

## *Motivating People:* The Truth of Consequences

by Michael L. Peterson, Iowa Alpha '89

ONE OF THE BIGGEST CHALLENGES in working with people is motivating others to do something new or different. Although motivating people can be stressful and frustrating at times, being able to do it effectively is perhaps the single biggest skill that people need to master in order to be able to work with and lead people effectively. In this article, we'll take a look at some tools and thoughts to keep in mind as you work with people, which will help you motivate others in a way that is effective and long-lasting.

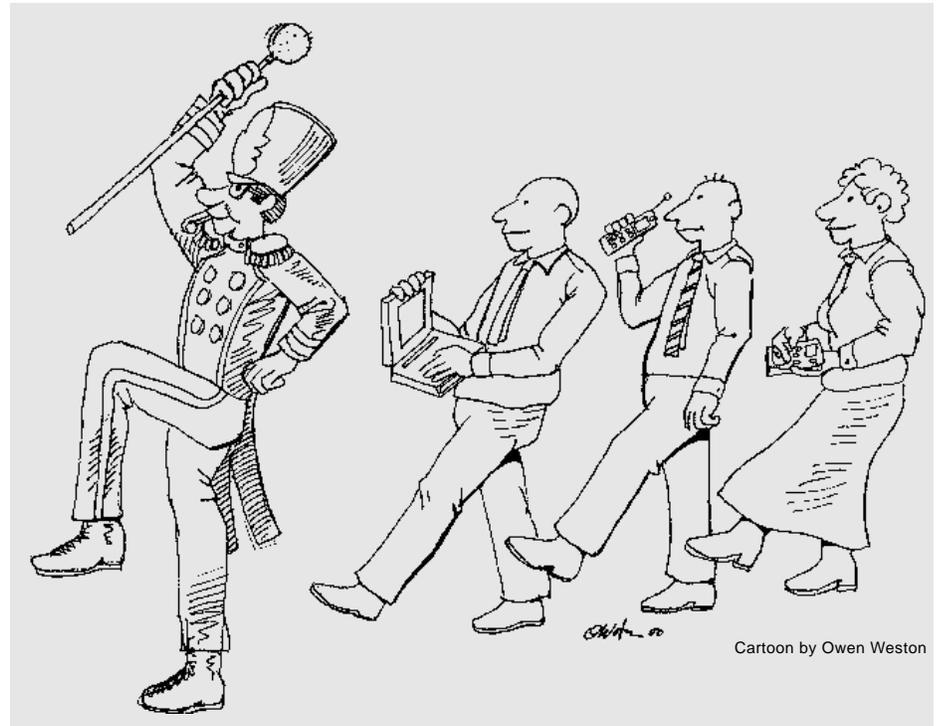
When you are motivating someone to do something, you want to explain why it is you feel the task is important, and you want to convince the other person to do the task of his or her own free will. In order to accomplish that, you'll want to talk in terms of consequences of the task. In other words, what good things are going to happen if this task is accomplished? What bad things will happen if this task isn't accomplished?

There are two basic categories of consequences that you can use:

- **Natural** — the consequences that occur on their own, without requiring any effort on anyone's part; and

- **Imposed** — the consequences that require somebody to do something in order to make them happen.

In addition, consequences can be either negative or positive. For example, consider a situation in which you are trying to motivate a fellow chapter officer to send the publicity for an upcoming service project. A positive natural



Cartoon by Owen Weston

consequence would be that if the public display is out, more people will see it sooner, increasing the chances that you will have strong participation in the project. A negative natural consequence may be that if the publicity doesn't get out on time, you will lose your chance to get a bargain copy rate from your printer. A positive imposed consequence would be your offering to take the person out to dinner if the job is done well. A negative imposed consequence would be your promise to inform the other officers of the problem.

When using consequences, it's important that you stick with the natural consequences as much as possible and that you use imposed consequences only as a last resort. Using natural consequences makes it easier for you to maintain relationships with the people with whom you are working; imposing a consequence often sets barriers between people. In addition, a person motivated by natural consequences will stay motivated longer, because she understands the importance of the task; if a person is doing the task only because you are

telling her to, she isn't likely to do it very long or very well. Finally, motivation by natural consequences is easier on you as a problem solver in the long run. Natural consequences may be harder to think of initially, but once the person is motivated, there's nothing left for you to do but to follow up with her. Imposing consequences, on the other hand, requires ongoing monitoring and actions on your part until the job gets done.

In addition to using consequences, below are three other key requirements for motivating people successfully and ensuring that tasks are completed.

- **Keep a positive attitude.** It's important to approach problem solving in a positive manner. If we take a negative outlook when we are working with people, we are going to discourage those who truly want to do a good job. (In general, the vast majority of people truly want to do the right thing; most people just need help in understanding the importance of a new task or how it compares to the other tasks that they think they need to get done.) Also, if we take a negative approach, we may miss new information that the others have, which could affect what we are trying to accomplish.

- **Work together with the other person, not against them.** If we take the attitude that we are working together with the other person, we challenge ourselves to come up with the best solution for everyone involved. Don't get so caught up in running through your list of consequences that you don't listen to the other person, or don't listen to and watch him to see if he is agreeing with you. If the person has new information to share or doesn't buy into your ideas, it's critical that you recognize this and talk about it right then and there and make changes to your plans when appropriate.

- **Set follow-up plans.** Once someone becomes motivated to do something, the work is only half done; actually, the real work hasn't even started yet! You need to be sure that the person actually follows through now on what has been agreed upon. Work together to come up with specific action plans. "You do this by next Tuesday," "I'll do that tomorrow," etc., and set a follow-up time for the two of you to check with each other to be sure that things are on track.

In summary, motivating people is often challenging, but it is also one of the most important and rewarding aspects of working with people, no matter what

the situation. By approaching motivation with the right mindset and an open attitude, you will be able to explain your ideas better and convince others more effectively to try new ideas, which will lead to better results and better relationships as well. Good luck!

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*Note: The concepts in this article were adapted from the People Skills module of the Tau Beta Pi Engineering Futures Program, based on materials from Interact Performance Systems. The Tau Beta Pi Engineering Futures Program is dedicated to preparing "engineering students for their future careers by enhancing their technical effectiveness through interpersonal skills and teamwork development." This includes providing training to Tau Beta Pi chapters, free of charge, on the types of skills described in this article. If you are interested in learning more about this program, about hosting a session at your school, or about getting involved as a Facilitator and teaching these skills to students, please contact Tau Beta Pi Headquarters at 1-865/546-4578, or via email at [tbp@tbp.org](mailto:tbp@tbp.org). Thank you!*

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## Spring Checklist of Chapter Reports & Fees

<b>Report / Fee</b>	<b>Mailed to Chapters</b>	<b>Send to Headquarters</b>	<b>Reference</b>
1. <b>Eligibility Report*</b> (pdf file on web)	January	As soon as eligibility list is available (within first 5 weeks of term)	Bylaw VI, 6.04(a) B. VIII, 8.01(c)
2. <b>Election Report*</b> (Must be received/approved by Secretary-Treasurer <b>before initiation.</b> ) (pdf file on web)	January	As soon as electees accept (2 weeks before initiation)	B. VI, 6.04(b) B. VIII, 8.01(d)
3. <b>Catalog cards</b> (Orders keys/certificates; allow 4 weeks before initiation to receive keys/certificates.)	January	With Report of Election (Write legibly & accurately)	B. VI, 6.04(b) B. VIII, 8.01(d)
4. <b>Final Action Report* &amp; Roll Book Signatures</b> (pdf file on web)		One day after initiation	B. VI, 6.04(c) B. VII, 7.07
5. <b>Initiation Fees/Convention Assessments</b> (\$27/\$3 per initiate)	N/A (Statement to chapter treasurer will follow)	10 days after initiation	B. V, 5.03(e) B. I, 1.05
6. <b>Constitution Ratification Ballot*</b> (pdf file on web)	October 1999	ASAP	Const. XVII, 3
7. <b>Officer Election Report*</b> (on web)	February	2 weeks after election	B. V, 5.01 B. VIII, 8.01(b)
8. <b>Convention Delegate Credentials*</b> (pdf file on web)	February	2 weeks after election	B. V, 5.03(d)(5) B. VIII, 8.01(f)
9. <b>Financial Report*</b> (on web)	April	May 31	Convention Action
10. <b>Chapter Survey*</b> (on web)	March	June 1	B. V, 5.03(d)(8)

This list of required chapter reports is a guide for chapter officers. Reports are mailed to the president at the times specified. If you need reports or any assistance, call the headquarters staff. \*These reports are available at [www.tbp.org](http://www.tbp.org) along with specifications for e-mail submission of report Nos. 1, 2, and 4. Those on as pdf files require signatures.

## A Good Deal for You

Tau Beta Pi's redesigned quarterly magazine, *THE BENT*, has been around for 91 years and improves each year. Although every member of Tau Beta Pi is a member for life, each initiate receives only a four-year subscription to the publication, paid by the \$27 national initiation fee. The cost of each delivered copy is nearly \$1.00, but new members pay only 52.5¢ and are subsidized by the alumni. This plan works well. So, when you become an alumnus, earn a salary, and repay your student loans, please become a life subscriber and enjoy an excellent publication. Excellent feature articles are also maintained on the website. Any extra income received from the publication of *THE BENT* is used for chapter programs for student members. Thank you for your support. The cost is \$60.

During the 70 years that life subscriptions have been available, nearly 74,000 Tau Bates have subscribed. Last year 736 new life subscribers joined us. Coupled with the annual and four-year subscribers, circulation is approaching 96,000 paid subscribers.

## Proper Use of Insignia

In accord with Constitution Article I, the Executive Council will consider requests for use of the insignia replica under the following guidelines:

1. a) All replicas of the Bent, as shown in Constitution Article I, Figure 1, must be upright and in proper proportion, and designs must include the words *Tau Beta Pi* and should include the words *The Engineering Honor Society*. b) Designs with the 2000 Logo must include the words *Tau Beta Pi* as in the official logo, should include the words *The Engineering Honor Society* as in the official logo, and may not include the Greek letters TBPi nor motto symbolization.

2. The proposed design and use of the insignia shall not cause embarrassment to Tau Beta Pi.

3. Distribution of items using the design of the name of the Association, the motto symbolization, and/or any insignia replica shall be limited to and used only by members of Tau Beta Pi.

4. Distribution of any items bearing the name, motto symbolization, and/or insignia replica to members of more than one chapter shall be made through either Tau Beta Pi national officers or national headquarters.

Requests for approval should be sent to the national headquarters.

## Film Prints

Film prints of the official Tau Beta Pi seal, Greek letters, and the Bent drawing—suitable for all printing purposes—are available from the national headquarters for \$3 each.

## Varshney and Parler Are 2000 Rhodes Scholars

Elliot F. Gerson, American secretary of the Rhodes Scholarship Trust, announced last December the names of 32 Americans chosen as Rhodes scholars for 2000. The awards provide two or three years of study at the University of Oxford in England. The oldest of the international study awards available to American students, they were established through the will of Cecil Rhodes in 1902. He was a colonial pioneer and British philanthropist.

The selections include **Neelakash K. Varshney**, *Alabama Gamma '00*, a senior majoring in electrical engineering and the first scholar elected from the University of Alabama at Birmingham. Neel, who has received a research award from the National Science Foundation, plans to continue advanced studies in the neurological sciences and to read for a B.A. in psychology, philosophy, and physiology at Oxford. On campus, he was the student representative to the UAB board of trustees and chaired the honors program steering committee.

The first University of South Carolina student to receive this award in more than a decade, **Caroline M. Parler**, *South Carolina Beta '99*, is a former Tau Beta Pi Chapter President, 1998 Tau Beta Pi Convention Committee Chair, and 1997 homecoming queen. An accomplished dancer, choreographer, and a marathon runner, "Caroline has it all: intelligence, drive, academic leadership, physical prowess, beauty, grace and a record of social concern," said USC's dean of the honors college Peter Sederberg. The recipient of a Barry M. Goldwater undergraduate research scholarship, the national leader of the year for 1999 selected by Omicron Delta Kappa, and the outstanding senior chemical engineering student at USC, Caroline plans to earn her M.S. through research in organic chemistry at Oxford before obtaining a doctorate at an American University or embarking on a career in business.

Applicants are selected through the criteria established in Cecil Rhodes' will and include: high academic achievement, integrity of character, an unselfish spirit, respect for others, leadership potential, and physical vigor. At least 70 members of Tau Beta Pi have won these awards. For more information, see [www.rhodesscholar.org](http://www.rhodesscholar.org) and [www.tbp.org](http://www.tbp.org).



## 2000 Chapter Anniversaries

100th	Ohio Alpha Case Western Reserve Univ.; Cleveland	May 19, 1900
75th	Georgia Alpha Georgia Institute of Technology; Atlanta	February 6, 1925
	North Carolina Alpha North Carolina State Univ.; Raleigh	October 10, 1925
50th	North Dakota Alpha North Dakota State University; Fargo	January 14, 1950
	New Hampshire Alpha University of New Hampshire; Durham	December 9, 1950
25th	Indiana Epsilon Tri-State University; Angola	February 22, 1975
	Alaska Alpha University of Alaska Fairbanks	April 5, 1975
	Massachusetts Eta Boston University	April 19, 1975



## TBPI Website Update

Work is underway to further improve the Tau Beta Pi website through an upgrade of the server and interactive reporting for chapters. Chapters will be able to generate membership and other reports on line and submit them directly to Headquarters. Additional applications are planned and will be ready for the Fall semester reporting. Watch your email for details, and thanks for your patience.

In the meantime, the present functionality remains in place. Chapters can still submit most reports, and members can access information about Tau Beta Pi on-line and view or download current versions of reference documents, such as membership reports and the President's, Advisor's, and Information books. You can also learn which Tau Bates have flown in space or won Draper or Nobel prizes. Just point your favorite web browser to (and be sure to bookmark our address):

[www.tbp.org](http://www.tbp.org).

Check us out, and send your comments to:  
[webmaster@tbp.org](mailto:webmaster@tbp.org).

## Seeking Distinguished Alumnus Nominees

The Tau Beta Pi Distinguished Alumnus Award recognizes members who have continued to live up to the ideals of Tau Beta Pi as stated in our Eligibility Code and to foster a spirit of liberal culture throughout their lives after their college years. These alumni serve as examples of excellence and leadership in character and liberal culture to collegiate members so as to influence their professional careers and personal lives.

Honored alumni have made exceptional efforts to demonstrate our ideals and to foster a spirit of liberal culture on local, national, and international scales. They have demonstrated integrity, breadth of interest, adaptability, and unselfish activity.

Future awardees will be chosen by a committee of national officers and invited to the Convention where they will each receive a special plaque and their achievements will be recognized. A \$500 scholarship in honor of each awardee is given to a student selected by a chapter chosen by the Distinguished Alumnus.

Anyone may nominate any alumnus member, except a national officer, for the award. Due by March 15, each nomination must be sponsored by a collegiate or alumnus chapter and must be signed by the president. There is no limit on the number of nominations by a chapter.

First given in 1997 as the Tau Beta Pi Standard of Excellence Award, the Distinguished Alumnus Award was renamed by the 1999 Convention.

Nominations from chapters or any individual are requested. The following documentation in six sets must be sent to the Secretary-Treasurer by March 15:

- (1) A one-page nomination form of biographical information and a summary of the achievements and/or contributions of the nominee exemplifying the objective of the award. (President's Book, C 32-33.)
- (2) A citation (one-page limit) appropriate for presentation, documenting the nominee's outstanding adherence to the Tau Beta Pi ideal of *fostering a spirit of liberal culture* in our society. It may be written by the nominating party.
- (3) A letter of reference from a person, excluding the nominator(s) or president, knowledgeable about the nominee's contributions and achievements.
- (4) The nominee's current résumé.
- (5) One additional supporting item that the nominator considers appropriate.

## 2000 District Conferences

The District Program provides a vital link between the national organization and individual chapters. Each year the Directors gather students for regional conferences to provide both retiring and new officers opportunities to discuss chapter operations and to socialize. All chapters are urged to elect new officers before their District conference. New and outgoing officers are strongly urged to attend. The 2000 schedule is:

Dist.	Location	Date
1	Boston, MA	April 8
2	Binghamton, NY	Feb. 26
3	Pittsburgh, PA	Feb. 26
4	Blacksburg, VA	April 8
5	Tallahassee, FL	April 1
6	Tuscaloosa, AL	Feb. 26
7	Cincinnati, OH	April 1
8	Evanston, IL	April 1
9	Norman, OK	Feb. 26
10	Austin, TX	Feb. 19
11	Minneapolis, MN	April 8
12-W	Idaho Falls, ID	March 25
12-E	Colorado Springs, CO	April 8
13	Las Cruces, NM	April 15
14	Portland, OR	April 1
15	Sacramento, CA	April 29
16	Las Vegas, NV	April 29

## BUY A LIFE SUBSCRIPTION TO THE BENT!

Tau Beta Pi has life subscriptions to its quarterly magazine, THE BENT, available for \$60 in one payment or \$62.50 in five annual payments of \$12.50 each, of which \$2.50 shall be used for operating expenses. Send \$12.50 now, and we'll remind you with a statement in each of the next four years.

Your initiation fee included \$8.40 for a four-year subscription to THE BENT. You can use the remainder of this amount toward your life subscription. Send \$10.00 now, and we'll credit the entire unused portion of the initial fee toward your balance. Your final installment will be adjusted according to your original subscription credit applied toward the life subscription.

We have 74,000 subscribers and need your support. Complete this information and mail it with your check to THE BENT, P.O. Box 2697, Knoxville, TN 37901-2697. Thank you.

Name _____	Chapter/Class Year _____	Date _____
No. & Street _____	City _____	State _____ Zip Code _____

## Officer Installation

The 1956 Convention adopted the standard Chapter Officer Installation Procedure and mandated its regular use by the chapters. The 1986 Convention recommended that each chapter include a specific procedure in its chapter bylaws.

Each retiring chapter president should carefully plan for a proper installation ceremony to make sure it is dignified, significant, and informative. Chapter advisors are encouraged to participate in the event.

An outline of the installation procedure is on pages C-10-11 of the President's Book.

# Robot Wonder From Purdue

Engineering students from Purdue University won the 11th annual National Rube Goldberg Machine contest last April. In an effort to make a simple task ludicrously complicated, the student teams built a contraption to put a golf ball on a tee by a crashing miniature skier, a crossbow and a toy boat.

Students from Purdue's SME chapter beat five other teams while 500 spectators watched. The machine took 54 mechanical, electrical, and fluid-dynamic steps to tee up a regulation golf ball.

The winning robot design began its movements when a toy gopher was hit on the head, which closed a switch energizing a solenoid, which released a miniature downhill skier, who crashed into a tree knocking it over releasing a weight, which raised the school's flag. The rising flag pulled a pin that released a ramp, which moved into a position that caused an eight-ball to roll and fall into a pocket. Some gears pulled a lever, which pulled a pin on a small catapult, launching a miniature basketball up a ramp into a plastic cup. Then, a crossbow fired, toy boats raced across a pan of water, a hockey player shot a goal, and finally, a tee was put in place and a ball plopped on top of it.

The two-time defending champion from the University of Texas at Austin won second place. A team from Oakland University in Rochester, MI, won third prize. The People's Choice award went to Hofstra University of Hempstead, NY.

## Important Deadlines:

- Laureate Nomination. . . . . March 15
- Distinguished Alumnus Nomination. March 15
- Outstanding Advisor Nomination . March 21
- GIG Project Proposal. . . . . May 31
- 2003 Convention Bid. . . . . June 1



## 2000 GIG Grants

Your chapter may receive up to \$750 to conduct a project involving civic affairs and public policy issues. The money is available under Tau Beta Pi's Greater Interest in Government Program to involve engineers in their communities and the political process.

Endowed in 1969 by Frederick A. Faville, *Illinois Beta '19*, the program has awarded chapter grants for Tau Bates to visit their state's general assembly; to conduct conferences involving legislators, educators, deans, and students; to bring together leaders in industry and academe; and to build playground and park equipment and bridges.

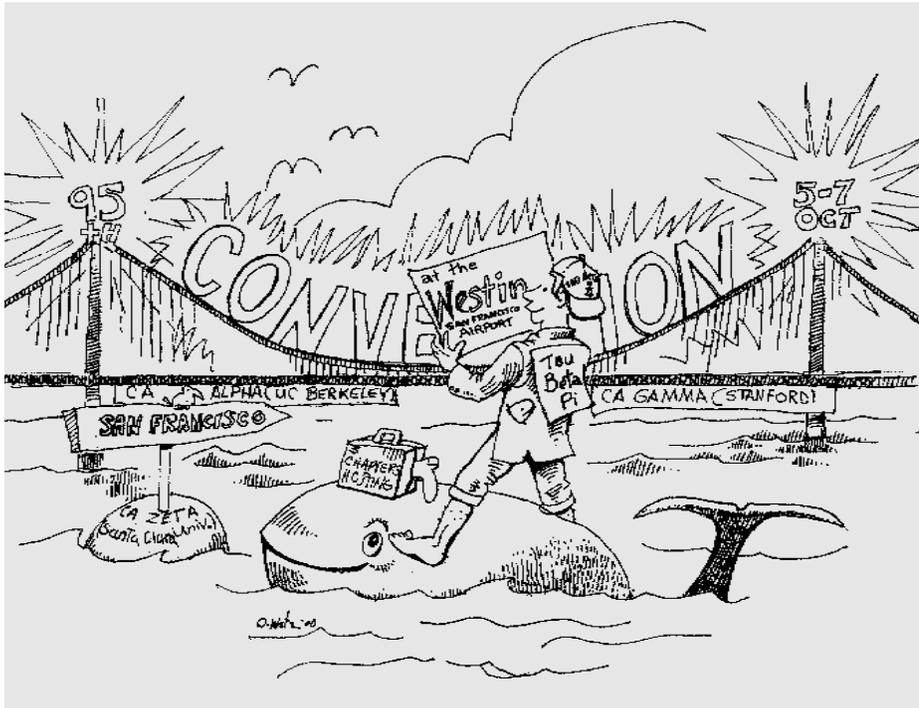
How can you participate? Send your chapter's 2000-2001 proposal to the national headquarters. Application guidelines for the May 31 deadline are on page C-30 of the President's Book.

## Constitutional Amendment Pending

The 1999 Convention approved one amendment to the Constitution and Bylaws of Tau Beta Pi and sent it to the chapters for ratification. In accord with the Association's amending procedure, with 220 chapters eligible to vote, 165 or more affirmative chapter votes were required to ratify an amendment, and 56 or more negative votes would defeat the amendment.

The chapter balloting deadline now depends upon the academic schedule of each chapter's school, and the polls are still open. As of February 3, Headquarters received 45 valid ballots (2 invalid). The Council, empowered to vote for chapters submitting either no ballot or an invalid one, will consider action on the proposed amendment on June 9.

<i>Amendment</i>	<i>Outcome</i>
Clarify the time limit for chapter actions or votes. (Const. Art. XVII, Sec. 3)	Vote as of Feb. 3, 2000: 43 affirmative, 2 negative.
	Awaiting final results of voting and Council action.



## Educational Loan Fund

Since 1935, Tau Beta Pi has assisted student members with their financial needs while in school or with payment of their initiation fee through our Student Loan Fund. We are pleased to offer this service for student members in amounts up to \$2,500 per member.

Repayment is required after three years, and a simple interest rate of 6% is charged from the day the loan is received.

Interested students can obtain promissory notes and loan applications from their chapter presidents, the website, or directly from Secretary-Treasurer Jim Froula at the national headquarters in Knoxville, TN.

## Student Assistance Fund

The Tau Beta Pi Student Assistance Fund was endowed in 1992 through the interest and generosity of C.C. Young, *Illinois Alpha '24*. Its purpose is to make funds available to student members of his and other chapters who would otherwise be without sufficient financial resources to remain in college.

Repayment is not required, no interest is charged, and grantees are requested to help others in need should they become financially secure.

Interested students should write directly to Secretary-Treasurer Jim Froula at the national headquarters in Knoxville, TN.

## New Insignia Items

**Hat with Tau Beta Pi insignia:** Polo-style sport baseball cap in brushed cotton twill. Low-fitting, six panel, white crown with black visor. .... Price \$15.

**Golf shirt with Tau Beta Pi insignia:** White piqué sport shirt by Country Club® with black and burgundy jacquard collar and cuffs. 100% combed cotton, wood-tone buttons, extended tail, medium-XXL (sizes run true). .... Price \$45.

Mail check with shirt size, your mail or UPS delivery address, phone number, chapter, and class to Tau Beta Pi, P.O. Box 2697, Knoxville, TN 37901.

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