Intrinsically Motivated Teams
The Manager's Toolbox

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Think about the time when you felt the most empowered, most supported, most trusted, most competent, most creative, most performant you've ever been at work:
the time when you most enjoyed doing your job.

I'm ready to bet that this was also the time when you had one of the best managers you've ever had.

Throughout my career, my managers always had a tremendous impact on my motivation, my performance and effectively my health.

So naturally, when I first became someone's manager, I took it very seriously and with great professionalism: I completely freaked out.

I seeked guidance. From my managers, in books, articles...and scientific literature on human motivation.

What I learned has completely changed the way I think about motivation today.
Both in terms of my own and the motivation of my teams.
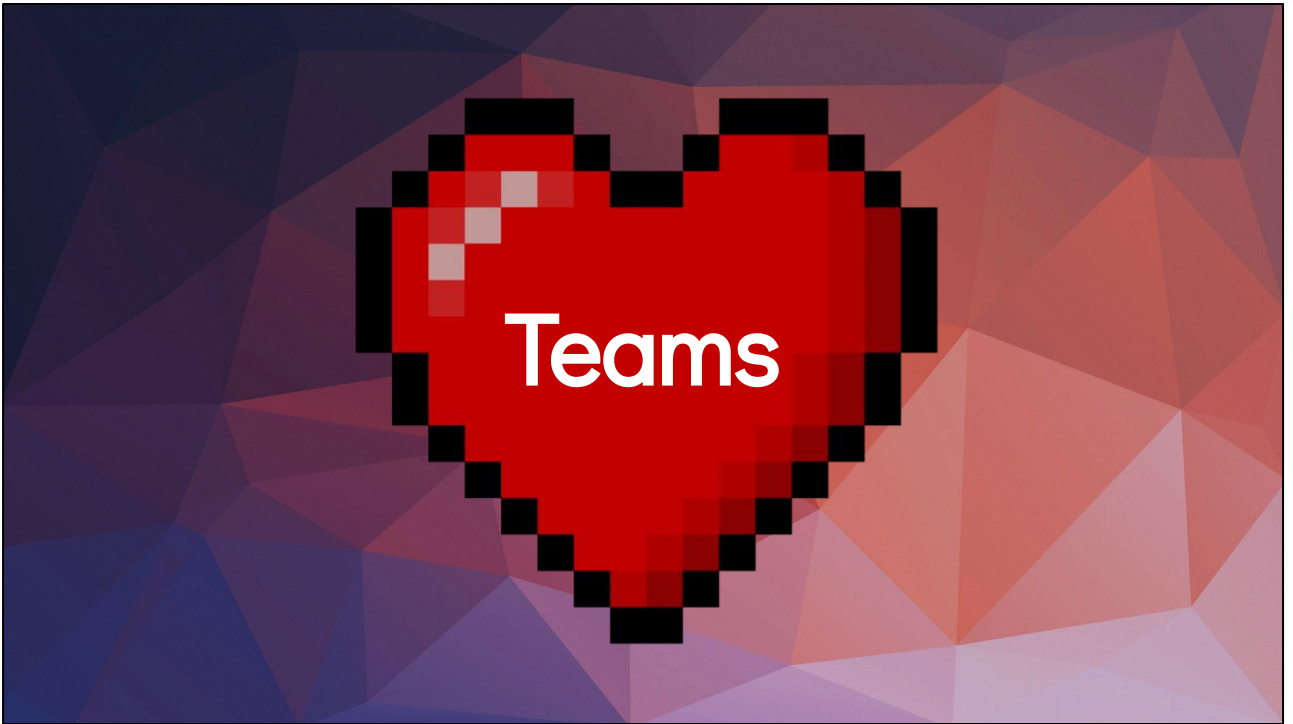
I **<u>LOVE</u>** teams.

Teams are the best.

A delicate ensemble of artists, testers, engineers, producers, designers pulling their talents, passion and energy together, putting aside their differences, in the service of something bigger than themselves.
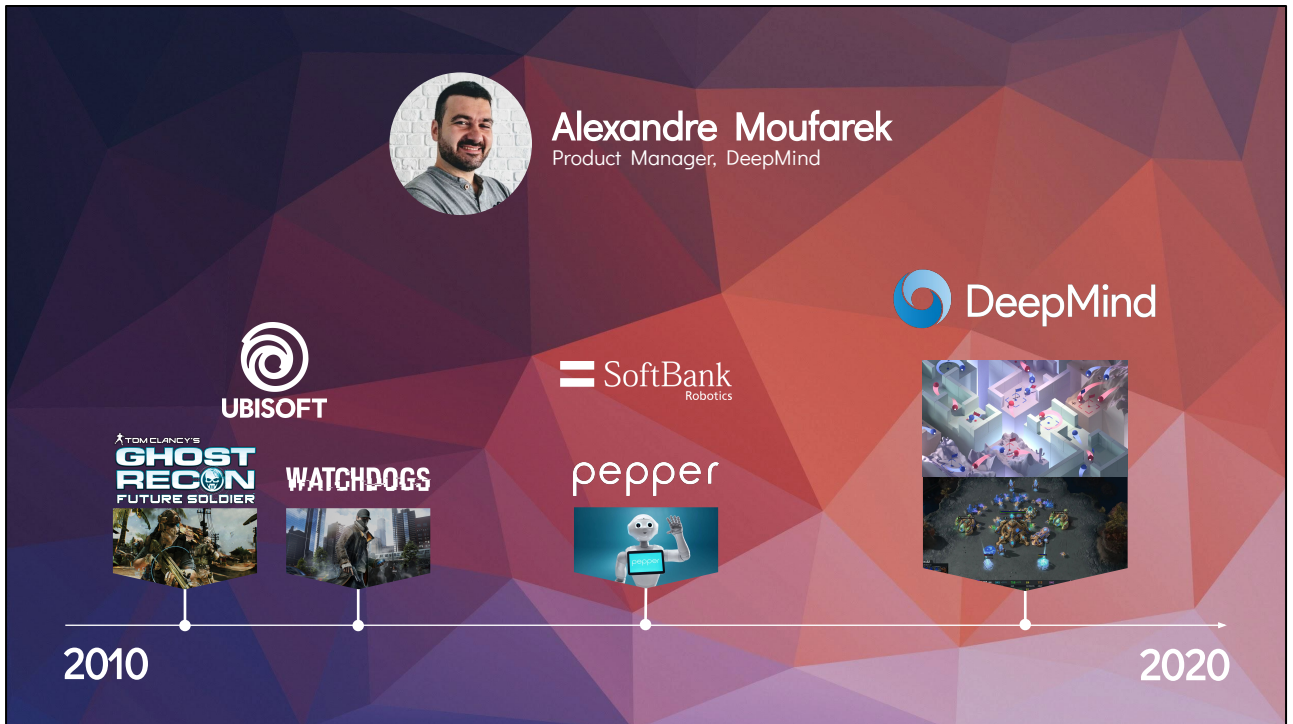
Teams are the best and for the last 10 years…

<animation>
producing AAA Games…

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creating interactive experience in consumer robotics...

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and using video games for to advance the state of the art in Artificial Intelligence, I've been passionate about understanding what makes the best teams.
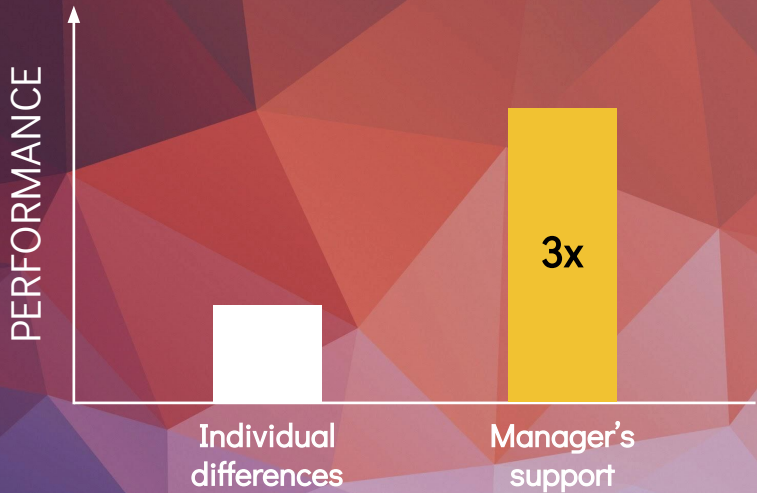
Prologue
MOTIVATION

Today, I'd like to talk about a topic I find **absolutely fascinating**

Motivation: **what drives us to act.**

I came across a study from 2004 where Baard, Deci and Ryan compared the impact on motivation that individual differences of the people on the team can have compared to their Manager's support.

This study showed that the manager's impact on needs satisfaction is…

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...3 times bigger than the individual differences of the people on the team.

Picture credit

Business photo created by jcomp - www.freepik.com

And if I wasn't completely freaking out about being a manager, this definitely did it.

Prologue
Motivation

What do **I need to do** to **motivate** my team?

So I asked myself this question:

What do I need to do to motivate my team? What's the secret?

Intrinsically Motivated Teams

THE MANAGER'S TOOLBOX

This is what this talk is about so welcome!
And thanks for attending my talk: Intrinsically Motivated Teams: The Manager's toolbox.

AGENDA

Chapter One
Introduction to Self-Determination Theory

Chapter Two
Winner of the 2019 Manager of the Year Award

Here's what we are going to talk about today

Chapter One

SELF-DETERMINA...WHAAAA?

Chapter One

<animation>

Self-Determina...whaaaa?

Self-Determination Theory

Richard M. Ryan & Edward L. Deci, 2000

Self-Determination Theory and the
Facilitation of Intrinsic Motivation,
Social Development, and Well-Being

Richard M. Ryan and Edward L. Deci
University of Rochester

Human beings can be proactive and engaged or, alternatively, passive and alienated, largely as a function of the social conditions in which they develop and function. Accordingly, research guided by self-determination theory has focused on the social–contextual conditions that facilitate versus forestall the natural processes of self-motivation and healthy psychological development. Specifically, factors have been examined that enhance versus undermine intrinsic motivation, self-regulation, and well-being. The findings have led to the postulate of three innate psychological needs—competence, autonomy, and relatedness— that is worthy of our most intense scientific investigation. Specifically, social contexts catalyze both within- and between-person differences in motivation and personal growth, resulting in people being more self-motivated, energized, and integrated in some situations, domains, and cultures than in others. Research on the conditions that foster versus undermine positive human potentials has both theoretical import and practical significance because it can contribute not only to formal knowledge of the causes of human behavior but also to the design of social environments that optimize people's development, performance,

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Self-Determination Theory (SDT for short) is a macro theory of human motivation and is the work of american psychologists Richard Ryan & Edward Deci.

In 2000, they published this paper titled Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development and Well-Being that I highly recommend everyone to read.

Show of hands: who has heard of Self-Determination Theory?

Chapter One
Self-Determina...whaaaa?

Daniel Pink (2009); Scott Rigby et al. (2006; 2010)

Maybe you haven't heard of SDT but have seen Dan Pink's Ted Talk the "Puzzle of motivation" or maybe you read his book "Drive"?
The Research he talks about is Self-Determination Theory.

Or maybe you saw on of Scott Rigby's great GDC talks about Player Motivation and read about the "Player Experience of Need Satisfaction" model.
This is inspired by Self-Determination Theory.

Or maybe you heard about these terms Intrinsic and Extrinsic Motivation?

SDT has emerged from research on Extrinsic Motivation and Intrinsic Motivation.

Edward Deci was the first psychologist to do experiments on intrinsic motivation with human subjects in 1971.

Back then, most psychologists considered motivation to be a *quantity* (something you have enough off to do something or not enough off to do something).
Deci and Ryan's view was that motivation is actually a *quality.*

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A continuum of different quality of motivation that led to different outcome quality.

And since this talk is not titled "**Ext**rinsically Motivated Teams", you've guessed it, Intrinsic Motivation leads to a better outcomes.

BASIC PSYCHOLOGICAL NEEDS

Competence
Autonomy
Relatedness

To facilitate **intrinsic** motivation, SDT postulates that 3 basic psychological needs need to be satisfied.

These are our need for:

<animation>Competence…<animation>...Autonomy...<animation>... and Relatedness.

COMPETENCE

Seek to control the outcome and experience mastery.

Competence: the need to seek to control the outcome and experience mastery.

This is our need for novelty, challenge and getting better at something we find important.

AUTONOMY

Be **causal agents** of one's own life and **act in harmony** with one's integrated self.

Autonomy is the need to be causal agents of one's own life - this is to be able to choose how we go about doing things and have meaningful choices -
and act in harmony with one's integrated self - which means to perform actions we'd happily endorse. Do things that align with our personal values and believes.

Here Autonomy does NOT mean Independence. This is about having autonomy within a wider group.

Which leads us to the 3rd basic psychological need….

Reis (1994); Baumeister & Leary (1995)

RELATEDNESS

To interact, be connected to, and experience caring for **others**.

Relatedness: our need to interact, be connected to and experience caring for others. This is being part of a family, a community, a team of people who care for you and who you care for. And together you have a shared purpose.

Chirkov et al. (2003); Ryan & Deci (2008)

BASIC PSYCHOLOGICAL NEEDS
COMPETENCE . AUTONOMY . RELATEDNESS

Innate
Universal

They are believed to be….

<animation>

...Innate - something we are born with not something we learn - and they have been shown to be....

<animation>

...Universal, true for all humans. Hands up - who has humans on their team? Good, so all the human on your team have these psychological needs then.

For more than 30 years, hundreds of researchers did hundreds of experiments all over the world to confirm that this is in fact true regardless of Age, Gender, Race, Culture, Religion etc…So this is very well supported.

INTRINSIC MOTIVATION LEADS TO

Better performance   *Deci et al. (1999)*

Less burnout   *Fernet et al. (2010)*

Lower turnover rates   *Richer et al. (2002)*

Studies have shown the performance of any activity requiring problem solving, intuition or creativity is likely to be impaired by extrinsic motivators such a bonuses, promotions and so forth.

<animation>

On the other hand, studies showed that intrinsic motivation leads to:

<animation>

Better performance…

<animation>

Less burnout…

<animation>

And result in a lower turnover rate.

Chapter One recap

- Macro **theory of human motivation**

- Emerged from research on **Extrinsic & Intrinsic** motivation

- Continuum of different **quality** of motivation

- **Intrinsic motivation**

  - leads to **better performance & well-being**

  - is facilitated when 3 **innate**, **universal** basic psychological **needs** are satisfied: **Competence Autonomy Relatedness**

Now let's recap Chapter one. SDT is:

...and I'll stop here on the theory. Human motivation is a fascinating topic and there is so much more to say about SDT and amazing research findings to discuss.
I won't have the time to cover this today but...

Chapter Two

MANAGER OF THE YEAR

Sor now let's talk about what we all manager try to be: manager of the year.

Chapter Two
Manager of the year

Microsoft   Google   [Apple]   Alibaba.com   facebook   amazon   L.F.C.
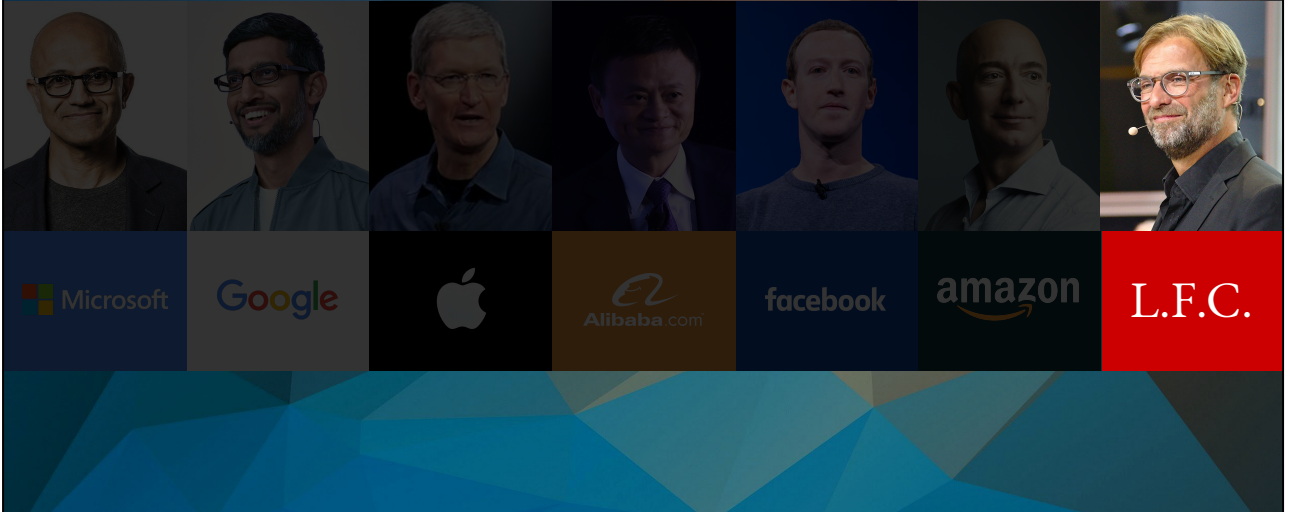
Who could that Manager of the year be?

Is it one of these Corporate CEOs? Could be. They are all remarkable in their own ways and there is some very good material online and books about how they work.

I don't know about you, but I'm not the CEO of a big multinational company and don't manage thousands of people so I have a hard time relating to these managers.

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So I'll like to talk about this gentleman on the right. Hands up: who knows who that is? Keep your hand up: lower you hand if you're british?

Jürgen Klopp

Liverpool FC Manager

Best FIFA Men's Coach 2019

This is Jurgen Klopp: The manager of Liverpool Football Club and he has been awarded the Best FIFA Men's Coach award last year.

DISCLAIMER:

I'm not a football fan nor am I a supporter of Liverpool - this is not why I chose to talk about this.
What I'm interested in is understanding what makes him a good manager.
A good manager of a team of 20 to 30 people including the players and support staff, which is a lot like my work environment.

And are the things he does supported by research findings?

But first who is he?
Jurgen Klopp is known for the range of emotions he shows on the pitch...

Manager of the year

…

He is also known for the very personal and close relationship he has with his players...

And also the Liverpool FC supporters...

Wouldn't be awesome to do this when you come in the office everyday :)

Jürgen Klopp

Liverpool FC Manager
2019 43 wins / 7 draws / 6 losses

2019 Titles
UEFA Champions League
UEFA Super Cup
FIFA Club World Cup

But what he is most known for is the stellar performance of his team in 2019. Out of 56 games across all competitions: 43 wins! And only 6 losses... Liverpool was the first English team to win the international treble of the Champions League, European Super Cup and FIFA Club World Cup in a single year.

Liverpool FC is a great club. But there are other great clubs in the world who have access to the same financial resources, the same equipements, the same talents.

So what makes them different?
We know that Intrinsic Motivation leads to better performance. Could this explain why Liverpool FC is performing so well?

If that's the case then we should be able to demonstrate that their manager supports...

Competence	Autonomy	Relatedness

Competence...

<animation>

Autonomy

<animation>

And Relatedness.

We'll look at 3 videos clips where he explains his management style and see if the things he does support these basic psychological needs.

But first I'm going to change those pictures. <Animation>

There much better, Jurgen Klopp is a much more colorful character than what I showed. Very beautiful smile!

Give time for onboarding
Share the right information
Understand each member of the team
Take care of individuals and the team

Competence

Give time for on-boarding

Autonomy

Share the right information
Understand each member of the team
Enable others to make decisions

Relatedness

Take care of individuals and the team

Give time for onboarding
Share the right information
Understand each member of the team
Take care of individuals and the team

WALK ON WITH HOPE...

What I can do, my confidence is big enough
that I can really let people grow next to me.

Everyone is responsible for the team's mood
Know everyone personally
Foster close collaboration
Work for each other

Competence

Give time for on-boarding

Autonomy

Share the right information
Understand each member of the team
Enable others to make decisions

Relatedness

Take care of individuals and the team
Everyone is responsible for the team's mood
Know everyone personally
Foster close collaboration
Work for each other

Lead by example
Have confidence
Know your strength and weaknesses
Enable others to grow
Enable other to make decisions
Have empathy
Give real support

Competence
- Give time for on-boarding
- Lead by example
- Have confidence
- Know your strengths and weaknesses
- Enable others to grow

Autonomy
- Share the right information
- Understand each member of the team
- Enable others to make decisions
- Have empathy
- Give real support

Relatedness
- Take care of individuals and the team
- Everyone is responsible for the team's mood
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Lead by example
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Have empathy
Give real support

With just 3 1 minute clips of how Jurgen Klopp manages his team you can see that he supports Competence, Autonomy and Relatedness and as a results facilitates his team's intrinsic motivation.

This is a tool I used on myself from time to review what I do and how it impacts my team's needs.

Now, even if you do support all three things things won't just suddenly improve overnight. It takes time...

Jurgen Klopp is Liverpool FC's manager since October 2015 and for the first 3 seasons the team has shown some improvements but no big changes in performances. But then it payed off. After 3 seasons of refining things they nothing could stop them.

As of today, they have not lost a single game and are expected to win the League title with 37 wins out of 38 games. Quite impressive.

Something else that is quite impressive is..

<animation>

...how he didn't get fired even though the team didn't win a single time for 3 years! Not a lot of clubs would have kept an unsuccessful manager that long. As we've seen, Klopp is doing a good job. But I think so are his managers. Understanding that this takes time and patience and that things only start to fall into place after several years.

A bit like creating a video games. Do you know who the CEO of Liverpool FC is?

Peter Moore
Liverpool FC CEO
Since 2017

Formerly

COO of Electronic Arts
Head of EA Sports
VP of Microsoft Interactive Entertainment
President of Sega of America

Peter Moore!
Former COO and Head of EA Sports at Electronic Arts.
Also former VP at Microsoft and President of Sega America.

What do **I need to do** to **motivate** my team?

Going back to this original question.

What have I learned by studying Self-Determination Theory?

I learned that I wasn't asking myself the right question.

Instead I should have been asking myself...

Because after all what SDT shows that:

"Happy **game developers** make happy **gamers**."

It's not just a saying.

It's science.

Appendix

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- *Drive: The Surprising Truth About What Motivates Us, Kindle Edition* by Daniel H. Pink
- *Predictably Irrational: The Hidden Forces That Shape Our Decisions* by Dan Ariely
- *Why do We do what We do: Understanding Self Motivation* by Edward Deci

Video clips & Gifs

- *"Office Space", Mike Judge, Twentieth Century Fox*
- *"The Office", Season 8, Episode 2: The Incentive"*
- *"The Interview", Evan Goldberg, Seth Rogen, Columbia Pictures*

WHY WE DO WHAT WE DO

Understanding Self-Motivation

EDWARD L. DECI

WITH RICHARD FLASTE

If you reward your children for doing their homework, they will usually respond by getting it done. But is this the most effective method of motivation?

No, says psychologist Edward L. Deci, who challenges traditional thinking and shows that this method actually works against performance.

The best way to motivate people--at school, at work, or at home--is to support their sense of autonomy. Explaining the reasons why a task is important and then allowing as much personal freedom as possible in carrying out the task will stimulate interest and commitment, and is a much more effective approach than the standard system of reward and punishment.