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Dear All,

Welcome to our 12th monthly newsletter!

I hope you had great holidays!

This month, we are going to debate on the Power of Incentive; is it the most efficient way for motivating your team to achieve their goals? Not so sure...

Next month, we will advise you why we think LinkedIn does not compete with search firms but recruitment agencies.

Best Regards,

Zoran Marinkovic

Managing Partner – BM Management Consultancies

If you want people to perform better, you reward them. Right?

Who does not know this adage "If you want people to perform better, you reward them".



Does it really work? Is that really efficient for all the tasks given to our human capital?

You have got an incentive designed to sharpen thinking and accelerate creativity, and it does just the opposite. It dulls thinking and blocks creativity. What is interesting about this is that it is not an aberration as this has been replicated over and over again for nearly 40 years.

These contingent motivators "if you do this, then you get that" work in some circumstances. However for a lot of tasks, they actually either do not work or more often they do harm.

This is one of the most robust findings in social science and also one of the most ignored.

[There is a mismatch between what science knows and what business does!!!](#)

What's alarming here is that our business operating system – just think about the set of assumptions and protocols beneath our businesses, how we motivate people, how we apply this to our human resources, it is entirely built around these extrinsic motivators, around carrots and sticks. If rewards work really well for those sorts of tasks, where there is a simple set of rules and a clear and simple objective. Rewards, by their very nature, narrow our focus and restricts our possibility, concentrate the mind; that is why they work in so many cases.



That routine, rule-based, left-brain work for certain kinds of accounting or computer programming has become fairly easy to outsource and fairly easy to automate.

On the other hand, for more comprehensive tasks, the solution is not over here as it must be found on the periphery where you need to be looking around. Now think about your own work and the problems that you face; do they have a clear set of rules and a single solution?



If the answer is no, then the rules are mystifying. Indeed, the solution, if it exists at all, is surprising and not obvious. Let me please give you an example of a study of some MIT students who were given a bunch of games that involved creativity, motor skills, and concentration.

We offered them three levels of rewards for performance: small reward, medium reward and large reward. The result has shown that, as long as the task involved only mechanical skill, bonuses worked as they would be expected: the higher the pay, the better the performance. But when the task called for even rudimentary cognitive skill, a larger reward led to poorer performance. Why is that? People offered the medium level of rewards did no better than people offered the small rewards. Surprisingly, people who were offered the highest rewards did the worst of all. In eight of the nine tasks we examined across three experiments, higher incentives led to worse performance.

The good news about all of this is that the scientists who have been studying motivation have given us a new approach built much more around intrinsic motivation; around the desire to do things because they matter, because we like it, because they are interesting, because they are part of something important. This new operating system for our businesses revolves around three elements: autonomy, mastery and purpose.

Autonomy: the urge to direct our own lives;
Mastery: the desire to get better and better at something that matters;
Purpose: the yearning to do what we do in the service of something larger than ourselves. **These are the building blocks of an entirely new operating system for our businesses if we decide to rely on and follow scientists' advices and recommendations.**



Meet BM Management Consultancies

Talent Pooling

With regards to the importance and the challenging requirements of some of the positions you have to fill, we will need to conduct a direct search approach. This will allow a proactive and straight approach to qualified and interested candidates. In order to anticipate your talent needs, you can decide to develop the concept of Talent Mapping or Talent Pooling.

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