

EXT. FARM MONTAGE – DAY

Video begins with a fun and upbeat Cow-themed title sequence. We see cows at work and play -- chewing their cud, giving milk, chasing each other through the meadow, etc.

EXT. FARM MONTAGE – DAY

SPENCER, a fifty-year-old gentleman farmer, approaches the camera. His cows eat peacefully behind him. A WORKER hammers a fence railing in place in the distance.

SPENCER

Hi, I'm Spencer Mason, owner of this farm. I'll bet you'd be surprised to know, though, that up until a few years ago-- when I "semi-retired" -- I was a leader in a large manufacturing company right in the heart of the city. Both work experiences have taught me a lot about people and productivity...and I could spend hours teaching them to you. But today I'm going to focus on the one thing that I think will help you make your biggest impact as a leader. It's about a little something called "Oomph".

EXT. FARM – COW PEN -- DAY

New Angle on Spencer. He leans on a wooden railing looking out at his cows. The same worker herds some of the cows towards a pen.

SPENCER

One of my goals as a dairy farmer is to treat my cows well. And I'd have to say, all modesty aside, that my cows are some of the most contented cows in this entire valley.

Now, let me share a little something with you that I have learned: Contented Cows Give Better Milk.

My friend, Temple Grandin, a leading animal behaviorist, calls this "The Tender Loving Care Effect." His experience shows that when cows are well-taken care of and they are relaxed, they not only mooove faster, they also produce a lot more milk.

EXT. FARM – COW PEN -- DAY

Spencer walks past a line of cows that are being milked by machines. The same worker adjusts one of the lines that feed the pumps.

SPENCER

When I worked out there in the world of business, I found that, in a general way, the same principle holds true for people. You could say Contented People Mooove Faster. When we are happy in our jobs and know that what we do matters, we tend to give a lot more than what's expected. This extra effort is called "discretionary effort," or "Oomph!"

An animated hand stamps on a happy cow logo in a lower corner, along with a MOOOO sound. Spencer reacts to the graphic and smiles.

SPENCER

Why is it called discretionary effort? Because we give this extra effort at our discretion. Oomph happens when people, on their own initiative, choose to go above and beyond -- not because they have to, but because they want to.

EXT. FARM – DAY

New angle on Spencer. Same worker pushes a wheelbarrow through frame in the background.

SPENCER

The not so good news is – not everyone is generous with their discretionary effort. A lot of it goes home with them at the end of the day, unspent.

GRAPHIC SEQUENCE

A colorful graphics sequence illustrates Spencer's point.

SPENCER (V.O.)

A recent survey of professionals found that most people expend only about 62% of their physical, mental and emotional capacity at work... 62%!

A cow turns to the camera and MOOS alarmingly.

SPENCER (V.O.)

That's like having all your employees take off every Thursday afternoon and all day Friday, every week! And, 41% of these respondents said that they "could contribute *substantially* more at work, *if they wanted to.*"

EXT. FARM – DAY

New angle on Spencer.

SPENCER

The good news is that there are things you can do as a manager or leader to motivate your employees to *want* to give that extra effort.

New angle on Spencer. Behind him, the worker we've been seeing, forty-year-old JAKE, walks past carrying some building supplies.

SPENCER

What does Oomph! look like? Well, around here it's when my manager, Jake, stays late to repair a feed container, even though no one asked him to. He just takes such pride in his job that he does it. In other organizations, Oomph! could look like this:

INT. OFFICE BULLPEN - DAY

A white collar worker, DANA, walks through a bullpen area as a phone RINGS. She walks right by the phone and decides to answer it.

DANA

Hi, this is Dana...

(listens)

You know, Scott's not at his desk right now but I may be able to help you...

Dana sits down and begins to take notes. An animated hand stamps on a happy cow logo in a lower corner, along with a MOOOO sound.

INT. MANUFACTURING – DAY

A manufacturing worker, JUSTIN, walks across the factory floor, obviously off for the day. He passes BARRY, who is still working away at his machine.

JUSTIN

I must be dreaming, Barry. It's 5:15 and you're still working?

BARRY

I messed up my last run of A-500s. Figure I better re-do them before I'm outta here.

Justin stops and set his things down.

BARRY

What are you doing?

JUSTIN

I'm giving you a hand, bro.

BARRY

Aren't you clocked out?

Justin just smiles and goes to work. An animated hand stamps on a happy cow logo in a lower corner, along with a MOOOO sound.

INT. HOSPITAL HALLWAY - DAY

A nurse, HELEN, walks down a hallway and turns a corner. As she does she comes upon a JANITOR who is struggling to move a credenza in a patient room.

HELEN

Let me help you with that.

JANITOR

Thanks a lot.

With no small amount of effort, Helen and the janitor move the piece of furniture together.

An animated hand stamps on a happy cow logo in a lower corner, along with a MOOOO sound.

EXT. FARM – DAY

Spencer speaks from a new location. Jake puts shingles on a roof in the background.

SPENCER

Broadly speaking, Oomph! springs from at least three sources: our leaders, organizations, and our basic nature. Some organizations create powerful cultures that motivate employees to be their very best. And, some people are just lucky enough to have a basic nature that drives them to continually go above and beyond.

This program, though, will focus on what leaders can do to increase discretionary effort from their team.

When workers begin a job they usually have lots of enthusiasm and a large reservoir of discretionary effort. But along the way, their switch gets turned off. How? Why do employees choose “ugh” rather than Oomph?

An animated hand comes into frame and stamps on the UGH logo. This cow is not so happy, and he makes a somewhat distressed MOO. Spencer reacts.

SPENCER

Well, much of an employee’s motivation comes from his or her leaders. Every moment, managers and supervisors are sending signals to their workers that either motivate them to go the extra mile... *or not.*

INT. OFFICE – DAY

MARION, an office manager, gives a research assignment to LESLIE.

SPENCER (V.O.)

One way to take the Oomph! out of your employees is by not trusting them to do a job right or trying to exert too much control.

GRAPHIC – NOT TRUSTING; TRYING TO EXERT TOO MUCH CONTROL

MARION

So why don’t you just go ahead and run with this?

LESLIE

Really?

MARION

Sure, but I'd appreciate it if you didn't directly interface with Lisa. I'm her contact in this department. And I do want you to keep me updated on your progress.

LESLIE

I can check in with you at the end of each week.

MARION

Let's make it at the end of each day. I don't want you to get too far down any one road, okay?

LESLIE

Okay....

INT. LESLIE'S CUBICLE – DAY

Marion reviews Leslie's work, her face squinting up as she finds things not to her liking.

SPENCER (V.O.)

If you really want to turn an employee's Oomph! switch off -- take over their work altogether...

GRAPHIC – TAKING OVER WORK

MARION

You know what, Leslie. I really need this to be just right, so I hope you don't mind if I take it from here.

LESLIE

Uhhh, no, whatever you want...

An animated hand comes into frame and stamps on the UGH logo, along with a distressed MOO!

INT. EMPLOYEE INTERVIEW – BREAK ROOM

Leslie talks directly to the camera in the break room.

LESLIE

If she doesn't trust me then she shouldn't give me assignments with more responsibility. I'll just be a 9 to 5 robot. Probably better anyway -- I'll have more time to send out resumes.

INT. WAREHOUSE – DAY

GLEN walks up to BRENT in a busy warehouse.

SPENCER (V.O.)

Shoving an employee's job description in their face to get them to do something is also a guaranteed way to shut down their Oomph!

GLEN

Hey Brent! I need you to wipe down the forklifts before that inspection this afternoon.

Brent doesn't look too enthused.

BRENT

Oh, man...isn't that Terence's gig?

GLEN

Terence is out today, and, technically, your job description includes preventive maintenance on equipment...so get going.

Brent glares at Glen as he gets up and walks towards the forklifts.

An animated hand comes into frame and stamps on the UGH logo, along with a distressed MOO!

INT. EMPLOYEE INTERVIEW - WAREHOUSE

Brent speaks to the camera as he wipes down the forklifts.

BRENT

I guess I don't mind wiping down these forklifts, but when Glen just throws my "job responsibilities" at me like that it stinks. Like when my mom used to say "Because I said so!"

(keeps wiping)

Last time I checked I didn't live at home anymore...

INT. NURSES STATION – DAY

NURSES work at a busy nurse's station.

SPENCER (V.O.)

Employees also lose their Oomph! when quality, ethical, and performance standards are lax – if the manager doesn't care then why should the employee?

TRACY, a nursing supervisor, stops NURSE BILL as he passes.

TRACY

Oh Bill, since Emma was out this morning can you write up a summary on the training we had?

BILL

(not too enthused)

I just got a new admission in.

TRACY

So spend five minutes on it. No one's ever going to look at the report anyway.

Tracy hands Bill a folder and hurries away. Bill watches her go.

An animated hand comes into frame and stamps on the UGH logo, along with a distressed MOO!

INT. EMPLOYEE INTERVIEW – HOSPITAL HALLWAY -- DAY

Bill speaks to the camera as he walks down the empty hallway.

BILL

If my supervisor doesn't care then I certainly don't! She sets the tone as far as I'm concerned.

EXT. DAIRY FARM – DAY

Spencer speaks from a new location. Jake works on a tractor in the background.

SPENCER

Okay, those are some things that turn Oomph! off; actions that keep workers from offering their discretionary effort. Now let's go over the things you can do to turn Oomph *on* and keep it on.

These are actions that will directly engage and excite the people who work around you. There are five areas to focus on:

1) Motivation through Mission -- Help employees realize that their work does matter.

GRAPHIC – MOTIVATION THROUGH MISSION

2) Job Design -- Make sure that their job is as engaging as it can be.

GRAPHIC – JOB DESIGN

3) Respect employees' time and remove obstacles that prevent them from doing their very best work.

GRAPHIC – RESPECT TIME/REMOVE OBSTACLES

4) Care about your people.

GRAPHIC – CARE ABOUT YOUR PEOPLE

5) Give rewards and recognition that are meaningful to your employees.

GRAPHIC – MEANINGFUL REWARDS AND RECOGNITION

SPENCER

Let's begin with Motivation through Mission.

INT. MANUFACTURING PLANT HALLWAY -- DAY

GRAPHIC -- MOTIVATION THROUGH MISSION

DAN puts up some paperwork on a bulletin board in a hallway. He hears some guys talking in the break area around the corner.

SPENCER (V.O.)

Workers need to know that what they are doing matters. A good leader helps employees find motivation in what they do.

INT. BREAK AREA - DAY

BARRY and JUSTIN talk in the break room. Barry examines a poster on the wall as he pours some coffee.

It reads: LET'S ALL PULL TOGETHER TO MEET OUR QUARTER 2 GOALS – \$4.5 MILLION IN REVENUE AND 0 ACCIDENTS!

BARRY

Why do they always expect us to do more and more work? It's crazy.

He sits down at the table across from Justin.

JUSTIN

They're just trying to raise our efficiency.

BARRY

But what's in it for us? Sometimes I wonder what the point is, you know? Gaskets for motorcycle engines? It's not like we're saving the world or anything...

JUSTIN

It's a paycheck...and a nice place to work. That's enough for me.

BARRY

I guess so...

Outside the room, Dan continues to listen.

INT. DAN'S OFFICE – DAY

Dan sits at his desk thinking.

SPENCER (V.O.)

Letting your employees know that their job matters takes some creativity. You can't just tell your people why their work matters – if possible, you should try to *show* them.

Dan looks up at a calendar on the wall. The month's picture shows a local youth motorcycle club. Dan gets an idea.

INT. MANUFACTURING PLANT – DAY

Dan leads a group of 10 TEENAGED KIDS across the plant floor. They stop at Barry's work area.

DAN

Barry...these guys are from the "Free Riders" motorcycle club. They're on a field trip here at the factory to see exactly how we help make engines.

Barry is pleasantly surprised to see the kids.

BARRY

Oh, great. Where do you guys ride?

KID #1

Over at Motocross Park.

BARRY

That's where I grew up riding.

KID #2

What do you ride?

BARRY

A Suzuki 500. That's what I'm making gaskets for right now.

KID #1

Really? That's cool.

BARRY

Here – take a look...

Dan watches as Barry shows the kids how the gaskets are made.

INT. EMPLOYEE INTERVIEW

Barry talks to the camera as he stands next to his machine.

BARRY

I have to admit -- it was great to get some perspective like that on my job. It shows that what I do matters to someone...in a good way.

INT. TITLE CARD

A black screen. An animated cow runs across the screen pulling white text. The cow MOOS and exits but the text stays. It reads:

If a person feels that their job isn't essential, they can't help but conclude the same about their level of effort.

EXT. DAIRY FARM – DAY

Spencer speaks from a new location on the dairy farm.

SPENCER

Another area where a manager or supervisor can make a big difference is in job design.

GRAPHIC – JOB DESIGN

SPENCER

Everyone works harder when they're doing something they enjoy. Leaders searching for more Oomph! should take a close look at how their people spend their time and try to add more tasks they're good at and they enjoy doing.

INT. OFFICE – DAY

GERALD RYAN, a supervisor in a city planning office, walks through an office bullpen area. He looks like your typical overworked manager.

SPENCER (V.O.)

Take manager Gerald Ryan – he's been frustrated for months now because his people always seem to do only what is expected of them. Simply speaking, he is a leader in search of Oomph!

Gerald approaches CLARE, a twenty-five-year-old employee, at her cubicle.

GERALD

Clare, were you able to get that package out last night?

CLARE

Oh, no...I had some errands to run so I left when I always do – five o'clock.

GERALD
It was pretty important.

CLARE
Sorry.
(face brightens)
It went out this morning.

GERALD
Okay...thanks...

Gerald sighs and walks away.

INT. OFFICE - DAY

Gerald sits at his desk reviewing Clare's file.

SPENCER (V.O.)
For Gerald, one way to get Oomph! out of his people is to make sure that they are doing something that they like.

Admittedly, it's not always easy to do this. But by taking a look at each employee's responsibilities, and considering that person's unique strengths, you may find an additional task or a reassignment that will spark more interest...and more engagement.

INT. CLARE'S BULLPEN - DAY

Gerald sits in a chair across from Clare and another worker, DEAN – a twenty-something geekster.

GERALD
You may have heard about the new program for resellers we're starting next month.

CLARE
Sure.

GERALD
Well, I've just been informed that we need to put together a web site that will guide them through the important points of the program; help them download tools, stuff like that.

DEAN

It has to be done by next month? That's way-soon.

GERALD

You're way-right, but it has to be done. So, Dean, you're going to be the lead designer for the site. And Clare – didn't you used to be an editor on your college newspaper?

CLARE

That's right – my senior year.

GERALD

Well, I'd like you to be the copywriter for the site. You'll need to create copy for the welcome page as well as various other pages...even a few articles. Is that something you think you can handle?

CLARE

Absolutely. Yes. I can definitely do that.

GERALD

Good. Let's go over the details...

INT. BULLPEN – NIGHT

Gerald walks through the bullpen. A clock reads 5:45. Gerald finds Clare and Dean working together in her cubicle. They each eat a piece of cheesecake as they work.

GERALD

How's it going?

DEAN

We're rocking it. No worries.

CLARE

I'm just finishing up the welcome page copy.

GERALD

I read the first draft and I really thought it had a lot of good information in it. You got my notes?

CLARE
They're all incorporated.

GERALD
Thanks, Clare. And both of you -- thanks for staying late to finish.

CLARE
I'm having fun.

The Oomph Sticker STAMPS on to frame along with a MOOOO sound. Gerald notices the cheesecake.

GERALD
Nice dinner.

CLARE
Yeah – cheesecake's my one vice. This one is just okay -- my favorite is from D'stefanos in Brooklyn. Luckily they're a thousand miles away – one bite and you're addicted!

Gerald nods at the news.

INT. EMPLOYEE INTERVIEW

Clare speaks to camera as she eats her cheesecake.

CLARE
I love working on the web site. It's a real challenge sometimes, but I don't mind. Plus, it's the first real writing assignment Gerald's given me; it's nice that he remembered my journalism background.

She finishes the last bite of her cheesecake.

CLARE
Good. But not as good as D'stefanos.

INT. TITLE CARD

A black screen. An animated cow runs across the screen pulling white text. The cow MOOS and exits but the text stays. It reads:

Everyone works harder when they're doing something they enjoy.

EXT. DAIRY FARM – DAY

Spencer speaks from another part of the farm. Jake walks past carrying some long pieces of lumber.

SPENCER

Next it's critical that you respect an employee's time. And that means removing obstacles that can get in their way and keep them from doing their best work.

3) RESPECT EMPLOYEES' TIME -- REMOVE OBSTACLES

SPENCER

Good leaders monitor and adjust work processes to get the maximum Oomph! from people. They are diligent to root out every unnecessary movement, useless task, and fruitless endeavor.

INT. NURSES STATION – DAY

SUPERVISING NURSE CECILY walks into the nurses' station as NURSE HELEN and NURSE MARK moan and complain to each other.

HELEN

I'm going to get some chloroform and knock myself out if I have to deal with one more QA slip today!

MARK

Tell me about it! I had two medication reconciliations to fill out that took me over 45 minutes to complete. Then I had to do a check sheet to prove to the auditors that I observed 5 nurses properly putting armbands on their patients and taking the MAR into the room when administering medications

After listening for awhile, Cecily moves to their side of the station.

CECILY

Hey guys. Do I dare ask how you're doing?

HELEN

Great. For every hour providing care to a patient I now spend two hours dealing with forms and red tape.

MARK

Our mission statement should be "Record-keeping before patient care."

CECILY

C'mon...it's not that bad.

HELEN

Honestly, Cecily, it is that bad. With the latest requirements, it's hard to do my job anymore.

Cecily looks at her seriously. A buzzer goes off and Mark looks at some lights.

MARK

That's Mrs. Atkins.

HELEN

Well, she'll just have to wait until I finish filling out this form...

A moment passes before they all laugh. Helen caps her pen and heads out to look in on Mrs. Atkins. Cecily watches her go.

INT. CONFERENCE ROOM - DAY

Cecily stands before JOHN PARKER, the hospital administrator. She lays out ten different forms on the table.

CECILY

Employee Activity Record, In-house Patient Transfers, Initial Assessment form, Medication Administration Kardex, Accountability Rounds, AIMS Scale Assessment, Schedule II Administration Record, and on and on and on...

She drops them all on the table.

JOHN

What do you want me to do? Most of these forms are federally mandated.

CECILY

We need to help our nurses get back to doing what they've been trained to do, which is caring for patients, not filling out forms.

JOHN

But we can't just eliminate them, Cecily.

CECILY

Then let's simplify them, streamline them. Maybe combine a few...something, because my people need some relief.

JOHN

Okay, the forms committee meets next week and I'll put the issue on the agenda. I can't promise anything, though...

CECILY

That's all I can ask, John.

INT. EMPLOYEE INTERVIEW

Helen speaks to the camera as she fills out a form in the nurses' station

HELEN

I heard that Cecily went to bat for us to try and reduce the amount of record-keeping we have to do. There hasn't been a whole lot of improvement yet, but at least she's looking out for us. You gotta give her credit for that.

INT. NURSES STATION - DAY

Helen walks out of a supply area and stops at a counter next to Mark.

HELEN

Looks like a ferret ransacked the clean utility room. What a mess.

MARK

Wasn't me.

Cecily enters the nurses' station carrying a plastic bag.

HELEN

Cecily, we're out of emesis basins. I ordered them over a week ago.

CECILY

I know.

(takes some medical boxes out of bag)

So I went over to central supply and got you some.

HELEN

You're my superhero. What else can I say?

CECILY

I think that about covers it.

Cecily hurries on her way. Helen takes some basins out of one of the boxes that Cecily brought.

HELEN

I'll just go take this to Mrs. Atkins.

Mark glances over at the messy shelves.

MARK

If you check in on Mr. Bhavnani for me I'll take a minute and un-ferret the supply shelves.

HELEN

Sounds good to me. Just watch your back in there.

INT. TITLE CARD

A black screen. An animated cow runs across the screen pulling white text. On top of the text rides a little FERRET.

The cow MOOS and exits but the text stays, along with the ferret, who gives a thumbs up. The text reads:

Removing obstacles is about setting people free to do their best work.

EXT. DAIRY FARM - DAY

Spencer speaks to the camera. In the background Jake waters a little garden.

SPENCER

When your people see you fighting for them,
they will fight for you, time and time again...

The fourth area I've identified where you can turn
on your people's Oomph! is through caring about
them.

GRAPHIC – CARE ABOUT YOUR EMPLOYEES

SPENCER

Now I know that may sound touchy-feely but it's
not. It also may sound simple and you know
what? It really is.

I've learned that workers reserve their best effort
for someone they know cares about them as a
person.

But don't confuse caring with coddling, or
pampering. It's about having compassion for the
people that you lead...making their overall welfare
a genuine concern of yours.

So what can you do that lets them know that they
are a greater priority in your life?

INT. OFFICE – DAY

Gerald leaves work for the day. As he reaches his car he notices that Dean is standing
next to his car looking at one of the tires. He walks over.

SPENCER (V.O.)

One way is by showing up for them if they are
having a tough time.

GRAPHIC – SHOW UP FOR THEM

GERALD

What's up, Dean?

DEAN

I think my tire's flat.

Gerald takes a good look.

GERALD
So it is. Do you have a spare?

DEAN
I guess so. But I don't know where it is. I've never changed a tire, actually.

GERALD
You can build a web site but you've never changed a tire?

Dean shrugs. Gerald sets his bag down and rolls up his sleeves.

GERALD
Let me give you a hand.

DEAN
You don't have to, Gerald. I can call Double A, or whatever it's called.

GERALD
No problem. Why don't you pop the trunk?

INT. RESTAURANT OFFICE - DAY

DAVID, a thirty-year-old restaurant manager, sits across from CHRIS, a cook. They both wear aprons.

SPENCER (V.O.)
Another way to show that you care is to really listen to what your employees have to say.

GRAPHIC – LISTEN TO THEM

CHRIS
Actually, Dillon started working here after I did and now he's basically my boss.
(pause)
I shouldn't be bothering you with all this.

DAVID
No, that's why I'm here.

CHRIS

It's just frustrating because I decided to not go to college this year so I could focus on my job, and I'm glad I did and everything, it's just that I thought I'd be more...important by now I guess. I think I'm ready for more responsibility...

LINDA, another employee, knocks and opens the door.

LINDA

David...Miguel needs to see you in the kitchen.

DAVID

Tell him I'll be there in a few minutes.

Linda shuts the door.

DAVID

Okay. Go ahead, Chris.

CHRIS

Well, I was the person who created that red wine reduction sauce with rosemary, which was sort of a riff on an old family recipe of mine. Now, it's one of our most popular dishes...

INT. NURSES' STATION

Cecily talks to Mark in a private corner of the hospital.

SPENCER (V.O.)

And always tell the truth to your workers, even if it isn't pleasant.

GRAPHIC – ALWAYS TELL THEM THE TRUTH

CECILY

Mark, I wanted to talk to you about your performance since you advanced to Level 2 Nurse.

MARK

Okay. What's up?

CECILY

Well, overall I think you're doing well.

MARK

That's good to hear.

CECILY

But I did want to point out that just as being a Level 2 Nurse comes with a higher pay scale, it also requires you to be involved at a higher level than when you began here. Specifically I'm talking about membership on committees, participation in training initiatives. Mentoring nurses who are just starting out. Things like that.

MARK

Right.

CECILY

I haven't seen you taking a leadership role in these areas, and I just want to remind you that now that you are Level 2, it's your responsibility to do so. Okay?

MARK

I'm standing here trying to think of an excuse, Cecily, and actually – I don't have one. You're completely right...I've been really absorbed in the things I have going outside of work...

SPENCER (V.O.)

Sometimes being straight-forward with an employee will do more for them and their career than any other thing you can do as a manager or supervisor.

INT. FACTORY FLOOR – DAY

Dan examines some gaskets as FIVE WORKERS gather around, including Barry and Justin.

SPENCER (V.O.)

And lastly, never expect your employees to pay for your mistakes.

GRAPHIC – DON'T EXPECT THEM TO PAY FOR YOUR MISTAKES

DAN

Okay guys, this is my bad. I thought that new adhesive would work and it clearly doesn't. I've let management know that it was my mistake and that it will set us back a bit, but I also told

them that I still believe that we can reach our quarterly goals...And I'll personally be doing whatever's necessary, including putting in some extra shifts, to help us do it.

INT. TITLE CARD

A black screen. An animated cow runs across the screen pulling white text. The cow MOOS and exits but the text stays. It reads:

At the end of the day, caring determines whether or not Oomph! is going to be expended.

EXT. FARM – DAY

Spencer continues. Jake carries some big bottles of milk in the background.

SPENCER

This brings us to the final area I've identified where you can help unleash your workers' Oomph!, and it's really a part of caring – Rewards and Recognition.

5) REWARDS AND RECOGNITION

SPENCER

Begin with all the little things you can do to help your people feel appreciated – a thank you note, a short "job well done" voice mail or quickie congratulatory e-mail. All of these have a lasting influence on future behavior.

INT. OFFICE – DAY

PATRICIA, a forty-year-old manager, sits at her computer composing an email.

GRAPHIC – THANK THEM

PATRICIA (V.O.)

I wanted to thank you for your participation in the workshop yesterday. I thought you had a lot of really good ideas.

INT. OFFICE – DAY

DANA (the woman who picked up the phone in earlier segment) reads the email.

FEMALE (V.O.)

Keep up the good work and keep those ideas coming! Patricia...

Dana smiles to herself.

INT. HOST SET

Spencer walks and settles on the fender of a tractor. In the distance, Jake uses a pulley system to raise a bale of hay into the barn.

SPENCER

Often, managers tend to focus on what people are doing wrong, and that's a sure Oomph! killer. Rewards and recognition are your chance to look around and see what people are doing *right*, and then reward them.

Just make sure you reward and recognize others in a way that is personal and meaningful to them individually. Some people dread the thought of being singled out in front of a crowd, and not everybody wants a trophy. So be creative.

INT. OFFICE CONFERENCE ROOM

Gerald sits amongst Clare, Dean and FOUR EMPLOYEES.

GERALD

Congratulations to you guys for making our deadline. And Clare, as editor you put in many late nights and there's really no way we could show our appreciation, so we just got you a simple cheesecake.

Gerald brings out the cheesecake. It is in a blue and white checkered box that says D'stefano's. Clare sees the name on the box.

CLARE

You have to be kidding! How did you get a D'stefano's cheesecake out here?

DEAN

Have you heard of something called overnight shipping?

CLARE

Yes, I have...very funny!

Clare is amazed as she opens the box and sees the cheesecake. Everyone gathers around as they start to cut the cake.

INT. EMPLOYEE INTERVIEW

Clare speaks to the camera as she eats her cheesecake.

CLARE

It means so much to me that Gerald went out of his way to score my favorite cheesecake. Sure, it's a little thing but it said a lot. It's just...now that I know they'll ship it to me I hope I don't start ordering it all the time.

One of Clare's CO-WORKERS walks by and pats Clare on the shoulder.

INT. TITLE CARD

A black screen. An animated cow runs across the screen pulling white text. The cow MOOS and exits but the text stays. It reads:

People have a basic human need to celebrate. Find meaningful ways to feed that need.

EXT. DAIRY FARM – DAY

Spencer WRAPS UP as Jake leads a baby calf through the background.

SPENCER

When you inspire your workforce to freely give their Oomph!, you will reap the benefits of motivated and engaged employees.

To be sure, getting more Oomph! from your people will take more of your time. You will need to continually rededicate yourself to the task. And, let's be honest: no matter how hard you try, not every employee will respond to that

extra effort. But most employees *will* respond and over time you will see the rewards of Oomph!

It's all about making your organization a great place for people to work. It's about you, the leader, being a great person to work for.

Remember, people go the extra mile for a leader that consistently:

WRAP-UP MONTAGE

Replay appropriate video.

SPENCER (V.O.)

Helps employees find motivation in what they do.

GRAPHIC – MOTIVATE THROUGH MISSION

Makes sure that their job is as engaging as it can be.

GRAPHIC – JOB DESIGN

Respects employees' time and removes obstacles that frustrate their best efforts.

GRAPHIC – RESPECT TIME/REMOVE OBSTACLES

Cares for them and takes the time to make them a greater priority in their life.

GRAPHIC – CARE FOR YOUR PEOPLE

And finds rewards and recognition that are truly meaningful to people

GRAPHIC – FIND MEANINGFUL REWARDS

EXT. DAIRY FARM – DAY

Spencer continues.

SPENCER

If you do all that, you really will see Oomph! all around you!

Jake walks up at that moment.

JAKE

Boss, I think it's time to re-seed the outer pasture.

SPENCER

Really?

JAKE

Yes. It's time.

SPENCER

Okay, you want to ride into town together to get some seed?

JAKE

Sounds good to me.

Spencer smiles and they head off together. A cow watches them go, then turns to the camera and happily MOOOOOS.

END CREDITS

Key characters from video try their hand at milking cows with Spencer trying to teach them.