

Individual Performance. Organizational Results.

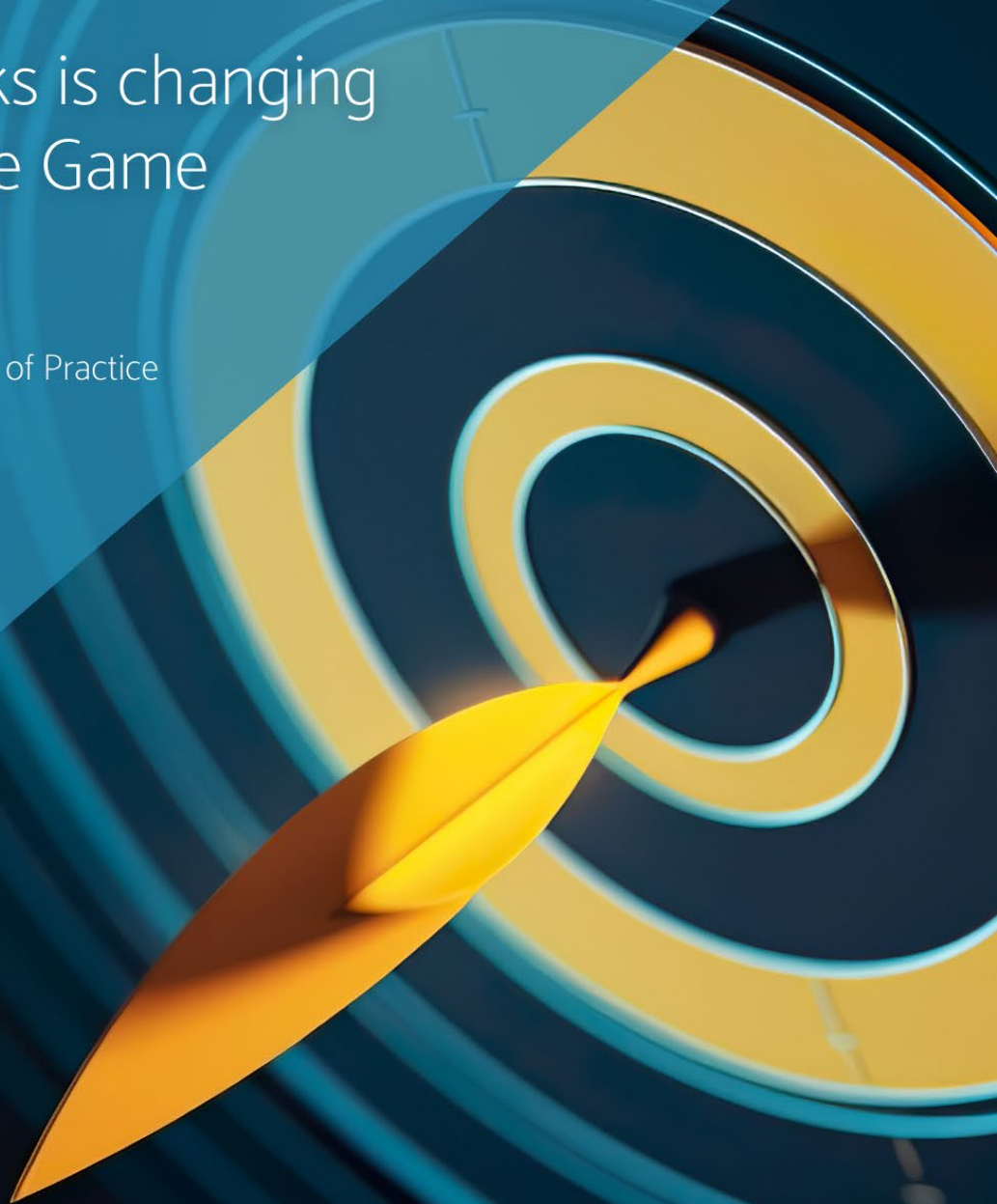
How InteraWorks is changing
the Performance Game

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Individual Performance

CHALLENGE

Traditional Performance Management Systems Perpetuate a Lack of Engagement and Responsibility

We must activate the more creative and intuitive brain functions available to us and establish new ways of engaging when the environment is so complex and continually changing.



Design a Link Between Performance and Development

Provide feedback collaboratively and frequently.

Acknowledge wins early and often.

Improve the link between performance and development.

Challenge the link between performance and self-worth.



Engagement is a Function of Creating Intrinsically Motivated Goals

Demonstrate and sustain a higher level of engagement.

Increase their long-term level of commitment.

Can replicate or exceed the results.

Develop a pattern of applied learning and growth.



Creating a Culture of Performance: Individual to Organizational

Transparency

Equity

Autonomy

Meaning

Consistency

Acknowledgement

Relationships

MINDSET
SHIFT

Leveraging Interactions, Ensuring Consistency, and Shifting Mindsets for Growth and Learning

At Interworks, we see a need for an evolutionary shift in the way we think about and manage performance. This shift is not a typical one. It is an inside-out approach that begins with a simple question: **what inspires us and others?** By asking ourselves and our teams this question, we forge the path necessary to guiding us through an uncertain future.

Organizational Results

Individual Performance. Organizational Results.

How InteraWorks is changing the Performance Game

Traditional performance management systems perpetuate a lack of **engagement and responsibility.**

For many years, performance systems focused only on behavioral competencies as the visible components that allowed us to observe and even measure performance improvements. Traditional performance systems reward good behavior, and often there is a penalty for poor performance or bad behavior. However, we now know that what happens inside the minds of individuals plays a crucial role in performance as well, because ultimately it is our underlying beliefs that drive our behaviors.

Over the past 25-30 years, developing advancements in the sciences and technology have finally begun to cast light on the inner workings of the human mind. The field of neuroscience leverages these advancements and applies them to human performance so, for the first time, individuals can reliably understand their intrinsic and extrinsic motivations and shift limiting beliefs that impact performance.

This shift means that our approach to performance systems within organizations may no longer be adequate. For example, as described above, many organizational systems rely on extrinsic rewards and punishments to foster improved performance. However, when a leader is focused on feedback that is primarily critical in nature or does not acknowledge the positive aspects of an individual's or team's efforts, there can be adverse implications on overall performance within the entire organization.

The preponderance of highly critical feedback over time generates a state of threat, and this stimulates the biological survival response in the face of the perceived threat (flight, fight, or freeze).

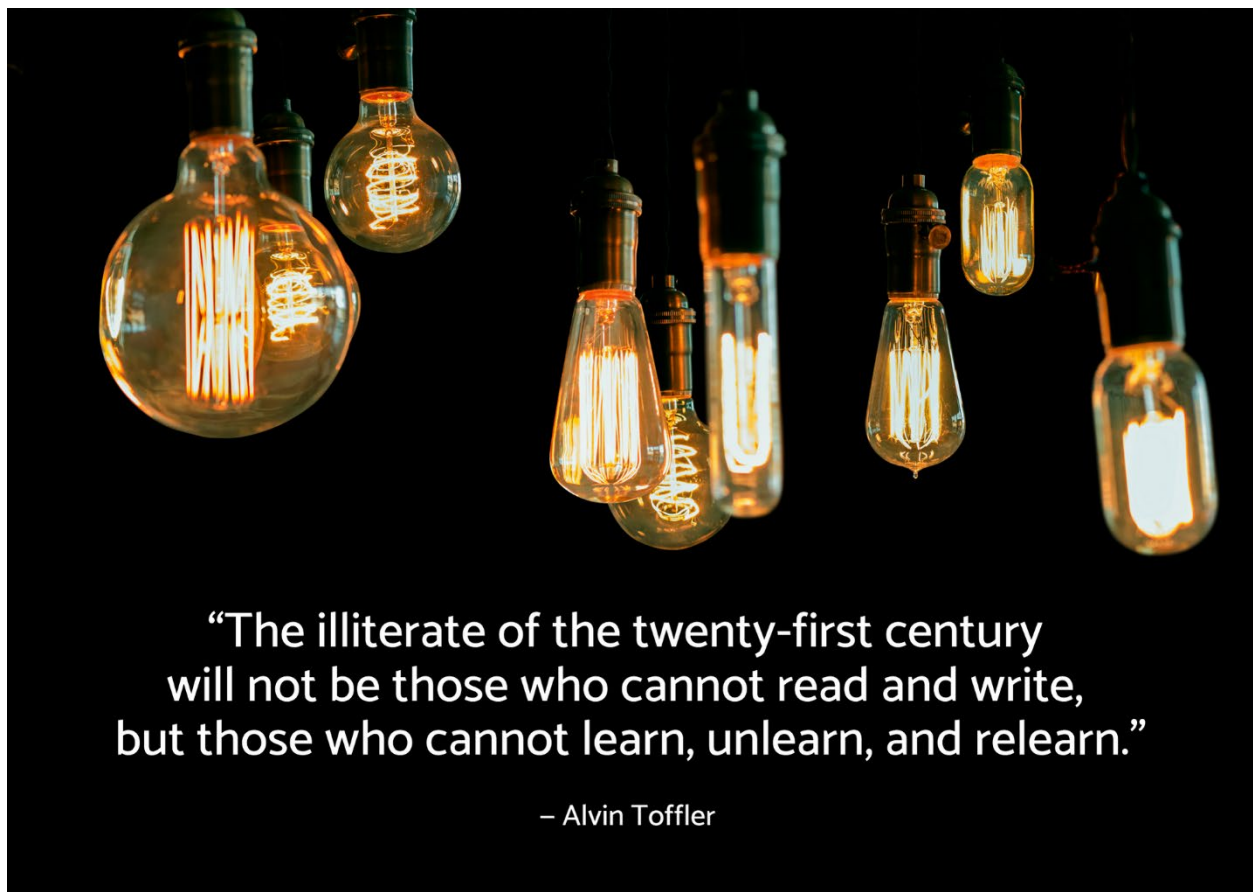
As a result, performance is driven by fear or anxiety, inducing a state of stress that compromises the very outcomes we wish to achieve and significantly impacts engagement, creativity, learning, and growth!

Conversely, simply praising performance without specifically addressing areas for improvement can lead to complacency and a lack of engagement. When we look even more closely, we find that extrinsic rewards are not as effective as we once thought.

Overall, the motivation provided by extrinsic rewards can be fleeting or inauthentic at best. Consider what happens when the extrinsic motivation to perform is removed, or what happens if a team or individual is solely performing for reward. This type of reward/punishment approach appeals to the most primitive part of the human brain and sets us up for a Pavlovian culture based on habituated behaviors rather than allowing for authentic engagement, innovation, or inspiration.

While this type of reward system may have gotten us through the industrial age with its repetitive and monotonous work environment, our workforce today faces nothing short of disruptive chaos with a constant stream of challenges brought on by an ever-changing landscape.

In such environments, we must activate the more creative and intuitive brain functions available to us and establish new ways of engaging when the environment is so complex and continually changing.



**“The illiterate of the twenty-first century
will not be those who cannot read and write,
but those who cannot learn, unlearn, and relearn.”**

– Alvin Toffler

Design a link between **performance** and **development**.

Another scenario we see is that people set development goals but fail to follow through on them. It is equally common for people to attain results but achieve no sense of satisfaction in having achieved them or being able to replicate them. Both scenarios limit future performance and the motivation to excel.

Our best practices highlight the need for performance feedback to be more growth and learning-oriented in its implementation.

How can leaders do this effectively?

Provide feedback collaboratively and frequently.

Acknowledge wins early and often.

Improve the link between performance and development.

Challenge the link between performance and self-worth.

(Gallup, 2023)

Gallup's well-known engagement poll cites several key factors focusing on the need for workers to receive developmental feedback, as well as encouragement on a frequent basis.

In his popular book entitled "Drive. The Surprising Truth About What Motivates Us", (Pink, 2011), New York Times bestselling author, Daniel Pink makes a compelling case that the human need to learn, grow, create new things, and "to do better by ourselves and our world" is a basic human drive and one that can be much stronger than external motivators such as rewards and punishments.

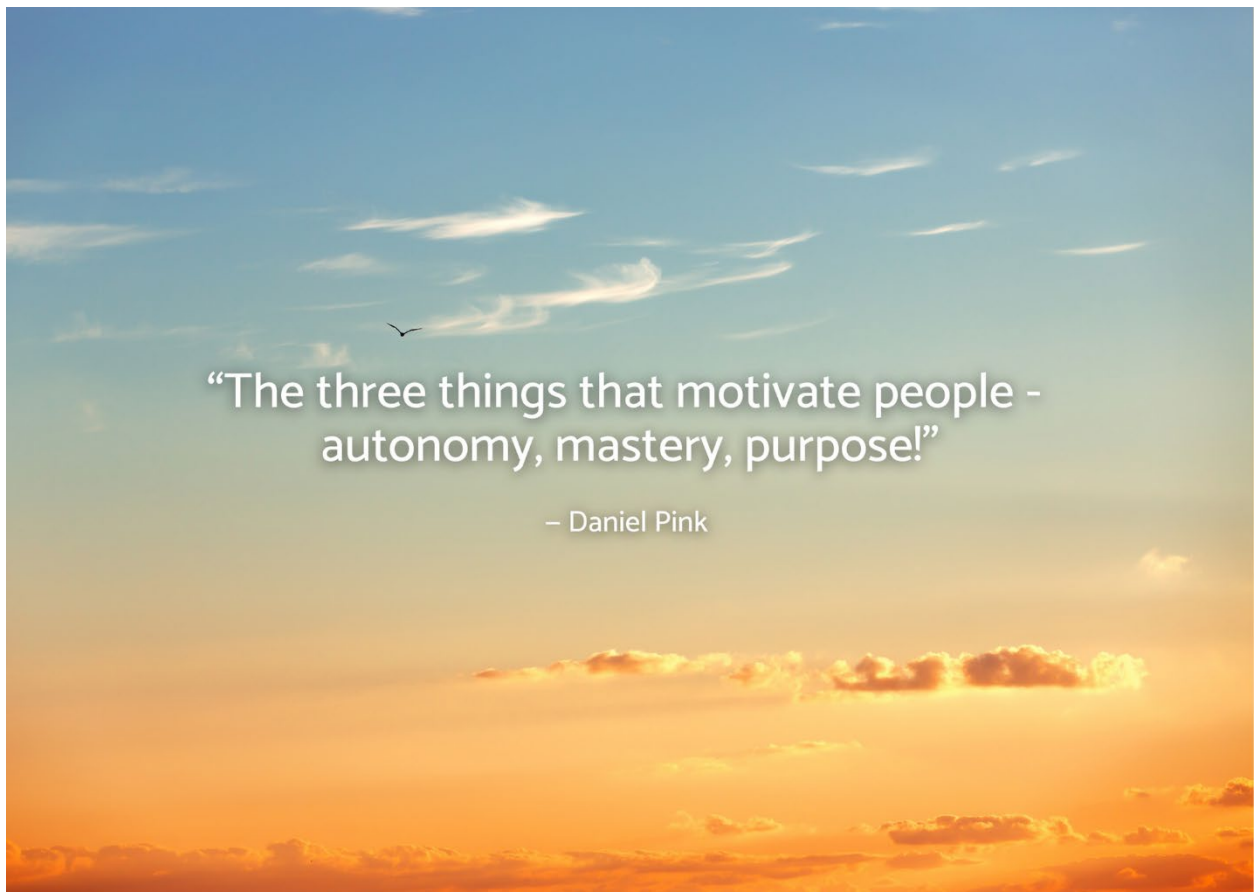
"The Gifts of Imperfection" by Brené Brown discusses how detaching self-worth from performance can lead to greater life satisfaction and a sense of fulfillment. When we do not rely on external validation for our sense of self-worth, we naturally become more resilient, adaptable and this leads to improvements in our relationships, mental health and establishes a growth mindset. (Brown, 2022)

Human beings are innate learners. We love novelty and constantly seek out new and different experiences that enhance our lives, our relationships, and our communities.

It is only through cultural conditioning over time that we tend to dampen this innate desire.

Organizational cultures that reward only achievement and do not pay heed to or reward the **process of learning and growth** can stunt the creative expression. However, given the right cultural conditions, the human drive to create, learn, and grow can be revitalized and developed.

Performance, therefore, does not need to be mandated and driven from on high. Appealing instead to inherent values such as creativity, meaning, and purpose is much more effective, sustainable, and rewarding. This stance is supported by a growing field of science and scientists such as Dan Goleman, author of “Emotional Intelligence”, John Medina, author of “Brain Rules”, and renowned Harvard psychologist, Dan Siegel, author of “Mindsight”, among others. Siegel argues that the ability to tune into our own operating belief system is the basis for all emotional and social intelligence and the key to learning, growth, and individual development.

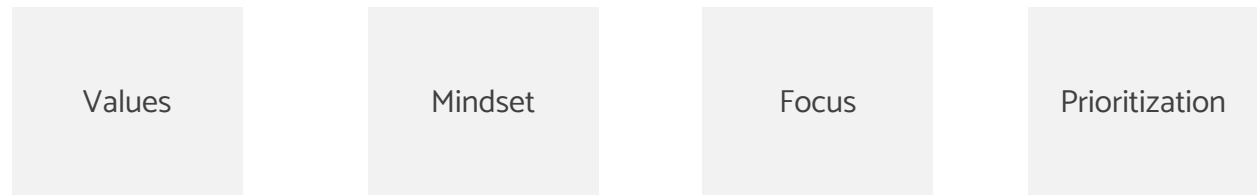


Engagement is a function of creating **intrinsically motivated** goals.

When priorities do not tap into these inherent values, they become transient and temporary.

Performance is lacking, and even if the results are achieved, the sense of satisfaction or accomplishment one feels is temporary.

Developmental opportunities must pay heed to the innate voice of the individual and integrate all four aspects of performance:



Integrating performance with an individual's values creates intrinsic motivations that are aligned and generates a sense of ownership and engagement that far exceeds what extrinsic rewards can provide.

As a result, individuals:

Demonstrate and sustain a higher level of engagement.














Increase their long-term level of commitment.

Can replicate or exceed the results.

Develop a pattern of applied learning and growth.

(Ruderman, 2014)

These attributes are created at the individual level before they are imbued at the organizational level. Below are some key distinctions between the more traditional approach to performance development and the InteraWorks approach.

	Traditional Approach to Performance	InteraWorks Approach to Performance
 Reviews	Performance reviews are static annual event	Dynamic weekly, monthly, quarterly reviews
 Relationship to Goals	Goals are unrelated to individual values	Goals directly related to and reflect individual and team values
 Connection to Goals	Lack of connection between individual and organizational goals	Individual and organizational goals are directly connected
 Motivation	Extrinsic rewards and punishment	Intrinsically motivated - meaning and purpose provide deep sense of engagement and satisfaction
 Team Connection	Leaders disconnected from the intrinsic motivations of their teams	Team Alignment - Leaders understand and support individual and team values
 Connection to WHY	Teams disconnected from the "Why" or the purpose and meaning of the goals	Team Alignment - Teams understand and aligned with the purpose mission and meaning of organizational goals
 Systems	Complex systems for reviews	Simple system, engaging and fun
 Daily Engagement	Disconnected from day to day activities	Motivates day to day activities
 Leadership	Focus on leaders to drive and manage team performance	Shared leadership with individual and team responsibility for performance
 Mindset	Dreaded requirement for everyone - Check the box so we can get back to work	Ongoing opportunity for feedback, learning and growth
 Complete Picture	Performance management is separate from personal, professional, leadership, learning and development activities	Performance "Game-plan" directly reflects personal, professional, leadership learning and development activities
 Individual Performance	Individual performance is disconnected from team performance	Individual and team performance are directly linked to organizational goals
 Results	Leaders reward or punish results	Leaders encourage development, learning, growth and results

Turn Talent Into Teamwork – Turn Teamwork Into Results

What would it feel like to have this be the year your team accomplishes all that matters the most to your business even in the face of change? Our Best Year Yet program is a practical and proven system that quickly generates team alignment and performance regardless of the environment. This program uncovers untapped potential and leverages the power of habits, mindset, values, and planning to help teams achieve more than imaginable.

Creating a Culture of Performance: Individual to Organizational

Our empirical research and 35+ years of experience demonstrate creating engagement and stimulating both personal and organizational responsibility is a function of creating the right environment. These distinctions combine to create the conditions for alignment, focus, integrity, and accountability to come forth within an organization. When individuals are operating on intrinsic motivations, the entire organization becomes more holistically activated, and we begin to see a self-generative **culture of performance**.

We believe there are 7 critical elements to creating this type of culture within an organization. Leaders must establish the necessary structures that support a positive focus on: Transparency, Equity, Autonomy, Meaning, Consistency, Acknowledgement and Relationships. To remember these more easily, we use the acronym: **T.E.A.M. C.A.R.**



These structures do not need to be complicated or cumbersome, but they do need to be practiced and modeled consistently across an organization.

To create a culture wherein these elements are common, we must leverage every interaction, be rigorously consistent, and shift mindsets into ones that look for and acknowledge areas of growth and learning. At InteraWorks, we see a need for an evolutionary shift in the way we think about performance and how we manage it. There is a need to go beyond the boundaries of rewards and punishments and begin asking ourselves and our teams, “what **inspires** ourselves and others?” It’s an inside-out approach, but one that is urgently needed to guide us into a still uncertain future.



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Opportunities for further reading:

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