Building Motivation Over Time

World Non-Profit and Social Marketing Conference April, 2011

Agenda
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Basic Theory

1. Offer Rewarding Exchanges
2. Add synergistic *Tools of Change*
3. Build Over Time

Resources
Motivation

A force or influence that causes someone to do something. Merriam Webster

Engagement

The degree to which your target audience is involved or associated. Based on Merriam Webster.

Exchange Theory

Benefits, motivators vs. Barriers, costs

If the exchange is not attractive, people won’t make and/or maintain the change.
**Affiliation**
Feeling related to: connection, intimacy, identification, kinship or relationship, closeness, loyalty, ownership.

“This is who I am”

**Enjoyment**
Feeling good: satisfaction, functional benefits, hedonistic emotions

“I like this”

**Resonance**
Feeling attracted to: involvement, relevance, sharing values, wanting to learn about

“This is right for me”

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**1. Offer A Rewarding Exchange**
### Exchange Theory

<table>
<thead>
<tr>
<th>Consumer Pays</th>
<th>Consumer Gets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide</strong>...</td>
<td></td>
</tr>
<tr>
<td>- An enjoyable experience (also includes getting a tangible incentive or benefit)</td>
<td></td>
</tr>
<tr>
<td>- Resonance (“right for me”; includes shared values, social causes, passionate hobbies)</td>
<td></td>
</tr>
<tr>
<td>- Affiliation (“this is who I am”; includes norm appeals and doing the right thing)</td>
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</tbody>
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**Consumer Pays**
- Financial cost (discounts / rebates and market transformation)
- Time and convenience (Place)
- Risk / efficacy (feedback, training)
- Other specific barriers
### Exchange Theory

<table>
<thead>
<tr>
<th>Consumer Pays</th>
<th>Consumer Gets</th>
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<tbody>
<tr>
<td><strong>Make it easy, convenient, doable</strong></td>
<td></td>
</tr>
<tr>
<td>- Financial cost (discounts / rebates and market transformation)</td>
<td></td>
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<td>- Other specific barriers</td>
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**Identify and Overcome Barriers**

*HIKERS and BIKERS*

Move to the side of the road when a vehicle approaches
Uncovering Barriers and Solutions

- Literature Review
  - What have past studies found?
  - Focus Groups
    - What would it take for you to?
    - What if …
  - Survey
    - Please rate the following statements on a six point scale…
  - Test / Pilot

Consumer Pays

- Financial cost (discounts / rebates and market transformation)
- Time and convenience (Place)
- Risk / efficacy
- Forgetting
- Other specific barriers

Consumer Gets
The Brain Chemistry of Risk

- Threats, perceived powerlessness, or humiliation lower serotonin levels.
- Feeling safe or belong to a community or group with intact status increases serotonin levels.
- Rewarding activities, social reinforcement, and sense of control increase dopamine levels.

Provide hope / feeling of being in control and part of a safe intact group.

- **Self-efficacy**: control over doing the action.
- **Response efficacy**: predictable outcome / makes a difference.
Self-Efficacy

• To boost self-efficacy (control over doing):
  - Provide instruction, assistance
  - Increase “trialability”
  - Show others doing it successfully

Response Efficacy

• To boost response efficacy (predictable outcome / actions make a difference)
  - Provide individual and group feedback
  - Make the target audience part of a winning effort, not “the bad guy”
  - Celebrate wins
2. Add Synergistic Tools of Change

A job is so much easier with the right tools at hand! These tools offer powerful approaches that can make your programs more successful. Some of these tools provide fundamental ways of motivating people to take the action you wish them to take. Financial Incentives and Disincentives, Norm Appeals, Vivid Personalized Communication, Feedback, Obtaining a Commitment and Building Motivation Over Time are tools that can help you increase motivation. They can also help overcome barriers and disincentives, such as inertia, information clutter, and feelings of isolation, which would otherwise discourage people from participating in your program.

Methods for overcoming people’s forgetfulness are offered in the Tool Prompts. Other particular barriers are addressed in the Tool Overcoming Specific Barriers.

Nuts and Bolts
- Building Motivation Over Time
- Feedback
- Financial Incentives and Disincentives
- Norm Appeals
- Obtaining a Commitment
- Overcoming Specific Barriers
Feedback: What?

Provides participants with information on the impact of their actions

1. Community feedback provides the results of an entire group’s efforts

2. Individual feedback provides information on the impact of an individual’s actions

Feedback: Why?

Helps people to learn from their actions and make improvements

Enables them to see how they are making a difference, and builds response efficacy
Feedback: Why?

Provides a reminder and positive reinforcement

Helps develop community norms by showing that many others are participating

Feedback

Guidance
• Step 1: Decide what to provide feedback on

Your Program
• Key measurable objectives
• Motivators
Feedback

• Step 2: Provide individual feedback if practical

Sacramento / SMUD / OPOWER

• 35,000 randomly selected households, plus 60,000 in control group
• Bar graphs compared monthly and annual electricity use to 100 similar, nearby homes and 20 similar highly efficient homes

Highlights Webinar May, 2011 | www.webinars.cullbridge.com

Feedback

Sacramento / SMUD / OPOWER

• Lower = happy face. By more than 20% = two happy faces
• Recommended energy saving opportunities and projected savings
• Tested but stopped using sad faces
Feedback
Sacramento / SMUD / OPOWER

- Sustainable 2% reduction compared with control group
- Monthly reports led to greater savings than quarterly reports
- Cost 3 cents per kWh saved

Feedback
Guidance
- Step 3: Decide on cost-effective community feedback
- *Tip:* Stick to a few items; use vivid, personalized, empowering communication
What is a Flex Alert?

A Flex Alert involves Californians businesses, governments and residents when they should take specific conservation and load-shifting measures to immediately reduce their electricity use. This alert is used to prevent Stage 3 Electrical Emergencies - times when electricity reserves are low.

What Can I Do?

At home and at work, follow the three Flex Alert measures:

- Turn off all unnecessary lights, computers and appliances.
- Set air conditioning thermostat to 78°F or higher.
- Postpone using major appliances until after 7 p.m.

Feedback (EnerGuide)

- Report
- Reminder mailings with incentives
- Blower door test showing improvement from first to second visit (A label vs. B label)
- Utility bill savings
- User surveys (data for group feedback)

Add Tools of Change
Nuts and Bolts

- Building Motivation Over Time
- Feedback
- Consequences and Disincentives
- Norm Appeals
- Obtaining a commitment
- Overcoming Specific Barriers
- Prompts
  - Vivid, Personalized, Credible, Empowering
  - Communication

Multifaceted Approaches

- Home Visits
- Mass Media
- Neighbourhood Coaches and Block Leaders
- Peer Support Groups
- School Programs that involve the Family
- Word-of-mouth
- Work Programs that influence the Home

Add Tools of Change

Direct Contact Among Community Members

- Community, particularly one’s personal network
- Enjoyment, resonance and affiliation
Network Influence

From Christakis et al. NEJM, 2008

1229 Nodes are shown
Norms, Word of Mouth

• Often responsible for the bulk of learning about and adopting a new behavior

• Particularly among peers (credibility: “a person like me”)

• Denser communications networks, social media are speeding up the process

• Essentially free
3. Build Over Time

Engaged Customer Actions

Passive | Active

Web site visits
Use of powerSMART tools
Display of logo
Word of mouth communication
Sending personal photos and stories
Contributing to blogs, wiki, social media
Offering original marketing ideas
Hosting events at home

TEAM POWER SMART

arien.korteland@bchydro.com

Build Over Time
The Engagement Pyramid
(Team Power Smart)

**ACQUISITION**
- Mass Media Advertising
- Bill messaging
- YIA
- Outreach
- Postcards
- Corporate Activation
- EDM
- etc.

**ENGAGEMENT**
- Members’ Tool Box
- Special Offers
- eNewsletter/Magazine
- Interesting, regularly updated content
- etc.

**RETENTION**
- Reward when target met
- Cross-promo to other PS Programs
- Volunteer recruitment
- Ongoing care and feeding of the “community” to keep it strong

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Building Motivation and Engagement Over Time

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The Engagement Pyramid
(Team Power Smart)

**TEAM POWER SMART**

- Pro-Challenge participants = $75 reward
- Pro members (account) = enhanced membership
- Pledge = basic membership

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Building Motivation and Engagement Over Time
### Stages of Change

**Pre-contemplation**
- Unaware
- Not considering

**Contemplation**
- Ambivalent, 1-6 month away

**Preparation**
- Within a month, preparation

**Action**
- Practicing under 6 months

**Maintenance**
- Continue

**Relapse**
- To any of the previous stages

**Termination**
- Not tempted / totally confident

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**Prochaska and DiClemente’s Stages of Change Model**

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### Stages of Change (Bob/Martin)

- **Pre-contemplation** Chuck blows smoke into the camera and declares defiantly that he’s a smoker, and he’s not ready to quit

- **Contemplation**

- **Preparation**

- **Action**

- **Maintenance**

- **Relapse**

- **Termination**

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Bob and Martin Quit Smoking  
www.toolsofchange.com/en/case-studies/detail/185
Stages of Change (Bob/Martin)

• Pre-contemplation  “I know. It’s tough to be a smoker these days…..

• Contemplation  I’m outside and its minus 20. No problem – I like winter.

• Preparation  My breath stinks? I’ve got mouthwash.

• Action  Food’s got no taste? No problem. I use salt.

• Maintenance  I’m getting sick of this. That’s the problem.”

• Relapse

• Termination  Bob and Martin Quit Smoking  www.toolsofchange.com/en/case-studies/detail/185
Obtain Increasingly Demanding Commitments

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Building Motivation and Engagement Over Time

Tools of Change
Proven Methods for Promoting Health, Safety and Environmental Citizenship

Tools of Change
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  - Obtaining a Commitment
- Overcoming Specific Barriers

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Obtaining a Commitment: What

• Asking for a person's pledge or agreement to carry out the actions you are promoting
  – sign a statement
  – say a few words
  – indicate intentions

Obtaining a Commitment: Why

• People who have committed to an activity are more likely to do it
• They are also more likely to agree to a subsequent, more demanding, activity
Setting a Commitment

Step 1: Establish that the person is interested in doing the activity

*Tip*: Won’t work if the person is not already motivated to do the action or feels pressured to commit.

Step 2: Ask for an oral or written pledge to do the action

- written lasts longer than oral
- public better than private
Asking for the commitment

Count Me In!

Our objective is to collect personal pledges from Canadians across the country. We’re hoping that we can turn our webcam (or camera) on you!

I pledge to carry out the following climate friendly activities:

**TRANSPORTATION**
- Buy a fuel-efficient car
- Ride bike or walk
- Take public transit
- Start carpooling
- Regular maintenance
- Preserve fuel
- Improve braking
- Opt for a high-speed
- Reduce speed
- Other

**HOME HEATING**
- Upgrade insulation
- Install new burners/heat exchanger
- Install new energy-efficient windows
- Install efficient furnaces
- Other

**WATER AND WATER HEATING**
- Install filters or hot water heater
- Reduce water, hot temp. by 5°C
- Install low-flow showerheads
- Install solar panel
- Fix leaky faucets
- Other

**MISCELLANEOUS**
- Keep running your
- Plastic
- Reduce energy usage
- Save water/energy
- Recycle more
- Turn off lights when not in use
- Avoid disposable packaging
- Other

**LIGHTS AND APPLIANCES**
- Dry clothes on line
- Use light switches off when left
- Save all lights when not in use
- Switch to compact fluorescent
- Install motion detectors
- Other

Other
- Bag, knit, cloth or cord
- (if applicable)
- If of hot, if of window or light bulb change, use of air, etc.

Please record as much detail as possible on the free. Remember to allow us to calculate the kg of CO2 saved.

Sign your pledge today!
Obtaining a Commitment

Step 3: Connect this request with past actions

Recognize related actions already taken:
- Booked the visit
- Energy efficiency measures already taken
Recognize related actions already taken
Help them move to next stage

Quitting

Not all smokers are the same. But, at one stage or another, most think about quitting. No matter what stage you are at, we have proven ways to help you achieve your goal.

Maybe you’re wondering if you really can quit smoking. Here’s good news: health professionals recognize that there are 5 key stages in the quitting process and, since you’re reading this, you’re probably already at the second stage! This phase is called “contemplation”: you’re ready to explore the rewards of a smokefree life — health and otherwise — but you may also be wondering whether you can really follow through with a realistic plan to quit. And if you’re ready to develop a plan, you’re at stage 3!

Obtaining Further Commitments

Step 4: Later, ask for a subsequent pledge to take further action
Obtaining a Commitment

Tip: Where possible provide another personalized contact

• Personalized e-mail or letter
• Phone call (volunteer community member?)

Incentive Plus Pledge
International Walk to School Day

Ongoing Waves of Persuasion

• Phased campaigns
• Seasonal campaigns
• Annual months / weeks / days
Resources

- [www.toolsofchange.com](http://www.toolsofchange.com): Click on “Tools of Change”, then individual tools
- [www.cbsm.com](http://www.cbsm.com)
- 6 months of Q&A telephone advice on the topic

Thank you
Questions?

Jay Kassirer
Cullbridge Marketing & Communications
(613) 224-3800
kassirer@cullbridge.com
www.cullbridge.com