

Stealth Engagement

The Hidden Motivators that Drive Performance

Follow-up Conference Call

11:00 – 11:30 AM Eastern Time

April 29, 2015

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Intrinsic Motivation: A Review 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.