

DECISION DRIVEN PERFORMANCE  
LIFTING EMPLOYEE MOTIVATION & IMPROVING  
PERFORMANCE



CREATING NEURO ALIGNMENT  
A DUAL SYSTEM APPROACH

WHITEPAPER

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## Overview

10k Consulting believes all performance can be improved by making wise decisions. The decisions we make determine the actions we take and the cultures we support. 10k Consulting has surveyed clients and it's broader network exploring how decision making impacts on individual and business performance.

The collective wisdom indicates that highly motivated individuals are harder workers and more likely to achieve their goals at work and in life. Additionally, to sustain high levels of motivation individuals need to feel in control of their situation. Researchers have found one of the most effective means of doing this is to create a sense of autonomy and self determination. In practical terms this is best achieved when people have choice. They have the opportunity to make decisions!

10K Consulting's research indicates that team members and frontline managers are able to make very few decisions. Survey respondents indicate that more than 70% of decisions are made by managers two or more levels away from the frontline. The impact of this is that more than 60% of employees believe decision making practices in their organisation are negatively impacting their levels of motivation.

There is a growing body of research confirming that current KPI and performance review processes utilised by many organisations deliver limited value in relation to motivating individuals to perform.

What is clear from internationally renowned researchers in the fields of neuroscience, motivation, trust and 10K Consulting's work on decision making, is that the current performance systems driven by KPI's, reviews and rewards often fail to support employees to take responsibility for their goal setting, decision making and levels of motivation.

This paper provides HR and Operational Leaders with an understanding of how decisions impact on motivation and business performance, and what is required to build a dual system approach that lifts motivation and improves workforce performance at the same time.

# 1. ARE YOU SOLVING THE RIGHT PERFORMANCE PROBLEM?

Many organisations are seeking to increase productivity, improve competitiveness, be more agile etc, while also improving profitability. Picking which problem to solve is critical. Have you considered how decision practices are impacting your organisations performance?

**65%**

EMPLOYEES BELIEVE DECISION MAKING IS HAVING A NEGATIVE IMPACT ON COST OF DOING BUSINESS

**60%**

EMPLOYEES BELIEVE DECISION MAKING IS NEGATIVELY IMPACTING THEIR RESPONSE TO CUSTOMERS

**60%**

EMPLOYEES BELIEVE DECISION MAKING IS NEGATIVELY IMPACTING THEIR ABILITY TO WIN NEW CUSTOMERS

10k Consulting's research has found centralised decision making is reducing employee focus and work activity, impacting negatively on motivation, capability development and performance. Centralised decision making is slowing down business activity, and reinforces the mindset of "manager knows best, wait and be told what to do".

EXAMPLE - APPROVAL TO APPOINT A NEW EMPLOYEE



FINAL APPROVAL

**52%**

EXECUTIVE MANAGEMENT LEVEL



NUMBER OF LEVELS MANAGEMENT INVOLVED

**52%**

4+ LEVELS OF MANAGEMENT



TIME TAKEN TO APPROVE

**53%**

1 MONTH OR LONGER

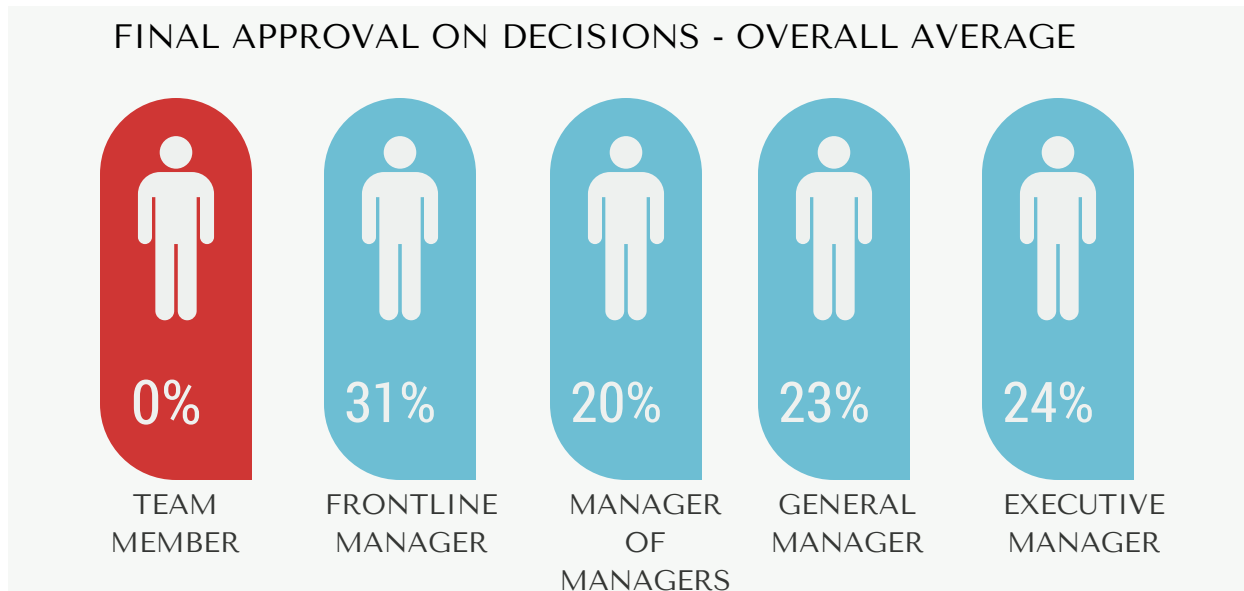
Hierarchy tends to centralise decisions and restrict choice, eroding frontline managers and employees sense of autonomy and self determination. How are decision practices impacting in your organisation?

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## 2.WHO IS CAPABLE OF MAKING WISE DECISIONS?

DOES YOUR ORGANISATION CENTRALISE DECISIONS AT THE TOP?

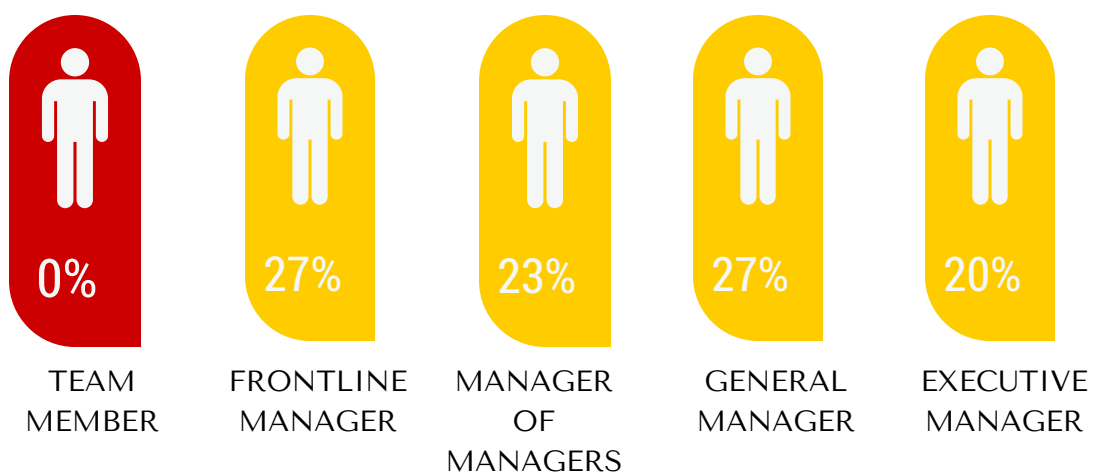
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Do you want your team members to take greater responsibility for their performance? Research indicates the majority of organisation's decision practices do not enable team members and frontline managers to make many decisions. Do your current decision making practices support and encourage team members to take responsibility?

EXAMPLE: APPROVAL ON CUSTOMER SERVICE DELIVERY LEVELS



The delegations, policies, processes, KPI's and decision practices of the business (known as the Management Operating System or MOS) underpin organisational culture. Leaders have a role in reshaping their MOS to ensure decision making practices align and support the behavioural and performance expectations they communicate to their workforce.

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# 3. DO KPI'S MOTIVATE PEOPLE, OR IS IT THE DECISIONS INDIVIDUALS & LEADERS MAKE?

60%

EMPLOYEES **DO NOT** BELIEVE THEIR PERFORMANCE HAS IMPROVED AS A RESULT OF ANNUAL PERFORMANCE REVIEWS

62%

EMPLOYEES BELIEVE DECISION MAKING IN THEIR BUSINESS IS **NEGATIVELY** IMPACTING MOTIVATION

92%

EMPLOYEES BELIEVE THEY **COULD IMPROVE** THEIR PERFORMANCE BY IMPROVING THE DECISIONS THEY MAKE

Motivation is driven by each individual. To motivate ourselves we must feel like we are in control. We must believe we have authority over our actions. One way to prove to ourselves that we are in control is by making decisions. Each choice no matter how small reinforces the perception of control which sustains motivation and performance.



Research indicates external factors such as KPI's and rewards have limited positive impact on levels of motivation. The mindsets we hold have significant impact on personal motivation, the goals we set and the decisions we make. Is your organisation relying on KPI's, reviews and rewards to motivate employees to strive for higher levels of performance?

## 4. DOES YOUR PERFORMANCE SYSTEM FOCUS ON KPI'S & REVIEWS TO ENGAGE , MOTIVATE AND CHANGE?

A sense of control and the ability to make decisions helps drive sustained levels of high performance. The single system approach revolving around KPI's is not enough. Organisations need a dual system. One focused on performance and another to focus on employee motivation, mindsets, goals and decision making.

85%

OF EMPLOYEES DECIDE TO ADOPT CHANGE WHEN THEY BELIEVE IN THEIR OWN ABILITY

72%

OF EMPLOYEES CHANGE THEIR POINT OF VIEW AFTER TALKING TO A TRUSTED WORK COLLEAGUE

90%

OF EMPLOYEES BELIEVE THEY COULD IMPROVE THEIR PERFORMANCE BY IMPROVING THEIR DECISION MAKING CAPABILITY



Maintaining self motivation requires practice. We need to be able to make decisions, reflect and learn from them to improve in the future.

EXAMPLE:



TEAM MEMBER



FRONTLINE MANAGER

% THAT HAVE FINAL APPROVAL ON CUSTOMER DELIVERY SERVICE LEVELS



THE REST OF MANAGEMENT

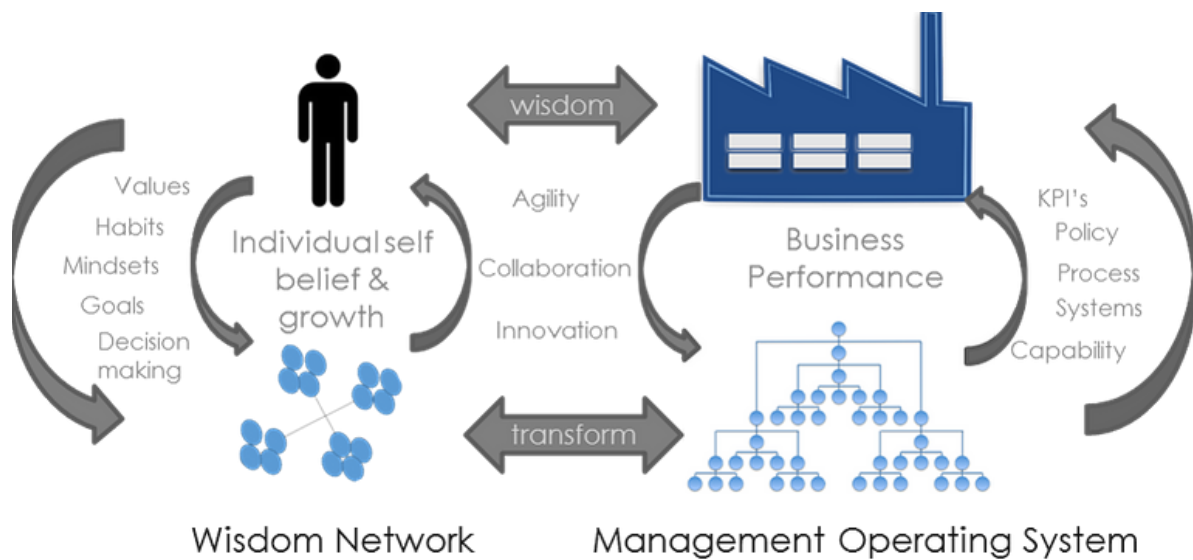


A critical step in helping individuals to self motivate is to enable greater levels of responsibility and choice within team and frontline managers. Decisions need to be made locally in teams as often as possible to help create a motivated workforce.

# 5. CREATING NEURO ALIGNMENT A DUAL SYSTEM APPROACH

Highly motivated team members work harder and achieve more! A dual system approach is required to drive sustained levels of high performance. One focused on employee motivation and decision making, the other focused on business performance.

Mindful coaching and wisdom networks combine with the MOS to deliver goal focused individuals and agile networks prepared to collaborate, innovate and make wise decisions.



Use mindful coaching to improve decision making and goal attainment. Focusing effort on building an individuals self belief and sense of responsibility to be a great team contributor will transform team performance.



In a changing workplace there is an opportunity for HR to lead by decreasing the focus on individual KPI's, reviews & rewards, and increasing a focus on mindful coaching, wisdom networks, motivation and decision making.



## 6. MAKING CHANGE FOR THE FUTURE

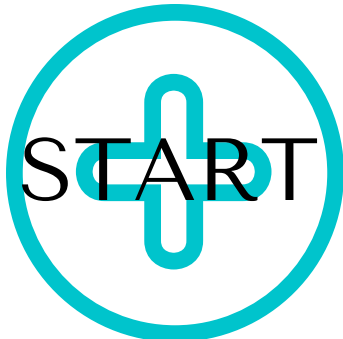
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Keep using KPI's to measure and improve business performance. Keep providing regular feedback to individuals and teams on their performance.



Stop persisting with individual KPI's, performance review and reward systems that are not motivating or delivering value for employees and the business.



Start lifting motivation by focusing on increasing the opportunity for frontline managers and team members to set goals and take a mindful approach to making decisions.

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### RECOMMENDATIONS:

1. Review decision practices - seek to reduce centralisation of decision making.
2. Refine and Target KPI's - Eliminate individual KPI's that are not controlled by the individual and not able to be measured as part of daily work.
3. Refocus HR effort - Focus on developing decision making and self motivation capability within teams and Leadership.
4. Introduce Mindful Coaching in teams and for leaders - create an internal capability within HR; focus effort on goal setting, wise decision making and habit change with individuals and teams to lift performance.
5. Create Wisdom Networks - Form voluntary (non hierarchical) groups of colleagues - the group focus is to mentor, share, collaborate and help each other achieve their goals.



## Related Services Provided by 10k Consulting:



Neuro-Perform - Decision Driven Performance Framework. Developing and improving approaches to employee motivation, decision making and performance.



Mindful Performance Coaching - Individuals and teams



Decision Effectiveness Reviews - Improving KPI's, policy, delegations, meetings & reporting practices.



Thrive Matters Team Development - Targeting improvement in motivation, decision making and performance.



Leadership Development - Covering the areas of performance, change & strategic leadership.

For more information contact:

Damien Colbert

Email: [damien@10kconsulting.com.au](mailto:damien@10kconsulting.com.au)

Phone: 0466 726 300

[WWW.10KCONSULTING.COM.AU](http://WWW.10KCONSULTING.COM.AU)