Performance Architecture Roger Addison and Carol Haig

Motivation for Change

In keeping with our premise that a Performance Architect is anyone who touches any aspect of the performance of people in an organization, we add the ingredient of *worker motivation* to the secret sauce that fuels success in the workplace.

Change is a fact of work life that challenges employees to learn, adapt, and integrate new skills and information. And worker motivation is a critical component of successful change. We have observed that motivation is a topic of much research, study, and speculation that often presents unnecessary challenges to implementers of change. Frequently, motivation is construed as more complex than it has to be and is addressed in elaborate ways that impede progress and scare people.

That said, motivation is critical to the success of the well-implemented change initiative. Let us show you how to easily make motivation your staunch ally at the Work/Process/Practice organizational level.

Motivation and Why it Matters

Motivation = Goal + Control. "…people need good goals and a feeling of control to perform well. When people feel effective and perceive themselves to be in control, they are motivated." (Hill, 2001, p. 19). If the goal is unclear or non-existent, or if employees lack management's support or don't have the tools they need, they will be frustrated and without motivation. If workers are not motivated to incorporate change, the best initiative, innovation, or process will not produce its' intended results.

At the Work/Process/Practice Level

Any new or revised business process is a change. The workers affected are challenged to learn, adapt, and integrate the change. To do this successfully, they must be motivated. That is, they must know and embrace the goal of the change, and they must have the tools and information to master the change and make it part of their work stream. As the Performance Architects at the Work/Process/Practice level, you are, as Jim Hill told us, "the bridge between information and performance."

The Good News

The good news is that humans come wired to succeed at change. We are pre-disposed to do a good job. What we want is the right information, such as clear expectations and specific goals and objectives. We also want the right methods such as: cross-functional communication, incentives and consequences, leadership,

solid processes, and rewards and recognition. (Hill, 2013, p. 23).

And, Performance Architects can easily leverage this built-in motivation. It exists in every human being.

An Accessible Model

If you are a regular reader of this Column, you are aware that we strive to select from among many applicable models and tools to find the ones that are most accessible and relevant to the work of business process professionals. There are many fine resources on motivation, and we have selected one that demystifies the topic while being both easy to understand and use to improve performance.

The 4 Motivational Switches

Think of the human brain as having four built-in switches. The switches can be expressed as four basic questions that all of us ask ourselves, either consciously or unconsciously as we consider a task or action:

1. Do I understand what's being asked of me?
2. Can I do it? The person is making an assessment of their personal ability to be successful.
3. May I do it? This is the same as question #2 but applied to the organization's ability to provide the appropriate support, resources, and guidance. It means, "Will I be permitted?" to take on the task and be successful.
4. Do I feel like it? This assesses the value of taking on the task. The value may be extrinsic or intrinsic, but the performer weighs it against the relative value of other tasks they have to accomplish to see if the new task is worth the effort.

These four questions are always processed in the order shown. If just one of the switches is moved to the "Off" position, meaning the answer is "No", commitment to the task ends. (Haig and Addison, p.1). Note that the **4 Motivational Switches** align with the elements of Geary Rummler's Human Performance System model (HPS). (Rummler, p. 25).

Table 1. 4 Motivational Switches

Motivational Switch	Assessment of…	HPS Relationship	Uses
Do I understand what's being asked of me?	Understanding of the goal	Performance Specifications	Leadership, planning, communication, orientation
Can I do it?	One's ability to be successful	Knowledge Capacity	Self assessment, competency review, personnel selection, job design, training, education, stretch goal development
Will I be permitted?	Availability of support, resources, tools	Task Support	Planning, assignment of responsibility, organizational alignment, inter-team coordination, retooling, job aid development

Do I feel like it?	Worth; Compared to other goals	Consequences Feedback	Incentive development, motivation, in-progress reviews

How To Leverage the 4 Motivational Switches For Success

Everyone uses the **4 Switches** in the same way all the time, even Performance Architects. (Publications by Ajzen, Bandura, Latham & Lee). There is no need to provide training or directions for how to use the **Switches**. What is useful instead is to explore how knowing about the **4 Motivational Switches** can support buy-in and individual and organizational success for business process change projects. And thus, how you can incorporate your understanding of the power of the Switches into your change management plans.

- Check to be sure that managers and supervisors, as well as their employees, understand the new/revised process and the affected tasks. Provide additional support if the change is particularly complex.
- If the employees who will be incorporating the new/revised process into their work stream are not able to accurately determine if they can perform the change successfully, you can help them by providing a supporting tool such as a job aid.
- The third **Switch**, *Will I be permitted,* is essentially a request for the appropriate tools, resources, and organizational support. Be sure these are provided.
- The fourth **Switch**, *Do I feel like it,* is inquiring about incentive and speaks directly to personal motivation. Ensure that appropriate functions, such as management, human resources, finance, legal, IT are involved and supportive of the change. (Haig and Addison, p.2).

Fostering Commitment To Change

Performance Architects can create a work environment that supports the **4 Motivational Switches** by taking these steps:

- State the goal of the change publically. People are more likely to stick with a goal that is known to all.
- Set the goal so that employees have a choice about it. People are more inclined to embrace goals that are encouraged and made available rather than forced upon them.
- Help employees make the connection between their personal goals and those of the organization. If these are aligned, employees trust their leaders to help them succeed at the change.
- Set group goals. People are more committed to group goals, or group and individual goals, than to assigned individual goals alone.
- Help individuals determine their own rewards and incentives. These are likely to be more meaningful and motivating than tangible incentives and rewards offered by the organization. (Hill, 2001, pp. 19 – 20).

For Planning

When a goal is set for implementing a new or improved process, check to be sure each of the **4 Switches** has been addressed. If one or more of the **Switches** is not covered, determine who is responsible and ask them to provide the missing support.

As a Diagnostic Tool

The simplicity of the **4 Motivational Switches** and their accessibility helps us diagnose why an individual or a team is not performing a new or changed process to standard. A review of the **Switches** will point to the reason.

Advice For Users

The **4 Motivational Switches** are not a secret. Here are some ways to use them to ensure results:

- Talk about the **Switches** with the teams implementing changes to processes. Since everyone uses the **Switches,** helping people understand themselves will support them in successful performance.
- Use the **4 Switches** for yourself when you design or improve a process. This will raise your awareness of the work you are doing and help you communicate clearly about the changes.
- Download a free copy of the *Moxie Coefficient*, also by Jim Hill, from Proofpoint Systems. The *Moxie Coefficient is* a research-based instrument that provides an objective way to determine if you and the team you are working with are ready to move forward with a challenging task. Use it as a template for understanding a specific work situation.

Summary

Motivation = Goal + Control. Successful performance is a result of well-conceived and communicated goals coupled with employee support. This support includes the tools and information required to provide employees with the control they need to succeed. The **4 Motivational Switches** is a basic, accessible model that explains how we humans are already wired to succeed. Knowing how the **4 Switches** work and how to help workers leverage this built-in tool can help Performance Architects working with business processes enhance the change management that is part of every process implementation. And the good news is that employees will be fully engaged.

References

Ajzen, Icek. (2002). Perceived behavioral control, self-efficacy, locus of control, and the theory of planned behavior. *Journal of Applied Social Psychology*, 32, pp. 1-20.

Bandura, Albert. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37,   pp. 122-147.

Condly, Steven, Clark, Richard, and Stolovitch, Harold. (2003). The effects of incentives on workplace performance: A meta-analytic review of research studies**.** *Performance Improvement*, 16/3, pp. 46 – 63.

Haig, Carol and Addison, Roger. (2012). Retrieved from:
       http://www.performancexpress.org/2012/11/trendspotters-4-motivational-switches/

Hill, Jim. (2013). Using the cloud to accelerate transformation and influence change. *Performance   Improvement, 52/5,* pp. 19 – 27.

Hill, Jim. (2001). Motivation = goal + control. *Performance Improvement,* 40/2, pp. 18 – 21.

Latham, Gary and Lee, T.W. (1986). Goal setting. In E.A. Locke (ed.), *Generalizing from   laboratory to field settings.* Lexington, MA.

Rummler, Geary. (2004). *Serious Performance Consulting.* Washington, D.C. ISPI.