

13. _____ proposes that the consequences of their behavior will motivate employees to behave in predetermined ways.
14. The steps in the _____ are as follows: (1) Tell the employee exactly what was done correctly; (2) tell

REVIEW QUESTIONS

- How is the performance formula used by managers?
- What are the three major classes of motivation theories?
- What are the four content motivation theories?
- What do the E, R, and G stand for in ERG theory?
- What are the two factors in Herzberg's two-factor theory?

COMMUNICATION SKILLS

The following critical-thinking questions can be used for class discussion and/or as written assignments to develop communication skills. Be sure to give complete explanations for all questions.

- Do people really have diverse needs?
- What is motivation, and why is it important to know how to motivate employees?
- Do you agree that managers' attitudes and expectations affect employee motivation and performance? Explain your answer.
- Do you agree with the performance formula? Will you use it on the job?
- Which of the four content motivation theories makes the most sense to you? Why?

the employee why the behavior is important; (3) stop for a moment of silence; and (4) encourage repeat performance.

- What is the role of perception in equity theory?
- Does the goal-setting theory really motivate employees?
- What are the two variables of the expectancy theory?
- What are the two schedules of reinforcement?
- Is there a relationship among the three major classifications of motivation theories?

- Which of the three process motivation theories makes the most sense to you? Why?
- What reinforcement methods have been used to get you to go to work and to be on time?
- Reinforcement theory is unethical because it is used to manipulate employees. Do you agree with this statement? Explain your answer.
- Which motivation theory makes the most sense to you? Explain why.
- What are the major methods and techniques you plan to use on the job as a manager to increase motivation and performance?

CASE: CLIF BAR & COMPANY: CREATING SUSTAINABLE EMPLOYEE ENGAGEMENT

A workout with a personal trainer in the middle of a workday? No problem. Need a three-day weekend or the opportunity to work from home once a week? Sure thing. Last minute babysitter cancellation? Onsite day care is available. These are a few of the employee perks at Clif Bar & Company.

Based out of California, Clif Bar & Company is a leading manufacturer of natural, organic energy foods, and has found a successful market niche with its Clif and Luna branded bars.¹ Whether for hiking, mountaineering, or snacking on the go, those who have shopped for energy food products are likely familiar with the Clif Bar. With its distinctive brown packaging featuring an image of a rock climber scaling a mountainside, the Clif Bar has become synonymous with energy bars and is the company's flagship product. A family-owned business at its onset, Clif Bar was born out of the quest to find a better-tasting energy bar.²

Twenty-three years later with a staff of more than 300, Clif Bar still approaches its employees with the family-like, people-first attitude that led to its success. Ranked in *Fortune's* top 25 best places to work,³ Clif Bar has found ways to keep employees throughout the company engaged. In line with the company's focus on nutrition and healthy lifestyles, Clif Bar reimburses employees up to \$1,500 per year for biking or walking to work.⁴ Every seven years, employees become eligible for a paid six-week sabbatical in addition to any vacation time accrued. Clif Bar's director of people learning and development, Jennifer Freitas, notes that the company's commitment to employee engagement stems from founder and CEO Gary Erickson's vision: "Gary realized, 'If I want to keep employees passionate and engaged, I've got to let them go, to make sure they have time to live their lives, have adventures in the world, and come back refreshed.'"⁵

Beyond the unique perks, surveys indicated that 92% of Clif Bar employees felt as though their work almost always carried meaningful responsibility within the company.⁶ Management has also been known to entrust employees with a high level of responsibility without the fear of being micromanaged. Questions, feedback, comments, ideas, and information sharing are encouraged and valued, and can be communicated in a free and transparent manner with both managers and others within the organization.⁷ Professional development is encouraged and fostered—88% of Clif Bar's surveyed employees felt as though they received the training and development necessary to further their careers.⁸

As a result, Clif Bar employees are proud of their accomplishments and the impact they have within the organization, in the community, and on the company's reputation.⁹ For many, the company's values and culture align with their own. It is more than just a job; rather, employees feel a deeper sense of meaning can be derived from the opportunity to have a positive influence on both the company and the community while building a sustainable work-life balance.¹⁰

Clif Bar & Company's employee-centric position has proven successful. Over the previous decade, Clif Bar has reported a 20% compound annual growth rate and an employee turnover ratio of 3%.¹¹ Word has gotten out about the company—in the span of one year, 7,700 job applications were received for a mere 114 new and available positions.¹² Clearly, Clif Bar & Company's people-first strategy has helped forge its path toward sustainable employee engagement.

Case Questions

- How does Herzberg's two-factor theory apply to Clif Bar & Company's employee engagement and motivation techniques? Name the case's extrinsic and intrinsic factors.
- Does Vroom's expectancy theory support Clif Bar & Company's policies? Why or why not?
- Are Clif Bar & Company's methods sustainable, long-term motivators for its employees? Be sure to use theory from the chapter to support your answer.
- Drawing from your experiences and preferences, would perks and fringe benefits similar to those that Clif Bar offers be an effective motivator for you? Would the company's development and job

enrichment opportunities be a motivator for you? Why or why not?

5. What types of organizations can Clif Bar's engagement and motivation techniques be applied in? In what organizations won't they work in? Why or why not?

Cumulative Case Questions

- How does organizational culture apply to the case? (Chapter 2)
- Which of the four grand strategies is Clif Bar & Company utilizing? Search online to find current information on the company's business decisions to inform your answer. (Chapter 5)
- In what ways does human resource management support Clif Bar's employee engagement techniques? (Chapter 9)

Case References

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Case created by Herbert Sherman, PhD, Hannah K. Walter, MBA, and Naveed Ahmad, MBA, Department of Management Sciences, School of Business Brooklyn Campus, Long Island University.

SKILL BUILDER 11-1: GIVING PRAISE

Objective

To develop the skill of giving praise to motivate people to higher levels of performance.

Skills

The primary skills developed through this exercise are:

- Management skill—leadership (motivating others)