How bosses demoralize their employees
by Dan Ariely

WARM-UP:

1. **Rank the things that demotivate you at work from the most (1) to the least (10) significant and compare and discuss differences in pairs:**

   - boredom
   - lack of recognition
   - lack of fairness
   - cancelling projects
   - lack of empowerment
   - too much workload
   - lack of progress
   - no confidence in company leadership
   - poor communication
   - unfriendly coworkers

VOCABULARY:

2. **Look at the sentences below and try to match the highlighted idioms with their meanings (a-h):**

a) He wanted the restaurant to be a success and really put his heart and soul into it.
b) President Reagan pledged at a news conference today to go the extra mile to compromise with Democrats.
c) After two of the team leaders left, the project rather ran out of steam and slowly died off.
d) The last failure really crushed the team spirits and now nobody is eager to think about any future product ideas.
e) They all worked together on the project, but while submitting it, one of them stole the thunder.
f) You did well today so please keep up the good work and together we can deliver it on time.
g) The EU deliberately promotes an approach where the steps between sanctions and incentives are closely tied in the effort to combine carrot and stick methods.
h) Four months after the death of its founder and guiding spirit, Jerry Garcia, The Grateful Dead announces it is breaking up after 30 years of performing together.

• someone who is influential or an inspiration to others.	• to do more than what is expected
• to lose impetus, energy or enthusiasm to do sth	• to do something with all of your energy and interest
• to take the credit for something someone else did.	• to make sb feel defeated and devastated
• to encourage sb to continue doing things as they are done now	• to motivate by both a possible reward and a threat of punishment

3. Fill in the gaps in the questions below with idioms from the previous exercise:

a) How often does your manager tell you to _____? Do you suppose that it encourages you or itis a meaningless phrase?

b) Why does sometimes a manager _____their employees _____ when they present team ideas to superiors? Has it ever happened to you? What can be done to fight with this behavior?

c) What kind of a person can be a _____ in a modern tech company? What traits of character are needed to be such a person? Do you know anybody like that?

d) What kind of _____ approach does your company use to motivate staff? Do you reckon they are useful? Which ones might be more effective?

e) What happens to a company when it _____ and does not innovate anymore?

f) How to make people _____ work or idea?

g) What was the one experience that really _____ ? How did you overcome it?

h) Would you _____ to help your teammates? For example, would you do overtime to help them finish their work or cover for them on your free day?

4. In pairs, ask and answer the questions from exercise 3.

READING:

5. Read this introduction to a video you will watch in a moment and answer the questions below:

We shouldn't have to be told that people's hearts and souls are not piñatas, and yet here we are. Duke psychology professor and behavioral economist Dan Ariely says when it comes to increasing motivation, there's a precursor lesson many managers, teachers and parents miss: stop crushing spirits.

It sounds so obvious but perhaps that's why it's such an overlooked facet of motivation. Bosses and people in authority positions often unknowingly demoralize those around them. "We do lots of those things," says Ariely. "We get people to start projects and we cut it in the middle. We get people to prepare presentations and they never get delivered. We do all kinds of things that eliminate motivation… lots of people are working in an environment like that."

- *Have you ever been demotivated by how your manager acted?*
- *How did you feel when your work was cut in the middle and lost because the management said so?*

VIDEO

6. Watch the video with Dan Ariely and answer the questions below:

a) What kind of solutions did the software engineers from Seattle propose to make them feel better after their project was cancelled?

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b) What kind of things are done that crush people's spirit?

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c) How does open source community give credit to people involved in the project?

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d) Why do you think that the kid who came up with the idea and didn't do any drawing was more upset?

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e) What are the things that Dan Ariely says that managers can do to motivate their staff?

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DISCUSS

7. Discuss the points below in small groups:

a) Is the way that credit in your company is given fair? How could you improve it?

b) Do you think that trying to utilize failed/cancelled projects can be practical? Maybe it'll just lead to even more resources being wasted?

c) What are the other ways that management can use to encourage staff?

d) Which of the things Ariely mentions do you believe would motivate staff in your company most: building purpose, respecting contributions or giving credit?

e) How would you practically implement the ideas Ariely presented in your organization?