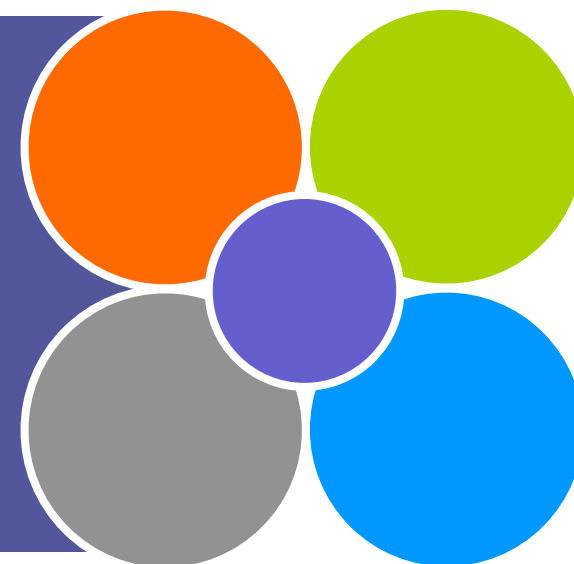




Employee Engagement
& Motivation

More than money – the Four Drives



Marie-Claire Mclachlan | SARA Conference 2013 | v1.2

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Employee Engagement & Motivation

Today's journey ...



The Ultimatum Game
From rational self-interest ...



Four-Drive Theory
... to a deeper understanding of
the emotional and social nature
of human decision-making.



Implications for Total Rewards
Towards a mutually-beneficial
exchange relationship.



Four-Drive Recognition
Well designed and well delivered
recognition impacts all four drives
and key business drivers.

The game has changed. The traditional business beliefs that brought success in the past will not bring success in the future.

“Proposer” (P)

Given 10 x R10 notes (R100).

Is to place as much of the money as he/she chooses in front of R as a “take it or leave it offer”.



The Ultimatum Game

“Responder” (R)

If R accepts the offer, he or she keeps that money and P keeps the rest.

If R refuses the offer, neither party gets anything.

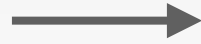
The Ultimatum Game

What would you do?



The Ultimatum Game

What would you do?

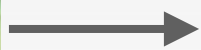


Traditional economic theory: “yes.”



The Ultimatum Game

What would you do?



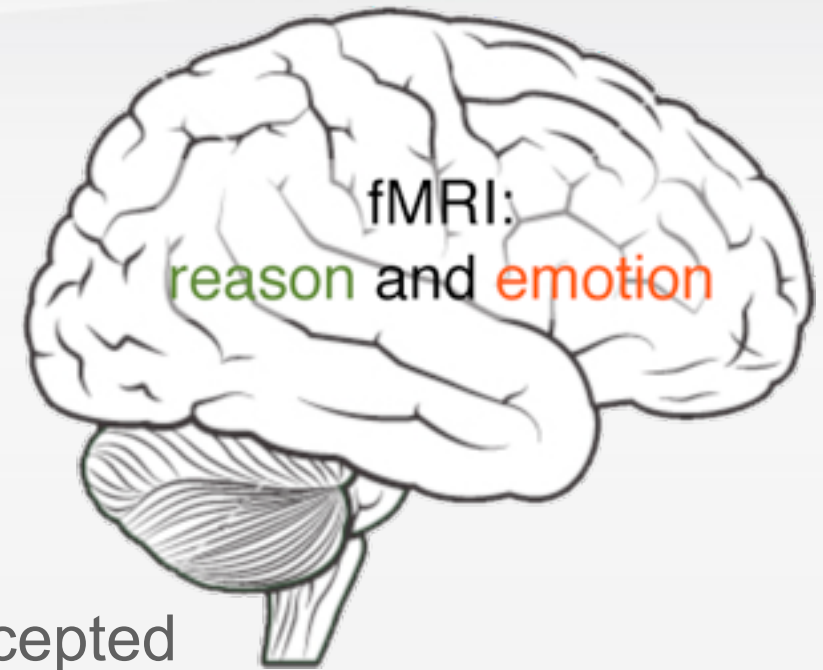
Traditional economic theory: “yes.”

BUT! People don't always make rational economic decisions

Mean offer: 44%

Virtually no offers of 20% or less accepted

No group displayed “rational” economic behaviour - offering/ accepting the lowest possible offer



It's not just about the money:



The Four Drives

Acquire (dA)



Bond (dB)



Defend (dD)



Comprehend or
“Create” (dC)



The Four Drives



The four drives:

- innate and universal
- primary
- independent
- insatiable
- dA, dB, dC: always proactive;
dD: always reactive
- will act on satisficing
("good enough") solutions
- a complete set

The Four Drives

People are driven by multiple motivators



survival, conception and survival of offspring
+ stuff, status and recognition
relative; basis of competition and the need for esteem



to form long-term, mutually caring and trusting relationships with other people
motivates people to cooperate



ourselves and offspring from threats
+ bonded groups, ideas and beliefs; pride, hope and self-image; physical well-being; strangers and future generations from danger and harm



to learn, create, innovate, make sense of the world and ourselves: "to 'create' a better self, team, organisation, world"

Choice

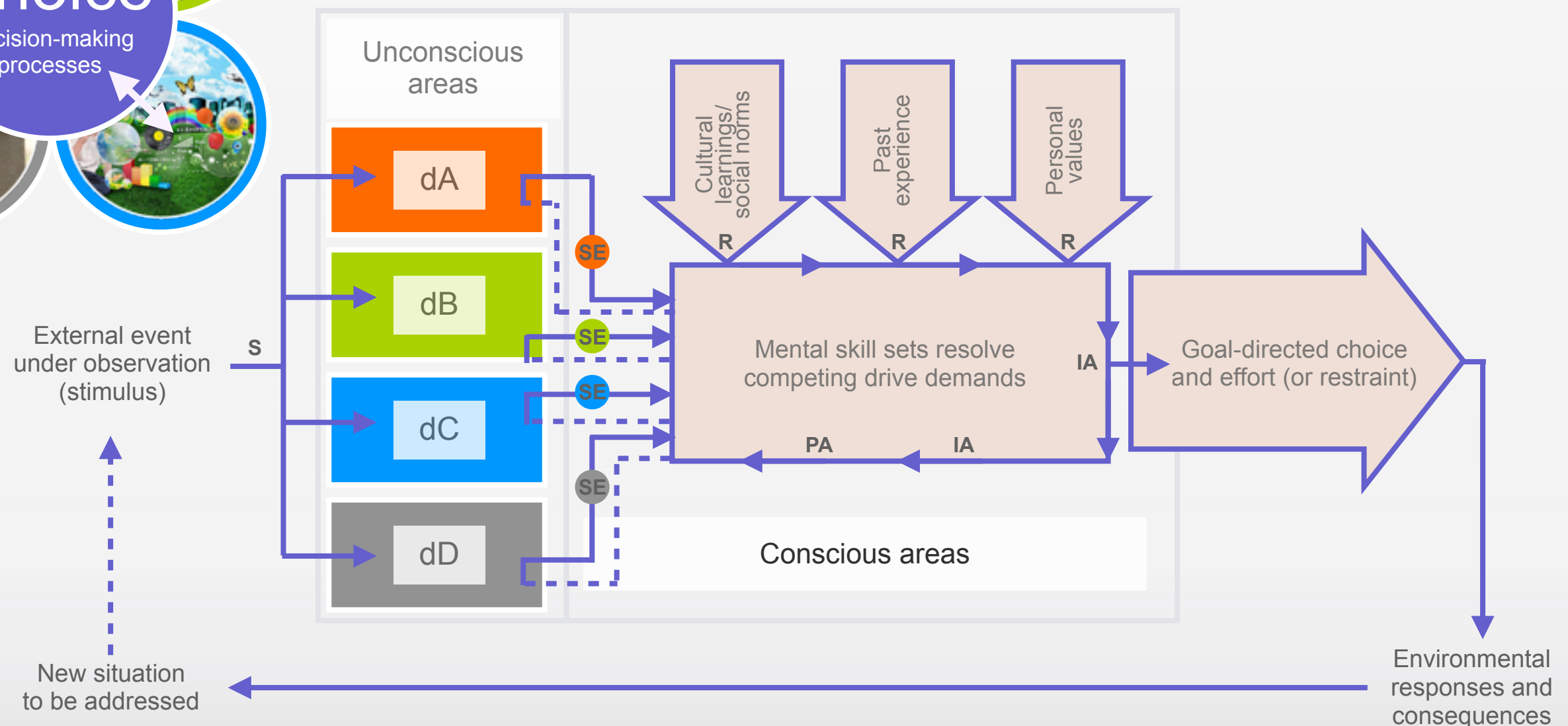
shared understandings (dC) + bonded relationships (dB) = what hold groups together

The Four Drives

People are both rational and emotional



S = Sensory Signals
SE = Signals with emotional markers
R = Long term memory of representations
PA = Possible action/s
IA = Intended action



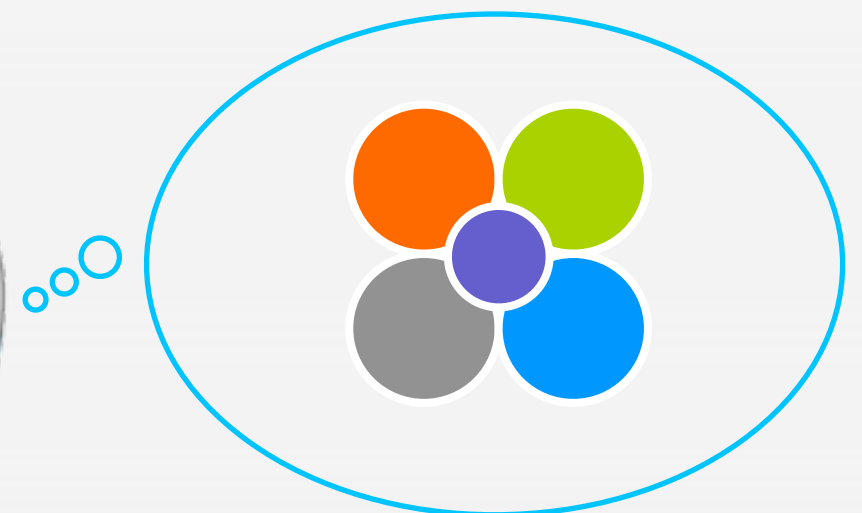
More than money - the Four Drives

How to satisfy all four drives?

- Will try to figure out (dC)
- how to end up with as much cash as possible (dA)
- while also staying on good terms with the other player (dB)
- or, at the very least, not making an enemy of the other player (dD).

Yes

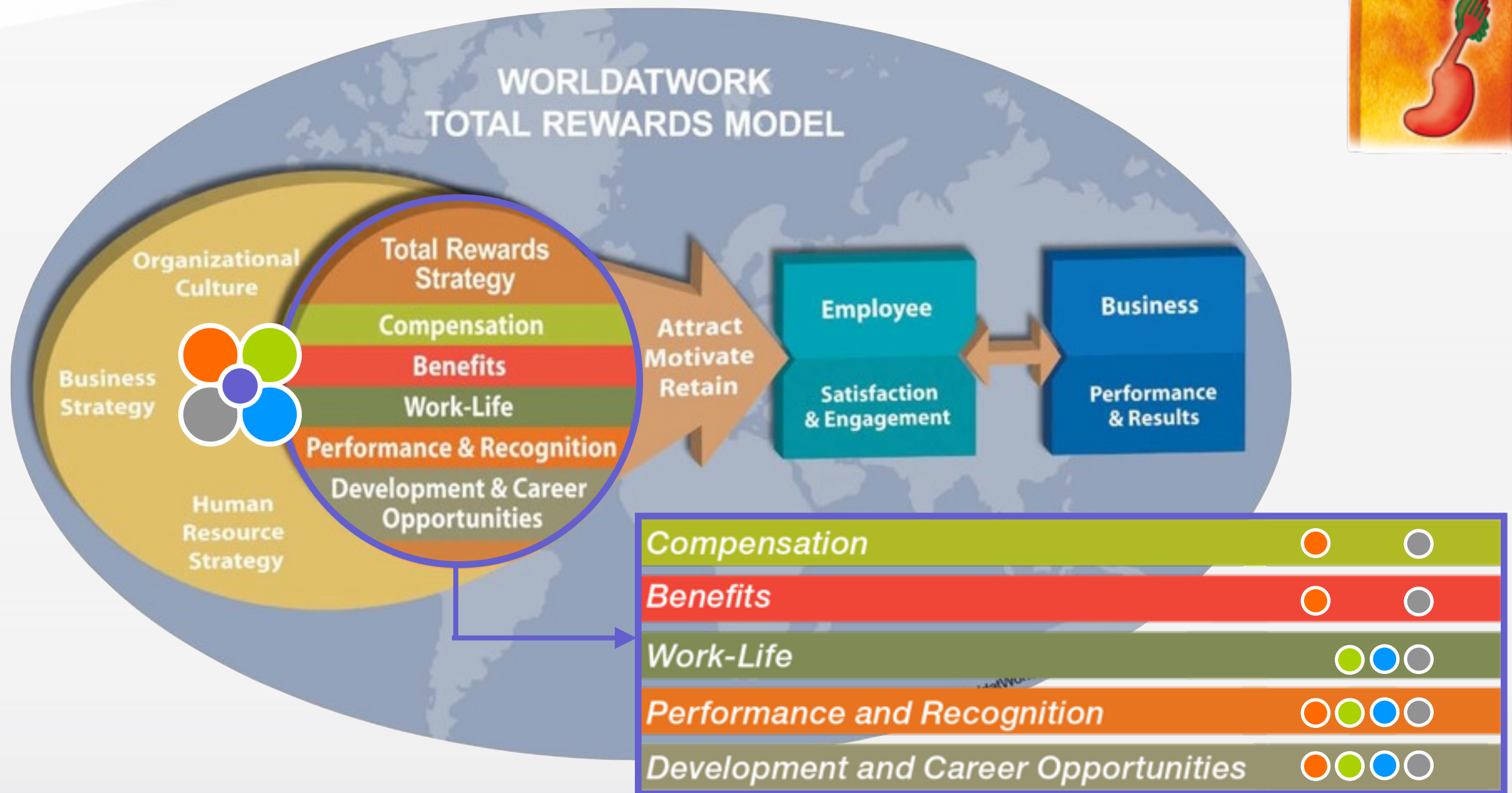
No



People are driven by multiple motivators
People are both rational and emotional
People seek "fair" exchanges that serve to satisfy all four drives

Implications for Total Rewards

Design corporate structures to create a mutually beneficial employment value proposition



Four Drive Recognition

Well designed and well delivered recognition impacts all four drives and key business drivers

- ✓ Stuff & status awards: broad-based daily tangible rewards + experience & prestigious status awards
- ✓ Gamification
- ✓ Acquire status for expertise, contributions
- ✓ Rewards create a memorable, associative experience



Leadership sponsorship, commitment & practice
Defined strategy
Resourced & project managed
Service delivery excellence

- ✓ Shape cultural norms
- ✓ Connect, bond with others - peer-to-peer & social recognition
- ✓ Build teams & community celebrations - F2F & beyond
- ✓ Practice authentic, sincere appreciation to build trust
- ✓ Include social networking elements



- ✓ Fair, 4D balanced, equitable & sincere program parameters & practices
- ✓ Ongoing feedforward - coach & get employees back on track asap to defend performance achievement
- ✓ Defend program, company, culture, relationships, status



- ✓ Purpose, strategy, goals & values-alignment
- ✓ Encourage & recognise ideas, suggestions & innovations
- ✓ Train managers on the why & how of recognition
- ✓ Give feedback & communicate to mirror, see impact, create understanding & shared meanings



Retention

Engagement

Alignment

Performance

In summary



It's not just about the money



- People are driven by multiple motivators: dA, dB, dC, dD
- People are both rational & emotional
- People seek “fair” exchanges that serve to satisfy all four drives



Design balanced total rewards strategies to create a mutually beneficial employment value proposition taking into account all four drives



Well designed and well delivered recognition impacts all four drives and key business drivers.

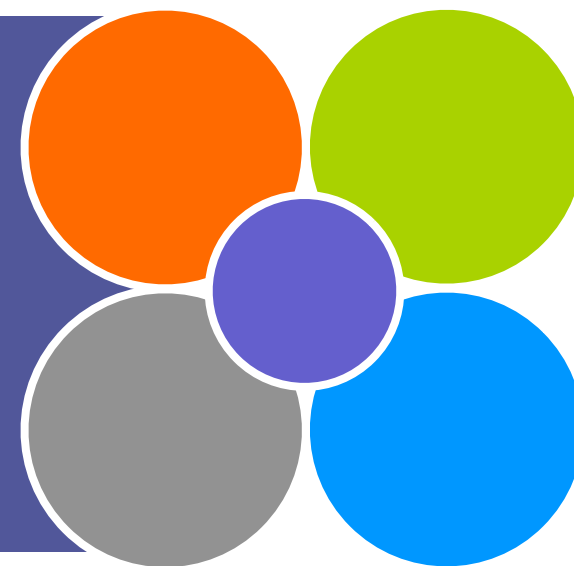
Retention Engagement Alignment Performance

The game has changed. The traditional business beliefs that brought success in the past will not bring success in the future.



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Ke a leboga
Ke a leboha
Ngiyathokoza
Enkosi
Ngiyabonga
Ndo livhuwa
Inkomu
Ke a leboga
Siyabonga
Dankie
Thank you

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- ☒ Consulting & Professional Services
- ☒ Employee Engagement & Motivation
- ☐ Sales & Channel Incentive Programs
- ☐ Loyalty Solution & Services
- ☐ Rewards & Fulfilment Services

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