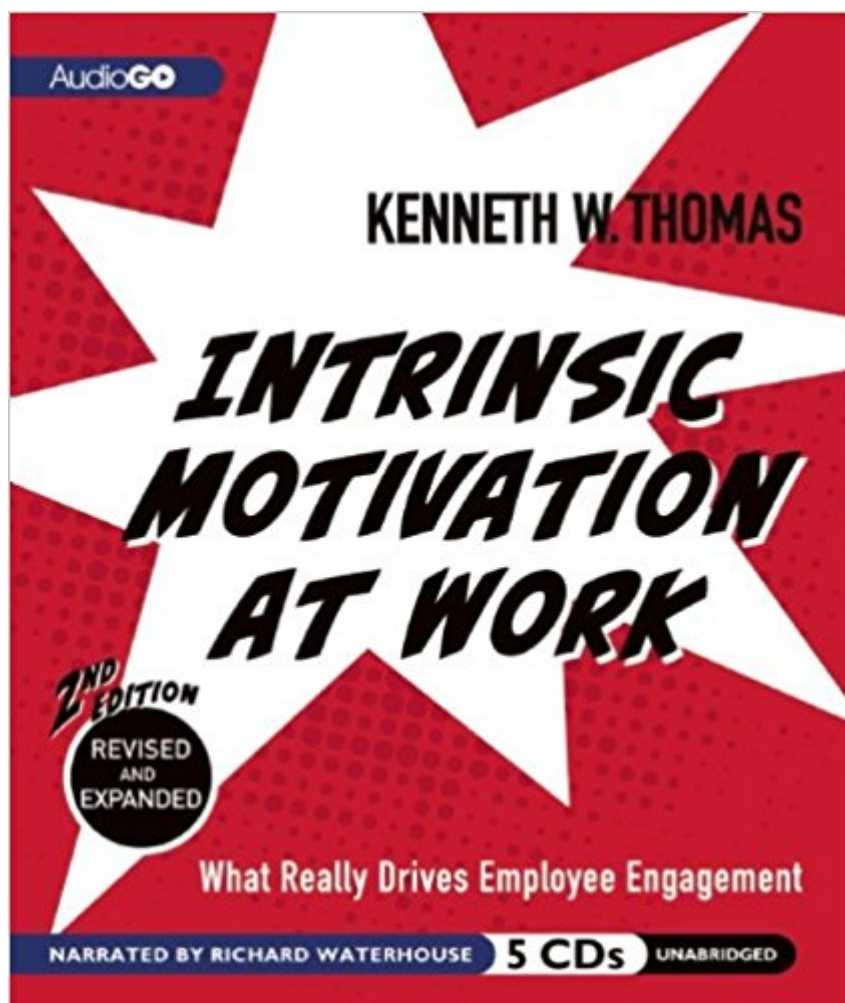


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# Intrinsic Motivation At Work, 2nd Edition: What Really Drives Employee Engagement



## Synopsis

What motivates people to do their best work in any endeavor they undertake? Management theory and practice has traditionally focused on elements that Kenneth Thomas calls extrinsic motivators: pay, benefits, status, bonuses, commissions, pension plans, expense budgets, and the like. While these are powerful motivators, particularly in command-control job situations in which workers have little or no say in how the job is managed, they are no longer enough by themselves. In today's organizations, in which managers expect workers and teams to self-manage their work, intrinsic rewards are essential. This breakthrough book provides the first comprehensive treatment of intrinsic motivation in the workplace, the psychological rewards workers get directly from the work itself, offering clear advice on how companies can harness its tremendous power to develop a more committed, self-managing workforce. Written in an engaging, accessible style and grounded in solid academic research, this book provides a diagnostic framework for addressing problems of intrinsic motivation and essential ways to build it.

## Book Information

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## Customer Reviews

Praise from the Publisher "Solidly grounded in research and theory, *Intrinsic Motivation at Work* allows readers to view the problem of motivation in a different light and provides many practical, easy-to-implement techniques to engage and retain employees--techniques that do not depend upon additional expenditures of money." --Steven Kerr, Senior Advisor, Goldman Sachs; former Chief Learning Officer, G.E.; and author of *Reward Systems* "This second edition elegantly captures the essence of engagement and how leaders can create and sustain it. Valuable reading for anyone

wishing to create or lead a 21st century organization." --David W. Jamieson, PhD, President, Jamieson Consulting Group; Past President, American Society for Training & Development, and coauthor of *Managing Workforce 2000* "Ken Thomas continues to contribute to our understanding of the mystery of employee engagement. He provides leaders with a roadmap that will not only guide them in working with their talented teams, but also help them understand their own motivation." --Beverly Kaye, founder and CEO, Career Systems International, and coauthor of *Love 'Em or Lose 'Em* and *Love It, Don't Leave It* --This text refers to an alternate Audio CD edition.

Kenneth W. Thomas, Ph.D., has an international reputation as a researcher, author, and developer of training materials. He is the developer, with Ralph Kilmann, of the Thomas&#150;Kilmann Conflict Mode Instrument (TKI), the leading measure of conflict&#150;handling styles. It has sold over six million copies and been translated into many languages.

This book makes you look at work in a whole new way. Before starting this book, I thought that employees were mainly motivated by they pay (extrinsic rewards). However, further reading made me look at how people view their work in a whole different light. Intrinsic rewards are the fundamental building block to keeping employees engaged in their work. I can say that it motivates me much more than extrinsic rewards. The book gives you a way to evaluate yourself and others on how engaged you are with the work that you do. I highly recommend this book to any employee or manager who is looking for a way to kick start the way they work and manage.

As a scholar in the field of organizational psychology I found this book to be grounded not only in theory but is probably the best most significant book about Employee Engagement on the market. Dr. Thomas did an outstanding job dialing in the real issues around engagement. Nicely done... Dr. Russ Davis

I am not an avid reader but I read this book in a couple weeks. Very intersting, common sensicle, and the tables help make the material "stick" . Would highly recommend this book for managers, HR professionals, and employees who are seeking ideas on helping their team succeed.

exactly as described, fast shipper

this book opens a whole new approach to leadership and motivation. it's an easy read and very

learn-able.

I assign this as the textbook in a Master's degree program. The concepts are clearly written, well-explained, and enthusiastically presented. I highly recommend the 2002 version for those reasons. The 2002 version discussed the concepts, then chapter by chapter addressed how both team members and managers might apply each of the concepts. This format made it easy to read and to follow; my students were able to absorb the ideas readily and apply them in practical environments. However, in 2009, Mr. Thomas divided the book, so that the same concepts are discussed twice: once in the first half applied to employees, and then in the second half applied to managers. The claim that the revision was needed to incorporate 'new' material is not warranted; there is no 'new' material which might advance the subject matter. However, there is 'new' material which promotes his apparent new business relationship with a company newly recited in this version, and promotes the principals of that company, and the tools they sell. I have written my objections to the publisher well over two years ago, and have yet to hear from either publisher or author. My current students must buy the 2009 revision -- I instruct them to ignore any reference to Mr. Thomas' new friends, their tools, or their company. In fact, my students now read the chapters together (in the front half and then the back half of the book) which were originally found within one chapter. This is unduly complicated; I see no reason for the existence of the 2009 version other than self-promotion, as there are no 'substantive' differences between the two versions. All of the above notwithstanding, this is the seminal work on the subject, and is (with the above caveat to ignore certain promotional material within it) the best discussion of the concepts available. Mr. Thomas is a good writer, and his development of his ideas is convincing and academically supportable.

**Intrinsic Motivation** Dr. Ken Thomas's book, "Intrinsic Motivation at Work: What Really Drives Employee Engagement," is an easily readable, interesting contribution to the field of motivation. That is not always true of the contribution from academics. I found the style down-to-earth and concepts and ideas very thought-provoking. Thomas has a history of breakthrough concepts and theory in the management area, especially conflict management, in which he is an international expert. It extends his contributions to the field of motivation--and the hot topic of employee engagement. He provides a solid conceptual framework for understanding employee engagement. Thomas puts work engagement into a historical context. He documents changes in work from the mid 20th century to the present, showing how work today requires more judgment and self-management from employees. He breaks self-management into four essential steps: committing to a meaningful

purpose, choosing the best way of accomplishing that purpose, making sure one is performing work activities competently, and ensuring that one is actually accomplishing the purpose. The book's core is a description of four "intrinsic rewards" employees get from today's work and their importance in energizing and sustaining employee engagement. The four rewards are a sense of meaningfulness, choice, competence, and progress. He summarizes research findings about these intrinsic rewards--on retention, work performance, job satisfaction, professional development, reduced stress, and other outcomes. After Thomas explains these basic concepts, the book gets into applications--helping the reader diagnose current levels of the four intrinsic rewards and providing guidelines for enhancing them through their building blocks. I found a number of things especially helpful. One was the diagnostic framework with each of the 4 reward areas, which helps a manager pinpoint the source of low engagement. I liked his insight into how work has changed through increasing education of the workforce and implications for motivation and retention of knowledge workers. It is this population from which high tech companies often derive their competitive advantage. I was impressed that Thomas wasn't talking just about simple "techniques" for motivating others. He understands that motivation and employee engagement go beyond simple behavioral attempts by organizations to influence employee commitment and contribution. When motivation is self directed, it is more powerful than attempts made by managers and organizations to motivate others through various work and high involvement strategies. The book had major implications for the increasing amount of work done virtually. Virtual workers are more dependent on self-motivation and less subject to direction from supervisors. This can help managers and newly appointed supervisors whose direct reports are geographically dispersed. Overall, this book is an important conceptual contribution to the field of employee motivation, which has seen limited breakthroughs in thinking during the past few decades.

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