Motivating People

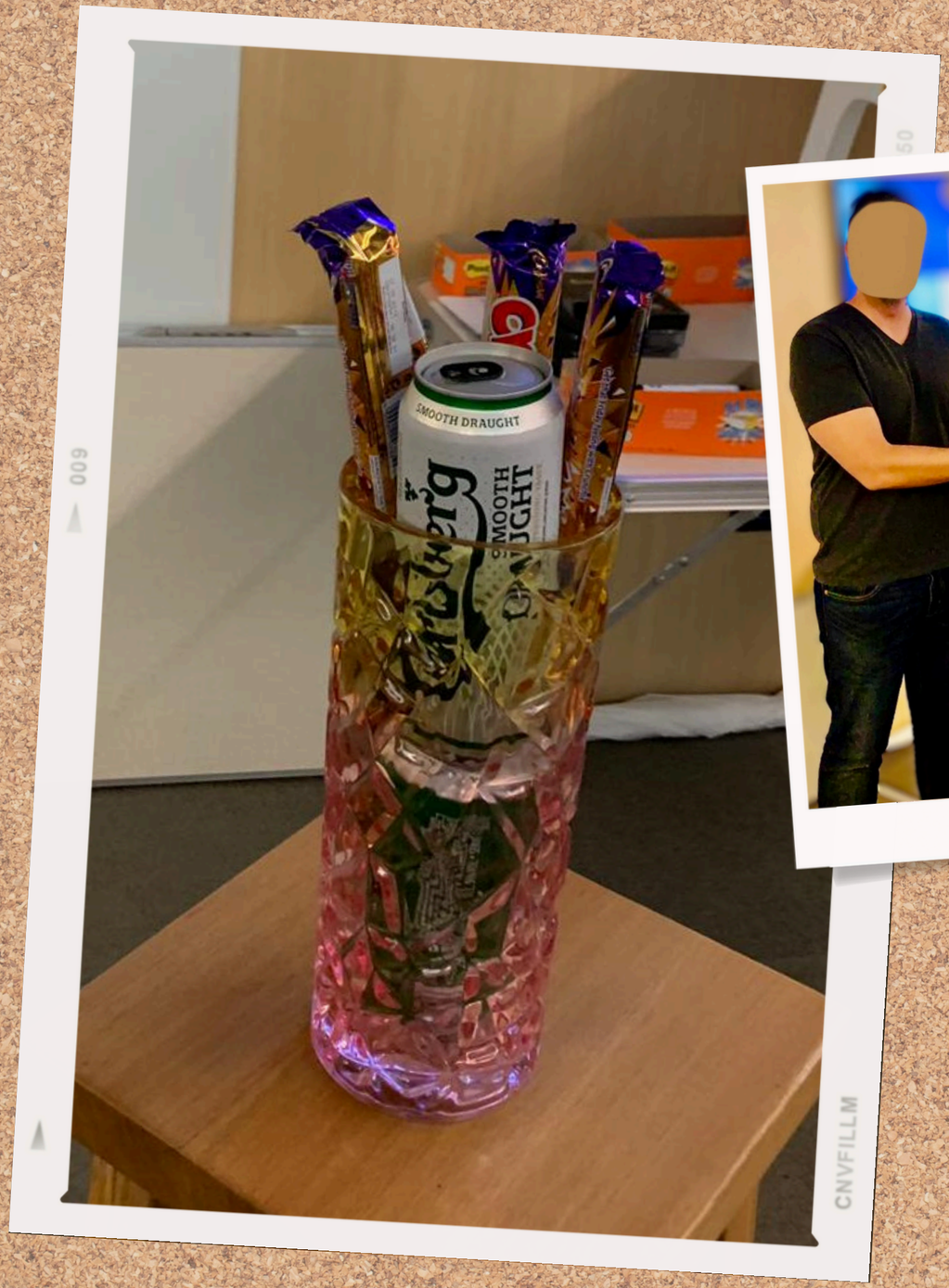
A CASE FOR TROPHIES & MEDALS

Serena Goh & Anshul Kapoor

The Story...

of a Trophy...

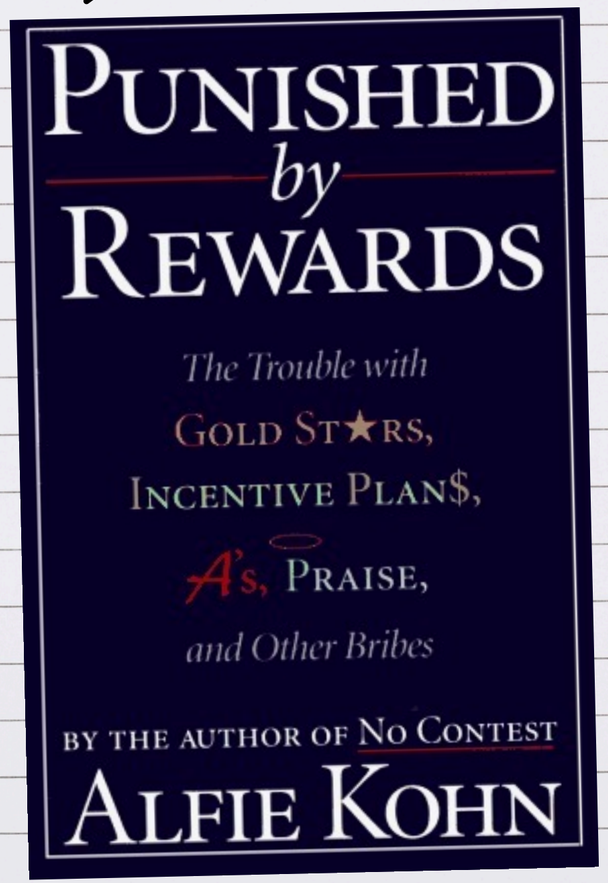
The Continuous Improvement Trophy

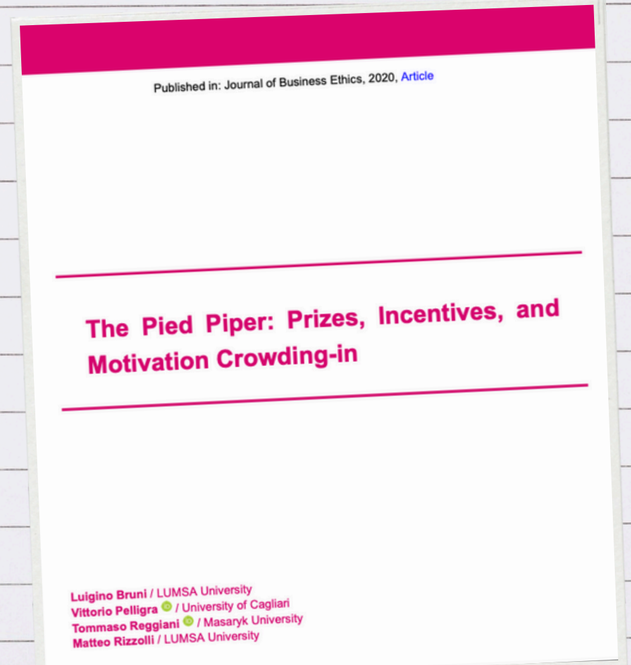











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The Pied Piper: Prizes, Incentives, and Motivation Crowding-in

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He advanced to the council-table:

And, "Please your honors,"
said he,
"I'm able, by means of a secret
charm,
to draw all creatures living
beneath the sun,
That creep or swim or fly or run,
After me so as you never saw!"

(Robert Browning, The Pied Piper of Hamelin 1842).

Rewards

Incentives

- Typically have a monetary or material nature. Size matters!
- Usually handed out privately
- Contingent - can be anticipated with certainty or expected terms
- Induce extrinsic motivation where there is little or no intrinsic motivation

Prizes

- Non-monetary nature. Symbolic value outweighs extrinsic value.
- Awarded at public ceremonies
- High degree of discretion from the side of the awarder, uncertainty for awardee
- Awarded to those who have achieved goals due to intrinsic motivation

The Rewards Continuum

Incentives

A whole lot of hybrid forms

prizes



Annual Bonus



Player of the Match



Improvement Trophy



Prizes Crowd-In Motivation

Prizes and incentives affect motivation in different ways. Prizes crowd-in motivation, i.e., effects of prizes are resilient, and persist even when the reward is withdrawn.

<u>Incentives do not have such an effect!</u>

Will Prizes Crowd-In Motivation towards Team Building?



Hypothesis: We Believe that the team builder factor is significantly higher when there is an announced medal towards constructive purpose of the team

The Experiment

Pick a Team

Participants:
11 people in team
5 business folks
4 enablers

Location: usually virtual
SG, CN, IN

Run the Test

Announce the creation of the medal

...



...

Observed them before announcing the Medal

Observed them during their Scrum events

Record observations visually after each event

...

...

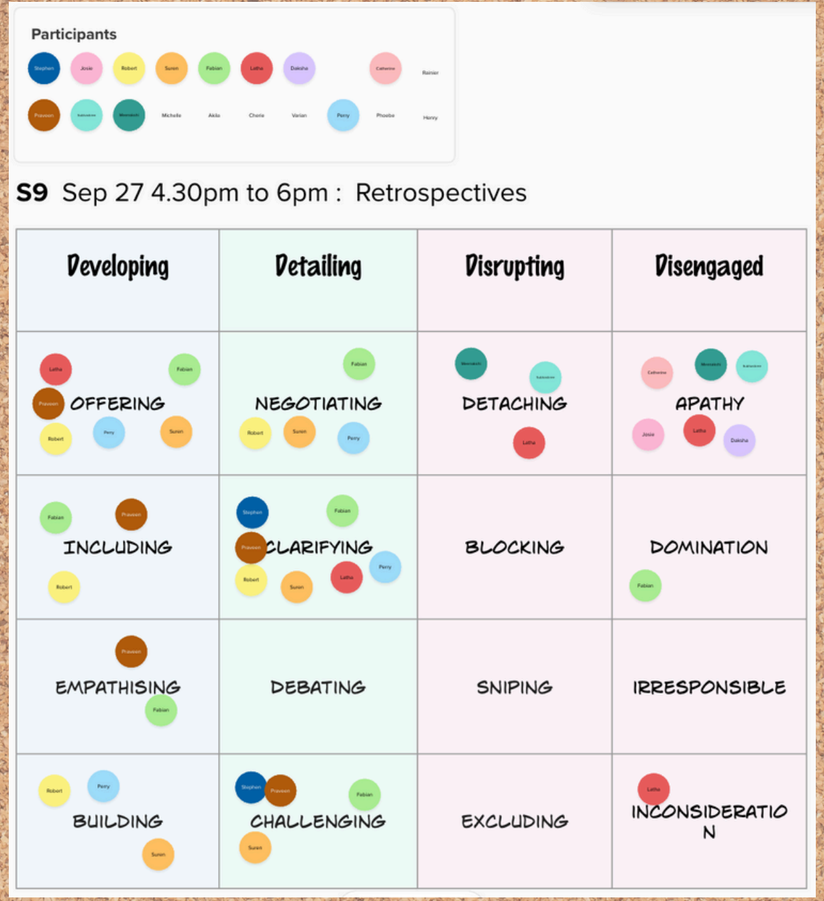
Give out the Medal at end of Sprint

...

Pass on to the next winner in the next Sprint







Team Builder Factor =

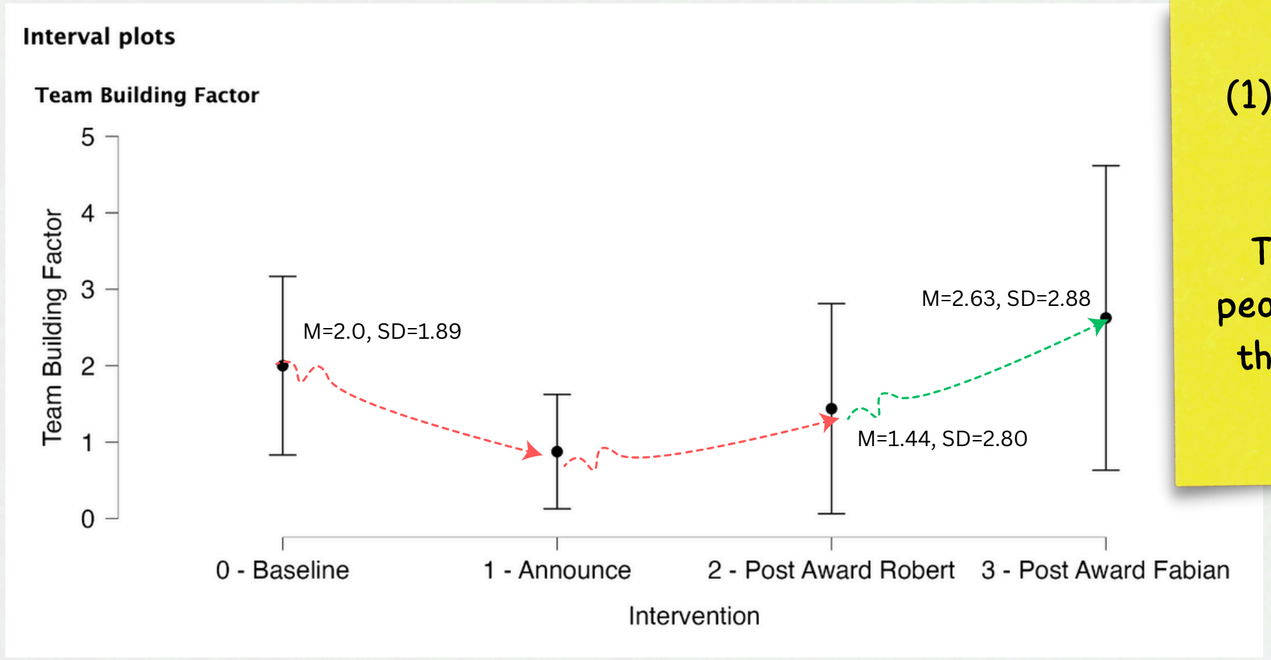
Developing Traits
+ Detailing traits
- Disruptive traits
- Disengaged traits
observed by Scrum master during Scrum events

We are on track if ...

Observe a change in team building factor after
1) Announcement of award
2) Award given out
3) Award consistently given out

as measured by TBF t-score statistically

Results & Learning



(1) Team Building Factor Dropped After Announcement:
This could be because people were unsure about the award's purpose or impact.
t(-1.79), p < .05

(2) Initial Award Did Not Crowd-in Motivation Enough to make a difference.
t(-0.89), p =.19





(3) Consistent Awards Improved Crowd-in Motivation
t(-2.31), p < .05

Paired Samples T-Test ▼

Measure 1		Measure 2	t	df	p	Cohen's d	SE Cohen's d	95% CI for Cohen's d Lower	95% CI for Cohen's d Upper
TBFactor-AwardAnnounce	-	TBFactor-PostAwardForRobert	−0.889	15	0.194	−0.222	0.370	-∞	0.198
TBFactor-AwardAnnounce	-	TBFactor-PostAwardForFabian	−2.308	7	0.027	−0.816	0.572	-∞	−0.113
TBFactor-AwardAnnounce	-	TBFactor-Baseline	−1.791	27	0.042	−0.338	0.314	-∞	−0.016

Note. For all tests, the alternative hypothesis specifies that Measure 1 is less than Measure 2. For example, TBFactor-AwardAnnounce is less than TBFactor-PostAwardForRobert.
Note. Student's t-test.

Find your Prize!

If you haven't found it yet, find or design the Prize that can do its magic for you & your teams!

Fielding Medal of the Indian Cricket Team



Behind the Scenes : Hypothesis template

Download template

Hypothesis ID 5: Team Builder Award Experiment

Pre-Test	
Hypothesis Statement	We believe that the team builder factor is significantly higher when there is an announced medal for the constructive purpose of the team.
Test	To verify this, we wil l.. • Decide the experimental design as pretest-posttest without a control group • Pick Marketo Team (11 team members, 5 biz, 4 enablers) • Announce the creation of this award to everyone in the group • Give out a "Team-Builder" award for someone who has build the team the most in terms of developing, detailing and not disrupting the team from performing.
Metrics	And measure... the overall crowd-in motivation effect by Team builder factor (TBF) Which is calculated by creating a scale of [developing traits count + detailing traits count - disruptive traits count - disengaged traits] observed during the team meetings
Criteria	We are on the right track if... the t-score of TBF of announcement of the award, award is given out or award is consistently given out is higher than the baseline (before any existence of the award)
Post-Test	
of Test	**Experiment Overview:** • **Design**: We outlined the hypothesis and defined the Team Builder Factor (TBF), noting this as a quasi-experiment due to the absence of a control group. • **Observation Setup**: Documented observation methods for Scrum events where each team meets, with observations conducted by either the Scrum Master or the Agile Coach. • **Baseline**: Established a baseline through recorded observations prior to interventions. **Interventions:** 1. **Initial Announcement**: Introduced the Team Builder award, explaining its purpose and criteria, during a sprint review. 2. **First Award**: Presented the award to Robert, who achieved the highest TBF, using a PowerPoint slide and a recognition script at the end of sprint planning. 3. **Break Period**: Paused the award for one month to observe team response. 4. **Second Award**: Awarded Fabian the Team Builder title based on the highest TBF, with similar recognition during the sprint planning's closing. 5. **Subsequent Award**: Awarded Praveen during the next end-of-sprint, following the same recognition process.
Metrics	Status of metrics.... as of second award giving (Fabian) 1. Team building factor (TBF) dropped after announcement of the award, t(-1.79), $p < .05$ 2. Initial award did not boost crowd-in motivation enough to make a significant difference, t(-0.89), $p<.19$ 3. Consistent Award improved significant crowd-in motivation after award was given to Fabian, t(-2.31), $p<.05$ 4. Picked up that over time, the crowd-in motivation effect decreases within the same group of people.
Validated Learning	We have learned the following... **Positive Findings:** • Non-monetary awards effectively boost team motivation for team-building efforts. • Team members who received the award had the chance to connect more deeply, passing the medal during a celebratory lunch, which strengthened their relationships. • The second award further encouraged the team to continue fostering a collaborative culture. **Challenges Observed:** • The award announcement created a period of apprehension without generating widespread enthusiasm or motivation across the team. • While the first award had a positive impact, there was still an underlying tension affecting the team as a whole.
Verdict & Next Steps	Hypothesis true/false.. • So far, our hypothesis is accepted Next step.. • Since the experiment is limited to a single team and it's a sub-testing of the pied piper theory, there could be further tests to experiment with monetary vs non-monetary factors. • Another research regarding transactional rewards vs relational rewards seems to be another expansion of this experiment we have that can be introduced and compared.

Thanks!

