

Stealth Engagement

The Hidden Motivators that Drive Performance

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Intrinsic Motivation: A Summary of the ABCD's

Autonomy

- Who chooses is more important than the choice that is actually made.
- We always have constraints but we also always have choice within those limits.
- We prefer to make choices on our own even if they are minimal.
- The perception of Autonomy is as important as actually being autonomous.
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Belonging

- Acceptance in a group is essential to self-confidence, security, safety.
- Being accepted by others is essential to human relatedness.
- We change for those we like, care about, and respect.
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Competence






- Competence is the most basic intrinsic motivator.
- We become amotivated if we have low or no competence. Why even try?
- We do things to gain competence or to demonstrate competence.
- Lack of motivation may actually be a lack of ability (the seed of procrastination).
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Destiny

- Destiny can be the most significant motivator driving us to persist and perform through the most adverse conditions imaginable (e.g. climbing a mountain, surviving a Nazi death camp).
- What is your long view, your purpose, your reason for being?
- How do you want to make a difference in the world?
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What's Wrong with Rewards?

Summarized from *Punished by Rewards* by Alfie Kohn

Rewards Punish		Motivation is more than the manipulation of behavior. Rewards are just as controlling as punishments. Rewards must be increased over time to achieve the same effect. Those who don't get the reward they hoped for perceive it as a punishment.
Rewards Rupture Relationships		The person who controls the reward controls the relationship. The rest of us act to please, become anxious and fearful of not getting a reward, and become distrustful of others who are in competition for the same rewards.
Rewards Ignore Reasons		It's often easier to offer a reward than it is to find out why someone doesn't do something we want them to do. Many rewards have no relationship to the desired behavior.
Rewards Discourage Risk-Taking		When we are working for a reward, we do exactly what is needed to get it and no more. There is no reason to experiment, explore further, or test the limits of our potential.
Rewards Kill Interest		Offering a reward for a task is like saying that the activity is not worth doing for its own sake. Being paid for a task you used to do on your own for nothing tends to decrease your interest in that task. We are less interested in doing things that we have not initiated.

Additional Resources

Csikszentmihalyi, Mihaly, *Creativity*, Harper Collins, New York, 1996, ISBN 0-06-017133-2.

Deci, Edward & Flaste, Richard, *Why We Do What We Do*, Penguin Books, New York, 1996, ISBN 0-399-14047-6.

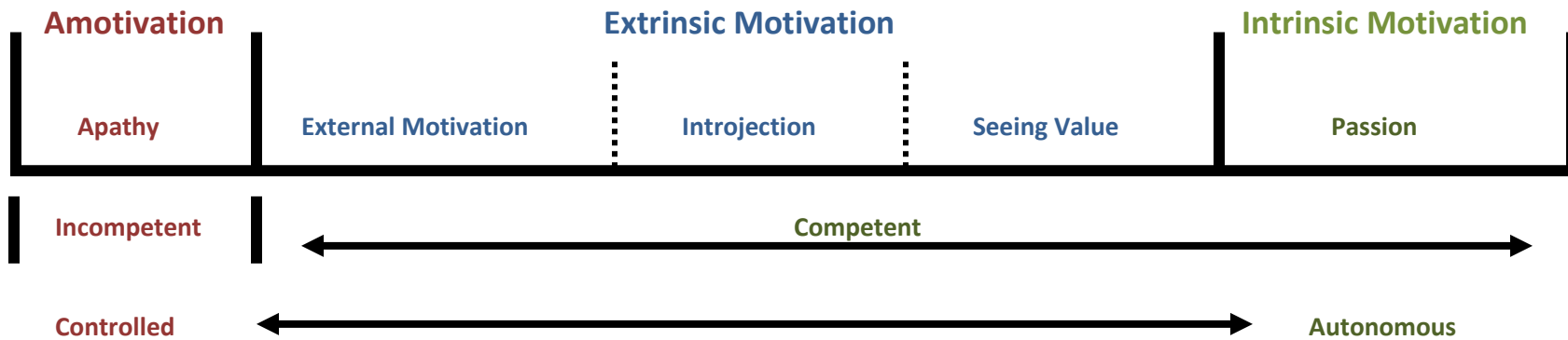
Deci, Edward & Richard Ryan, Self-Determination Theory of Motivation website:
<http://www.selfdeterminationtheory.org/>

Frankl, Viktor, *Man's Search for Meaning*, Simon and Schuster, New York, 1984, ISBN 0-671-02337-3.

Kohn, Alfie, *Punished by Rewards*, Houghton Mifflin, New York, 1993, ISBN 0-618-00181-6.

Pink, Dan, *Drive*, Riverhead Books, New York, 2009, ISBN 978-1-59448-884-9.

How to Create a Motivating Environment*



Motivation Types	Examples	Consequences
Apathy "I can't do it, but have to anyway."	<ul style="list-style-type: none"> This depends on the person's competence and comfort level (e.g. designing a web page, writing a resume, speaking in public, asking for a donation, etc.) 	<ul style="list-style-type: none"> Performance is poor – if the task is completed Morale is very low Increased levels of turnover Organizational change takes longer to transition
External Motivation "I'm doing it because of the carrot or the stick."	<ul style="list-style-type: none"> Bonuses Prizes Compensation Punishment 	<ul style="list-style-type: none"> Focus is on receiving the reward or avoiding the punishment – NOT on performing the task No reward or punishment, no performance Success is short-term
Introjection "I'm doing it because I should do it."	<ul style="list-style-type: none"> Fear Guilt Need to please Approval 	<ul style="list-style-type: none"> Focus is the correctness of the belief, not the actual behavior. This leads to zealotry and obsession Focus is on pleasing oneself or another – NOT the task. Without approval, the performance drops or disappears Focus is on reducing anxiety – NOT the task performance
Seeing Value "I'm doing it because it is important to do so."	<ul style="list-style-type: none"> Depends on individual needs & preferences (e.g. exercising, dieting, kicking the habit, going to church on Sunday, etc.) 	<ul style="list-style-type: none"> There is a greater likelihood the person will continue the performance long-term because they see the importance Because the person "gets it," there is little need for rewards Success is long-term
Intrinsic Motivation "I'm doing it because I'm passionate about it."	<ul style="list-style-type: none"> Being in a Flow State; in the Zone Losing track of time; being on a roll Unaware of how good a time you are having 	<ul style="list-style-type: none"> Person does the task for the sake of doing so Person performs the task repetitively without need for reward or recognition Person has a greater sense of well-being

* Material is based on the work of Edward L. Deci