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* If prompted for a password, use the password that was emailed to you.

EMS-2-3-1-1 Means EMS **SEMESTER 2 **CLASS 3** **TOPIC 1** EXERCISE 1

WORKBOOK FOR ECONOMICS, MANAGEMENT & STRATEGY SEMESTER #2 & CLASS #3 (ALSO CALLED EMS-2-3***)

3 TOPICS COVERED IN THIS LESSON: (Brief Recaps in Brackets. Click the text to jump to the page in this workbook where we cover the Topics).

- 1** [EMS-2-3-1: INCREASING MOTIVATION BY NURTURING & HIRING THE RIGHT EMPLOYEES \(& VICE VERSA\)](#) (Strategies to increase motivation by helping employees grow.)
- 2** [EMS-2-3-2: INCREASING MOTIVATION BY EMBRACING INNOVATION, EQUALITY & RISK TAKING](#) (Strategies to increase motivation by encouraging risk taking and equality.)
- 3** [EMS-2-3-3: INCREASING MOTIVATION BY IMPROVING THE OFFICE, QUALITY OF LIFE BALANCE, COMMUNICATIONS & ANALYZING THE BEST MOTIVATING FIRMS AND BEST PRACTICES](#) (Strategies to increase motivation by improving the office surroundings, analyzing the best companies and much more.)

Please have this workbook open during the EMS-2-3*** lecture and fill in the blanks or answer the questions in this workbook when Chris asks you to do so during the live lesson (or during the replay of the live lesson). The homework for all lessons is always listed on the last page.

If you are watching a live version of this lesson, please let Chris explain the concepts and then we will have many opportunities for live Q&A when he mentions: “Does Anyone Have Any Questions?” You can also ask Chris questions about the concepts taught in this class during his weekly *For MBA Degree Program Students Only Weekly Q&A Webcast*, which is available at the following [link](#) using the password that was emailed to you.

Please note that after the class is finished, Chris will direct you where to go online in order to take a quiz based on the concepts taught in EMS-2-3. If you can’t watch this class live, then Chris’ team will have an edited [replay](#) of the lesson online within one day after this class has ended.

TOPIC 1 OF 3: EMS-2-3-1: Increasing Motivation by Nurturing & Hiring the Right Employees (& Vice Versa)

Side Note: Article I wrote on Letting People Go: <https://www.inc.com/chris-haroun/3-hiring-and-firing-secrets-that-all-top-leaders-have-mastered.html>

Optional: Type your notes for Topic #1 in this box:

Optional: How can you apply what you have learned about Topic #1 today to enhance your career (or to make you happier and more successful in general)?

Optional: Type a question(s) below that you want to ask Chris on the live webcast about Topic #1. If you are watching the live webcast of this lesson, after Chris finishes discussing each Topic, he will say “Does anyone have any questions about Topic #1. At that point you can copy and paste the text that you type below into the YouTube message box to ask him a question. If you are not on the live webcast, you can also ask him your questions during the [MBA Only Students Office Hours Webcast](#) (use the password that was emailed to you). Before asking the question about Topic #1, please look at the first page of this document to see what he will discuss in Topic #2 and Topic #3 (in case your question will be addressed during Topic #2 and Topic #3). Thanks:

EXERCISE EMS-2-3-1-1: Helping Employees Achieve Their Goals/Reach Their Full Potential

Please note that the tables on the next few pages can also be accessed in PDF, Word and Google Docs format at the following link: harouneducation.com/ems-2-3

If your company has a human resources document that lists what employees that work for you need in order to be promoted to the next level, then please access that document for this exercise. Otherwise, think about what employees one level above employees that you supervise do relative to their more junior peers.

In this exercise, we are going to do a gap analysis with each of our employees in the monthly or quarterly one on one coffee meetings that you have with them. Here is where they are today, here is where they want to be in 1, 3 or 5 years. We need to help them fill that gap. This will really help to motivate your employees as they have more of a sense of purpose and a better idea of why they are working so hard; this exercise will really help your employees become even more motivated and productive as you are showing them that you sincerely care about their careers.

We will help our employees strategize on how to achieve their professional goals. Developing your employees is an incredible investment opportunity.

If you want, please repeat this exercise for each employee that reports to you.

There are 2 parts to this exercise. You can fill out part one before meeting with your employee. Then please complete part 2 during and/or after your goal setting meeting with your employee.

Let's discuss Part 1 (which starts on the next page): Before meeting with an employee, write down 3 things that they need to accomplish in order to get promoted or in order to receive more autonomy or in order to receive more advanced job-related tasks from you:

Part 1:

Part 1: To be completed by you before the meeting with your employee.		
Employee Name	Goal	How to Achieve the Goal
[i.e., John Smith]	[i.e., get promoted]	[i.e., List 3 or more things needed to be accomplished in order for the employee to get promoted]

Then in Part 2, ask the employee what their 1, 3 and 5 year professional goals are and write them down during the meeting in the Goal column, per this table

Part 2:

Part 2: To be completed by you during and after your meeting with the employee		
Employee Name	Goal	How to Achieve the Goal
[i.e., John Smith]	[i.e., get promoted]	[i.e., List 3 or more things needed to be accomplished in order for the employee to get promoted]
	[i.e., become a better public speaker]	[i.e., Take a course offered by Dale Carnegie]

Workbook for EMS-2-3 (Semester #2 and Class #3 for Economics, Management & Strategy)

Part 2: To be completed by you during and after your meeting with the employee		
Employee Name	Goal	How to Achieve the Goal
	[i.e., understand finance and accounting better]	[i.e., take online course "x" etc.]

Then comment and write down how they can achieve their professional goals in the right-hand column, meaning discuss how they can fill the gap between where they are now and where they want to be, meaning what do they need to do in order to accomplish their goals. For example, if their goal is to become a better public speaker, then discuss taking a course offered by Dale Carnegie. Another example is if their goal is to improve or learn accounting and finance skills, then they can take an online course etc.

If you can't answer in person during the meeting how they can achieve certain goals, then do some research and get back to them.

Why is this exercise important?

Taking a sincere interest in their career will result in a huge return on investment in the long run. Imagine how much more motivated you would have been if your managers in the past had done this more often.

TOPIC 2 OF 3: EMS-2-3-2: Increasing Motivation by Embracing Innovation, Equality & Risk Taking

Optional Side Note Video On: [“the people that are crazy enough to think that they can change the world are often the ones who do.”](#)

Optional Side Note Video On: [“how to not treat an employee.”](#)

Optional: Type your notes for Topic #2 in this box:

Optional: How can you apply what you have learned about Topic 2 today to enhance your career (or to make you happier and more successful in general)?

Optional: Type a question(s) below that you want to ask Chris on the live webcast about Topic #2. If you are watching the live webcast of this lesson, after Chris finishes discussing each Topic, he will say “Does anyone have any questions about Topic #2 At that point you can copy and paste the text that you type below into the YouTube message box to ask him a question. If you are not on the live webcast, you can also ask him your questions during the [MBA Only Students Office Hours Webcast](#) (use the password that was emailed to you). Before asking the question about Topic #2, please look at the first page of this document to see what he will discuss in Topic #3 (in case your question will be addressed during Topic #3). Thanks:

EXERCISE EMS-2-3-2-1: Embracing Innovation, Destroying Walls & Encouraging Risk Taking

Please note that this exercise can also be accessed in PDF, Word and Google Docs format at the following link: harouneducation.com/ems-2-3

In this exercise, we will focus on how to tear down the walls that exist on your team. This exercise takes a lot of soul searching (consider taking a long walk while thinking of how to complete this exercise).

I want you to please write down 3 things that you can do differently that will lead to a more equal based hierarchical team by tearing down the walls. For example, remove titles from business cards or make eye contact with everyone in meetings regardless of their rank.

3 Things to Change About Your Team in Order to Tear Down the Hierarchy Walls:

1:

2:

3:

Why is this exercise important?

Because this will ensure that great ideas are not suppressed and that poisonous politics doesn't ruin your team's productivity.

TOPIC 3 OF 3: EMS-2-3-3: Increasing Motivation by Improving the Office, Quality of Life Balance, Communications & Analyzing the Best Motivating Firms and Best Practices

Optional: Type your notes for Topic #3 in this box:

Optional: How can you apply what you have learned about Topic #3 today to enhance your career (or to make you happier and more successful in general)?

Optional: Type a question(s) below that you want to ask Chris on the live webcast about Topic #3. If you are watching the live webcast of this lesson, after Chris finishes discussing each Topic, he will say “Does anyone have any questions about Topic #3. At that point you can copy and paste the text that you type below into the YouTube message box to ask him a question. If you are not on the live webcast, you can also ask him your questions during the [MBA Only Students Office Hours Webcast](#) (use the password that was emailed to you).Thanks:

EXERCISE EMS-2-3-3-1: Changing/Improving Your Office Environment, Fun & Work Life Balance

Why is this exercise important?

Because we are a product of our environment; a more fun and balanced work environment leads to increased loyalty and productivity.

Please list 5 things that we can change about our physical office environment in order to make it a more fun place to work for others (and for you!):

1:

2:

3:

4:

5:

Please list 3 things that we can change in order to improve the work life balance of our employees (or ourselves):

1:

2:

3:

EXERCISE EMS-2-3-3-2: Increasing Transparency, Explaining Why & Book More 1x1 Meetings!

This exercise is really simple. All that it entails is ensuring that you set up 1x1 meetings with all of your direct reports for 30 minutes each month or each quarter in your calendar. In addition to just bonding more with them, please ensure that you update them on your thoughts on the strategy of the team and the company and also please listen ask for their opinions on business matters.

Why is this exercise important?

This simple exercise is important because if your employees feel sincerely appreciated and if your transparency is high, then their motivation to produce great results will also be high. Thanks

Optional Comments:

EXERCISE EMS-2-3-3-3: Motivating Best Practices: Self Reflection/Your Influencers

In this final exercise, please reflect upon what motivated you to increase your performance or what events motivated you in general at work. If you have had a lot of work experience think about your past managers and 5 things that they did that really motivated you. Why? Because we can then think about how to motivate our teams using the same methodology.

1:

2:

3:

4:

5:

HOMEWORK

After this lecture, please complete any exercise(s) in this workbook that you have not yet completed (if applicable) and the quiz associated with this lecture. The quiz is always in the last lecture for each class.