts feed into. You know why what you do matters. Purpose integrates who we are with what we do. It's not about the money; it's about the meaning. It's about purpose, not perks.

Even if you can already clearly articulate your own purpose, the idea is to learn the steps on the Path to Purpose for yourself so that you are equipped to help your employees discover and articulate their purpose.

The Path to Purpose

Step 1. Change the Equation: Disappointment and dissatisfaction often result from a gap between an ideal and reality. $Happiness = Reality - Expectations$. As disengagement and resignation settle in, expectations of the role work can play in the fulfillment in one's life are lowered in an attempt to at least make the happiness quotient less negative. Rewrite the happiness equation: $Happiness = Reality + Expectations$. New heights should be set for the happiness quotient. Reality at work should be vastly improved by pursuing purpose and meaning-rich work with vigor. This formula replaces the vicious cycle with a virtuous cycle.

Step 2. Change Your Questions: Once you start asking yourself more introspective life questions, you find that what holds meaning for you may have nothing to do with your long-held beliefs about what constitutes success. Once you start asking these questions, you are on your way to exonerating yourself from one of the greatest self-crimes one can ever commit: leaving purpose buried within.

Step 3. Put the "Me" in Meaning: You have to resist the temptation to compare yourself to others, when answering introspective questions. What you assign significance to, what truly matters, is highly personal and should not be defined by others' perceptions.

Step 4. Conduct an inner interview: What are your superpowers — the strengths that you can use, like a superhero, to do good for others? What are your values and beliefs? Staying true to what you believe in is a source of great strength. The same power source can provide clues about what your purpose might be. What would you do for free? What are you doing when you lose track of time? What do you daydream about? What part of you is not showing up at work? What does the world need more of that you are well suited to serve? What would coworkers miss if you weren't there? What would people say you were meant to do?

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Step 5. Commit to something greater than yourself: You have to commit to producing good for others as part of your purpose. Committing to something greater than yourself means making sacrifices, forgoing taking credit and setting aside personal gain. The greatest level of sustained performance over time comes when we strive to reach our personal fullest potential and truly commit to a good greater than ourselves.

Step 6. State your purpose: Writing something down increases compliance, so boil down the purpose you have worked to identify into a crisp sentence or two. This will also sharpen your thinking about what you are committing to. Keep your purpose statement front and center constantly. What is the verb of your purpose statement? Are you creating, unlocking, bringing, helping, stirring, championing? The choice of verb ensures your purpose statement is inspiring, action oriented and actionable — for you.

A leader can bring a sense of purpose to an organization by ensuring that each and every person understands how his or her work specifically ties to the broader mission. Enabling comprehension of mission can provide a surge of meaning (and performance). A sense of purpose and deep significance can also come when we ask ourselves what the work itself really means, who our work serves and how the work is done. ●

The Lighthouse of Legacy

Anyone, at any level, can leave a legacy behind. And striving to do so, like when you are working toward a purpose, means you've activated the powerful first Marker of Meaning: doing work that matters. If purpose is the profound why, then legacy is the profound what. What are you working to tangibly leave behind? What will outlast you that helped make your purpose concrete?

Let's look at the five footprints of legacy, or ways in which you can leave a legacy behind:

1. Enduring results: These are major accomplishments that you envision, invest in, drive to realization and ultimately leave behind that you can look back at five to 10 years from now with tremendous pride. It can simply mean real things you did that touched real lives of real people.

2. Transfer of knowledge: We can make an investment in coaching others and transferring information beyond what's merely required for employees to do their jobs.

3. Passing on values and life lessons: The little things we do every day are all opportunities to reinforce who we

are and what values we hold. The values you live and the life lessons you pass on have a surprisingly lasting effect.

4. Relationships and lives serviced: When we invest in relationships and friendships in our professional lives, it produces meaningful connections. This is critical for sustaining maximum conductivity to something that really matters.

5. Stories told about you: What are the big, sweeping tales that characterize who you are? What will be said about the little impressions you left behind and the small gestures you made along the way?

The Five-Step Footpath to Legacy-Worthy Results

1. Appreciate the power of legacy and commit: When you can stop for a moment, break out of the temporal day-to-day and begin deeply considering the permanent tomorrow you want to work toward, it's liberating.

2. Color-code your work plan: Red is for work that we need to stop doing. Green is high-value work we need to keep doing. Gold is legacy-worthy work that will help define the lasting impact we leave behind. The thought here is to ensure that there is defining work for you to put your heart into.

3. Choose your investments for enacting a legacy: If I knew I wouldn't fail, what would I try? What missing accomplishments would cause me to label my life's work incomplete? Who do I admire for the difference they've made, and what about them can I emulate?

4. Write your legacy statement, and align your legacy projects: Here are examples. My Purpose: Unleash in others an even better, happier version of themselves. My Legacy: I will inspire actions, thoughts and feelings that fulfill — every day.

5. Be attentive to "others-focused" vehicles for legacy-worthy results: Meaningfully impacting others can be as important as any lasting business accomplishment. Be mindful of and attentive to key others whom you'd like to impact, and be intentional about how to impact them. ●

PART III: DISCOVERY

Learning and Personal Growth

An environment that facilitates high performance is not only essential for personal fulfillment but is absolutely critical to compete. A study by the Brookings Institution revealed that 60 percent of an organization's competi-

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tive advantage is derived from internal advancements in knowledge, innovation and learning.

When you operate with a growth mindset, the enhancement of your employees' intelligence and ability is limited only by the number of connections to learning and growth opportunities that you as a manager/coach can create. Here are seven ways to build such connections:

- **Learn about learning:** Not all learning is created equal. Draw on their experience and what they know. Attend to attention spans — average attention spans have plummeted to about eight seconds. Creating opportunities for adults to practice and play with what they've learned makes the learning stick. Make clear the value of the learning opportunity. They need to understand why they are engaged in a learning process and how it benefits them. Ensure self-directed learning, and leverage mistakes as learning opportunities. Take into account different learning styles.

- **Be conducive to learning:** Have patience and empathy for the learning process (and tolerance for mistakes). Put emphasis on assets, not deficits. Listen for understanding, not for convincing others. Focus on being interested, not interesting. Enable ownership of ideas.

- **Practice managerial metamorphosis:** You have to metamorphose into a number of different roles at various times. Role Model: We are constantly teaching, whether we intend to or not. Mirror: Serve as a mirror for your employees to help them see themselves. Challenger: When you challenge thinking and the status quo, learning and growth are sure to emerge. Sounding Board: Having someone to bounce thoughts off of helps us adjust, sharpen, confirm or reconsider our thinking.

- **Reimagine their jobs:** Job reimagining happens when people feel their need for enrichment is not being met in their job as currently designed. People try to do more of what they love and more of what challenges them at work. Psychological meaningfulness of work results when people feel worthwhile and valuable. Why not encourage, manage and report all of this reimagining?

- **Promote learning exchanges:** Learning organizations are in a continuous learning mode, drawing insight from every member in the organization, encouraging participation in an energetic exchange of learning intended to amplify growth. Learning from the past can mean tapping into senior leaders. Escalate ideas — individuals will influence each other, and their ideas will co-evolve. Share and reapply best practices. Provide stimuli for discovery.

- **Make the employee's personal learning a priority:** You and your employee can explore three questions:

What do I need to learn to advance my career? What do I want to learn that advances my cause? What am I interested to learn to feed my curiosity?

- **Lean forward to learn:** Encourage employees to get out of their own comfort zone and lean into something new and even daunting (but short of their panic zone). You can show your employees the way. Seek out a new learning experience for yourself that stretches you, and make a point of sharing your experience. ●

Meaningful Decision-Making and Influence

Work comes to be meaningful when individuals see themselves as capable of substantively influencing outcomes. It tells them they are not powerless and that they have the ability to make a real difference. Research shows that allowing employees to participate in managerial decisions also positively impacts job satisfaction, organizational commitment, labor-management relations, job performance and organizational performance, employee absenteeism and profits.

The method of centering decision-making processes on employees allows those employees to contribute their best, grow the most, and feel worthwhile and worthy. Follow these seven steps:

1. **Fulfill the foundational requirements:** The top two characteristics are a climate of trust and a commitment to information sharing. Being clear on roles can help eliminate the chaos that can occur when people think they have the authority to decide or veto, but they really don't.

2. **Hold a decision stakeholders meeting:** Confirm the decision criteria, objectives, roles and responsibilities established as part of the foundational requirement. Identify resources, and set milestones.

3. **Ask for a recommendation:** Give them time and space to think options through, cast their own critical eye on those options, form their own recommendations and then share those options with a decision-making body.

4. **Conduct inquiries, not inquisitions:** Ask good questions, and listen with understanding while showing appreciation for the thinking behind the points of view being presented. Let respect, intellectual honesty, curiosity and the desire to comprehend drive the line of questioning.

5. **Debate. Decide. Commit:** Varying viewpoints should be protected and respected and visibly considered.

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Then when it's time to decide, it's time to decide — period. Ask for commitment to the decision.

6. Ensure energy-yielding outcomes: The outcomes should return the energy back into the system. This energy can take the form of an organization visibly acting on decisions and sticking to them over the long haul and seeing decisions communicated quickly and broadly.

7. Conduct a decision quality check: A post-mortem on a sample of decisions can bring enrichment through retrospection.

What about when the employee isn't just a participant in a decision but is the proprietor of the decision? If involving employees in decision-making is meaningful to them, then enabling them to actually make the decision will be exponentially more important. Here are eight ways to grant autonomy in an intelligent fashion:

1. Fulfill the foundational requirements: Intelligent autonomy requires a baseline of trust and a practice of information sharing. An additional requirement rests on the manager's willingness to delegate growth work, not just grunt work.

2. Have an agreement for autonomy in place: Managers often struggle with the empowerment of their subordinates, seeing it only as a loss of their own power. Develop an agreement for autonomy to formalize the rules of engagement and operation in the handover of power.

3. Facilitate recipient readiness: Provide training and resources; have a discussion with them about the benefits of the newfound autonomy.

4. Provide intrinsic and extrinsic reward: Build in flexibility to allow employees to define what they want to get out of the new autonomy. Proper recognition for expanded responsibility that is well handled is a must.

5. Facilitate by assisting success versus avoiding failure: Let the cycle of empowerment work itself out, where the employee learns from both successes and failures. You have to act as a facilitator, not a fixer.

6. Construct communication loops: Autonomous employees shouldn't go off the grid but instead should report back regularly on progress. You can't just delegate and check out, either. Communication needs to be a two-way street.

7. Covet communication loops: Communicate with your empowered employees so that they actually come to covet the communication loops in place over time. Leave the empowered feeling that it is productive and powerful to continue inviting management in along the way.

8. Tie a measurement tether: Establishing success criteria and measures in the agreement for autonomy and

reviewing progress periodically will help ensure work stays on course. ●

PART IV: DEVOTION

Cultures of Consequence

Establishing a cultural norm that connects employees to one another and inspires a drive for greater achievement must be viewed as a fundamental for long-term, sustained success.

Cultures that are rich in meaning manifestation generate feelings of significance, genuineness, belonging and expanding personal potential. Study any Great Workplaces list, and you'll uncover the three elements that the most meaning-rich cultures have in common: caring, authenticity and teamwork.

Caring

Jim Goodnight, CEO of SAS, says, "Treat employees as if they make a difference, and they will." Building a core of caring will most certainly unlock newfound levels of inner-connectedness among employees. It will also elevate morale as well as deliver returns for the company. The creation of a caring culture requires the five components of caring:

1. Family unit — not a military unit: The military's arm's-length approach doesn't really work in the business world if you want to create meaning-filled connections and maximize elevated performance over the long haul. Thinking and acting like a family unit, where relationships and connections are a priority, is a better way.

2. Rewards and recognition done right: Only the imagination limits the number of ways to recognize and reward someone. It's about the meaning behind the reward. Employees are looking for meaning, not things. Personalize it, and get everyone in on the act. Be frequent but not frivolous. Celebrate first downs and touchdowns. Think through the delivery with attention to detail.

3. Respect: Workplace incivility is a barrier that stands in the way of optimal performance. Respectful interactions and recognition of others, always and with everyone, is a foundational bedrock.

4. Work-life harmony: We only have one life, and work is part of it, so harmony among the two is undeniably worth the pursuit. Helping others (and yourself) make progress toward achieving work-life harmony involves being intentional, holistic and specific in your approach.

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5. Personal well-being: You care about your family members' personal well-being. Are they getting enough exercise and sleep, eating properly, taking good care of themselves? Why shouldn't the same questions be of concern to you for your work family?

Authenticity

Authentic behavior binds human beings to one another, and it is deeply satisfying for those conducting and receiving. It helps reinforce self-identities and creates bridges to a sense of belonging. As managers and workers, we can promote feelings of authenticity in the workplace in three basic ways:

1. Being where you belong: When people aren't intrinsically engaged by their work, they feel inauthentic. If employees aren't succeeding or aren't a good fit, it may be time for a tough but liberating discussion.

2. Being true to yourself: When we act in a manner consistent with our values and beliefs, it produces a deep sense of meaningfulness. We find meaning in situations and people that are real. Work is a vehicle through which we can share our unique talents, creativity and creations. Be true to beget true.

3. Conducting yourself in an authentic manner: Disingenuous behavior has a way of surfacing and revealing itself. Nothing is more transparent than when someone's not being transparent. And the effects can be devastating. Adhering to a code of conduct for authenticity is one helpful way to ensure the right behaviors are always top of mind.

Teamwork

Teamwork creates a sense of pride, fellowship, camaraderie and loyalty. Being cared about by teammates is a strong predictor of engagement. Teamwork enables relationships to form and nurtures a sense of connectedness and belongingness. Indeed, meaning is not just derived from how individuals relate to their work but also from how individuals relate to each other.

Teamwork enables interdependence. Organizations and managers adept at fostering world-class teamwork very intentionally drive a sense of mutual interdependence to pull a loosely connected group into a tight-knit unit. You can facilitate the same sense of interdependency in your place of work. It requires understanding the kind of team goals that foster interdependency, being attentive to the impact that team deliverables and role definitions can have on fostering a sense of interdependency, and spelling out specific expectations for interdependent behavior.

A team environment where everyone is working well together serves as a shared learning lab where people

are comfortably learning from one another through the sharing of experiences, wisdom and role modeling. Great teams producing great results make people feel as if they matter on a team that matters. This feeds into sustained heightened performance, which leads to more meaning and more fulfillment.

Teamwork is also the most direct contributor to the ultimate cultural end-state: achieving a sense of community.

Meaning-Making Leadership

Think of yourself as a master electrician — you help hardwire a network of emotional connections, linking the employee to the employer and vice versa, and both to a greater good. The Markers of Meaning constitute the wiring in the workplace network.

Leaders adept at meaning-making tended to have four traits that you can incorporate into your own style:

1. Have a passion for potential: Leaders with a passion for potential inspire you to make a difference every day. They challenge and grow you in energizing ways, encourage and reassure you as you go, give autonomy and make you believe you can accomplish anything.

2. Emit a caring, connective undercurrent: Caring, connective leaders draw people to them and draw the best out of them. They connect with others because they genuinely care about them, respect them and wear it on their sleeves. And because they couldn't alter their truly authentic aura if they tried.

3. Possess framing finesse: This is the kind of leader who helps connect the dots for employees, helping them feel confidence in and connection with the work they're doing, the place they're doing the work at and the people they are doing the work with. Such leaders frame and mold perceptions, mold meaning and mold winners.

4. Create an atmosphere of relaxed intensity: Leaders who excel at meaning-making also want to win, and they want to have fun while winning. Having fun and laughing at work can change attitudes, draw people closer together and step-change engagement levels.

Meaning-Making Messaging

The key to communication that engages and makes meaning is to make people feel something. Inspire a felt sense of confidence. Here are five ways to ensure your messaging will truly matter:

• **Articulate a compelling vision that resonates with people's identities:** Compelling visions make membership within an organization feel special, enriching and meaningful.

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• **Drive mission fit:** If you help connect the dots by communicating how your employees' work fits into the broader mission, you enhance their feelings of self-worth and certainty.

• **Be confident when communicating:** When you communicate with confidence, it breeds relief and a sense of certainty. You can communicate hope even as you are outlining reality.

• **Tell stories of significance:** You can make meaning when you share stories of "sparkling moments" — when the team really nailed it, when they overcame adversity or when they achieved accomplishments that have been more broadly taken for granted.

• **Share goals with intrinsic, not just extrinsic, value:** What's in it for them? How will this goal connect with them personally and emotionally? How might accomplishment of this goal help them grow? ●

Cutting Off Corrosive Behavior

You might not realize, given all your good intentions, that you could also be engaging in negative, meaning-draining behaviors. If you are, you can be sure your employees realize it. Managers can unwittingly kill meaning in four primary ways:

• **Destroying a sense of certainty:** We can destroy an employee's sense of certainty by acting without integrity, being indecisive or inconsistent, mismanaging change or communicating poorly.

• **Destroying a sense of completion:** We are driven in part by a sense of progress, a desire to see that our unique efforts are adding up to something tangible. We can unwittingly stand in the way of this fundamental human drive with behaviors that destroy an employee's sense of ownership or that create rework or wasted effort.

• **Destroying a sense of confidence:** Dismissing the importance of an employee's ideas or work can crush a sense of self-confidence and, accordingly, a sense of meaning for the employee. If you are quick to criticize and slow to praise, don't be surprised if your employees' work needs criticizing and isn't worth praise. Assume they care about doing good work. Plant seeds of growth, not seeds of doubt. Don't manufacture misattribution; share context. Self-manage anxiety/stress. Warm up — people can read a lack of compassion and warmth a mile away.

• **Destroying a sense of community:** We strip our employees of the sense of community when we allow environments of negativity and unhealthy levels of internal competition. Sensing that they are in combat, not in

a community, employees may well mentally shut down. Drive awareness of the behaviors' impact. You will get the behavior you tolerate. Go from pessimism to optimism. Challenge cynics, and invite them to be part of the solution instead. Don't let falsehoods and ferocity fester. Build people's self image, and redirect their energy.

When any of these components are enacted, it creates self-doubt, deflates a sense of devotion and causes us to question the meaning in and at work. It can also contribute to fear: fear born of mistreatment, insecurities, ambiguity or lack of understanding.

Create a level playing field. Drive a one-team, one-dream mindset. Redirect the energy of the overly aggressive or insecure to expend their energy on more positive pursuits. ●

PART V: DILIGENCE

A Plan to Make It Matter

To help you create meaning in and at work, create a personal to-do list for yourself, organized by groups of meaning-making activities. There are five buckets of activity for you to consider in this approach to structuring your action plan:

1. Overarching behaviors (to be mindful of)
2. Skill sharpening (to undertake)
3. Deep one-on-one connections (to facilitate)
4. Systems (to put in place)
5. Group/team connections (to enable)

Choose the activities from each of the five buckets that you find most inspiring, weave them into a tailored plan and proceed accordingly. Work can be so much more for us. All the knowledge and tools are now at your disposal. ●

RECOMMENDED READING LIST

If you liked *Make It Matter*, you'll also like:

1. ***Why Motivating People Doesn't Work ... and What Does*** by Susan Fowler. Fowler's Optimal Motivation process shows leaders how to help people meet their needs for autonomy, connection and competence for long-lasting motivation.
2. ***A Team of Leaders*** by Paul Gustavson, Stewart Liff. The authors offer a new way to energize groups of employees and improve performance.
3. ***Full Engagement*** by Brian Tracy. Business success expert Brian Tracy shows managers how they can supercharge their employees' efforts with powerful, practical ideas and strategies.