Stealth Engagement
The Hidden Motivators that Drive Performance
Webinar, ISPI Bay Area
March 30, 2016
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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.

**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.

**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).

**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?
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


# How to Create a Motivating Environment*

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<th>Motivation Types</th>
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| **Apathy**       | “I can’t do it, but have to anyway.” | • 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.” | • 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.” | • Focus is the correctness of the belief, not the actual behavior. This leads to zealousy 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.” | • 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.” | • 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

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