

How To Get People To Do Stuff

2024



POLL QUESTION

What job/role are you in? (Pick one of the following)

- A. Programming/IT/Tech
- B. User Experience/Design
- C. Manager/Supervisor
- D. Sales or Marketing
- E. Other

7 DRIVERS OF MOTIVATION

The Need To Belong

Tricks Of The Mind

Instincts

Habits

Carrots & Sticks (Rewards)

The Power of Stories

The Desire For Mastery

“Failure To Thrive” Syndrome

Bruce D. Perry, *Born for Love: Why Empathy Is Essential--and Endangered* (2010).

Monographs of the Society For Research In Child Development, *The Effects of Early Social-Emotional and Relationship Experience On The Development of Young Orphanage Children* (2008).



More
social
ties

=

Less
chronic
disease



Yang Claire Yang, Courtney Boen, Karen Gerken, Ting Li, Kristen Schorpp, Kathleen Mullan Harris. Social relationships and physiological determinants of longevity across the human life span. *Proceedings of the National Academy of Sciences*. 2016.

NOUNS VS. VERBS

- "How important is it to you to be a voter in tomorrow's election?"
- "How important is it to you to vote in tomorrow's election?"

Being What You Say: The Effect of Essentialist Linguistic Labels On Preferences by Gregory Walton and Mahzarin Banaji. Social Cognition, Vol. 22, No. 2, 2004, pp. 193-213.

Donate Now

Donate Now

Be a Donor

"Dirty" Money

SOCIAL NORMS

- People don't realize how affected they are by social norms.
- Social norm motivation may be largely unconscious.



SOCIAL VALIDATION

- People tend to do what others do.
- People say they DON'T do what do.
- Reviews and ratings are powerful because of social validation.

OXYTOCIN

When oxytocin is released, people feel love, tenderness, empathy, and trust. They feel a sense of belonging and connectedness.

OXYTOCIN

Oxytocin makes people feel content, calm, and secure. It also decreases anxiety.

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WHAT RELEASES OXYTOCIN?

- Hugging



WHAT RELEASES OXYTOCIN?

- Hugging
- Petting an animal



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WHAT RELEASES OXYTOCIN?

Hugging

Petting an animal

Synchronous activities



GROUP ACTIVITIES

People don't have to feel good about the group, or the group activity, in order to be more cooperative.

Wiltermuth, Scott, and C. Heath. 2009. "Synchrony and cooperation." *Psychological Science*, 20(1): 1–5. DOI: 10.1111/j.1467-9280.2008.02253.

GROUP ACTIVITIES

People working in a group came up with ideas faster (from 66 percent to up to 93 percent faster), and came up with more ideas than people working alone.

Allport, Floyd Henry. 1920. "The Influence of the Group Upon Association and Thought." *Journal of Experimental Psychology*, 3: 159-182.

SOCIAL FACILITATION EFFECT

People who THINK they are working in a team work longer, enjoy the work more, and are more likely to work on a similar task weeks later than people who think they are working alone.

Carr, P. B., & Walton, G. M. (2014). Cues of working together fuel intrinsic motivation. *Journal of Experimental Social Psychology*, 53, 169-184. doi:10.1016/j.jesp.2014.03.015.

People will try to use whatever you create
to be social and interact.

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EMBODIED COGNITION

Our bodies influence our experience:

- Items that are heavier are perceived as being more important.
- If we are sitting in a soft chair we think the people or things we are interacting with are gentle and nice.
- If we are holding a warm cup of coffee or tea we think the people or things we are interacting with are warm and friendly.

$$8 \times 7 \times 6 \times 5 \times 4 \times 3 \times 2 \times 1$$

1 x 2 x 3 x 4 x 5 x 6 x 7 x 8

$$8 \times 7 \times 6 \times 5 \times 4 \times 3 \times 2 \times 1$$

$$= 2,250$$

$$1 \times 2 \times 3 \times 4 \times 5 \times 6 \times 7 \times 8$$

$$= 512$$

40,320

ANCHORING

- Random numbers affect our decisions.

Sale On Lemons Today

Sale On Lemons Today

Limit 10 Per Person

Sale On Lemons Today



Sale On Lemons Today

Limit 10 Per Person



COGNITIVE BIASES

- *Anchoring*: Random numbers affect our decisions.
- *Confirmation Bias*: We screen out what doesn't fit our beliefs... we avoid situations where we are told we are wrong.
- *Framing Bias*: Our decisions are affected by how information is presented.
- *Projection Bias*: We think that what we believe and feel now will be the same way we feel and believe in the future.
- *Ikea Effect*: If we create something ourselves we value it more.

COGNITIVE BIASES

- *Exposure Effect*: When something is repeated it becomes familiar, and because it is familiar we like it more.
- *Fundamental Attributions Error*: We think that other people's behavior is a result of personality rather than the situation. However, we think that our behavior is because of the situation rather than our personality.
- *Endowment Effect*: Once we have something we value it more.
- *Gambler's Fallacy*: We think that events are connected and dependent on each other, even when they are not.

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WE HAVE 3 BRAINS

1. New
2. Mid/Social-Emotional
3. Old/Reptilian

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1. New
2. Mid/Social-Emotional
3. **Old/Reptilian**
 - **FOOD**
 - **DANGER**
 - **SEX**



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Ivan Pavlov
(1849 – 1936)

Pavlov's Classical Conditioning

Stimulus → Response

Pavlov's Classical Conditioning

Stimulus → Response

Meat → Salivate

Pavlov's Classical Conditioning

Stimulus → Response

Meat → Salivate

Meat + Bell → Salivate

Pavlov's Classical Conditioning

Stimulus → Response

Meat → Salivate

Meat + Bell → Salivate

Bell → Salivate

PAVLOV'S CLASSICAL CONDITIONING

- People can easily become conditioned to respond to a certain stimulus with a certain behavior. This is how habits are formed.
- It's especially true if there are visual and/or auditory cues (like the meat or the bell for the dog).
- Our "addiction" to our phones and apps is largely based on classical conditioning.

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B.F. Skinner
(1904 – 1990)

Skinner's Operant Conditioning

Behavior → Reinforcement → More behavior

Skinner's Operant Conditioning

Behavior → Reinforcement → More behavior

Meet deadline → Get praise → Meet more deadlines

SKINNER'S OPERANT CONDITIONING

- If you reward (reinforce) a behavior then you will see more of that behavior.
- If you ignore a behavior (extinction) then you will see less of that behavior.
- Different "schedules" of reinforcement result in different rates of behavior.

ANTICIPATION VS. REWARD

Robert Sapolsky showed that it is the anticipation of the reward that drives behavior more than the reward itself.

Dopamine is released in anticipation of a reward.

POLL QUESTION

What percent of conversations are stories? (Pick one of the following)

- A. 10%
- B. 35%
- C. 50%
- D. 65%
- E. 95%

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65% of human
conversations are stories

(Research from Robin Dunbar, Anthropologist at the University of Liverpool)

The brain can't distinguish between a story and real experience

Interwoven functionality of the brain's action and language systems.
Véronique Boulenger and Tatjana A. Nazir

Self-stories drive behavior – Dr.
Timothy Wilson, *Redirect*

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THE DESIRE FOR MASTERY

People are born with the desire to grow and learn new skills.

You can encourage the desire for mastery with:

- Autonomy
- The right amount of challenge
- Feedback, but without rewards or praise

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Apply

Activity

How to Get People to Do Stuff



Master the art and science of
persuasion and motivation

Susan M. Weinschenk, Ph.D.