Achievement Unlocked

How Gamification Drives Organizational Culture Change
Icebreaker: Moving Motivators

• Find a partner!

• Take 1 minute to individually lay out the Moving Motivators cards in order of most important to least important to you (left-right)

• Introduce yourself to your partner (name what you do) and share with your partner your top 3 and bottom 3 motivators (1 minute each)
Mark Cruth

Location: Detroit, Michigan
Profession: Agile Coach / Tour Guide
Company: TEAL MAVERICKS
Skills: Co-Active Coach, Management 3.0 Trainer
Super Power: Can Organize Anything
Mark's Moving Motivators
Games are Everywhere!
Video Game Worldwide Stats

2.2 Billion
Play Video Games
Video Game Worldwide Stats

• Avg Gamer Age: 35 (59% male | 41% female)
• The planet spends ~5 billion hours a week playing games
• In 2016, $24.5 billion was spent on video games in the US
• 61% of Senior Executives play games
• Reasons for playing video games:
  • 75% believe video games provide mental stimulation
  • 53% of believe video games help them connect with friends
  • 42% feel video games help them spend time with family
Games are Engaging
Power of Play
Power of Play

ONE DOES NOT SIMPLY
HAVE FUN AT WORK
Power of Play

Have Fun at Work
Power of Failure
Power of **Failure**
Core Elements of all Games

Feedback

Rules

Goals
game

noun | \ˈɡɑm\

1. a goal, which is achieved through limiting rules and a feedback system which provides information about progress towards the goal
Problems Today: Productivity

<table>
<thead>
<tr>
<th>Actively Disengaged</th>
<th>Not Engaged</th>
<th>Engaged</th>
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<tbody>
<tr>
<td>24%</td>
<td>63%</td>
<td>13%</td>
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Problems Today: Agility
Gamification Gone Wrong

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<tr>
<th>Agile Training Points</th>
<th>Agile Article Points</th>
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</thead>
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<tr>
<td>Nick Batingana</td>
<td>Nick Batingana</td>
</tr>
<tr>
<td>683 Done</td>
<td>1,141 Done</td>
</tr>
<tr>
<td>Clive Hillstorm</td>
<td>Clive Hillstorm</td>
</tr>
<tr>
<td>229 Done</td>
<td>1089 Done</td>
</tr>
<tr>
<td>Katarina Fonsmark</td>
<td>Katarina Fonsmark</td>
</tr>
<tr>
<td>200 Done</td>
<td>323 Done</td>
</tr>
<tr>
<td>Ajar Blackstone</td>
<td>Abhi Singh</td>
</tr>
<tr>
<td>164 Done</td>
<td>247 Done</td>
</tr>
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</table>
The Real Problem

Work ≠ Good Game
Changing Culture

- Culture can’t be touched...only behaviors can
- We must identify the behaviors we want to change
- We must identify the type of change in the behavior
gamification

noun | gam·i·fi·ca·tion

1. the use of core game elements, such as goals, rules, and feedback, to engage and motivate people to change behaviors
Exercise: **Check Please!**

- Grab a checklist exercise paper

- Take 1 minute to complete the checklist however you see fit (players choice)...you just need to complete the checklist in the timeframe

- We’ll debrief after!

**Important!** You will need to complete this exercise in order to move into the next section
The Science of Games!
Games make us feel **Good!**
Light it Up... The Brain!
Dopamine Driver: Motivation

EXERCISE
Some Motivation required.
Types of Motivation

Basic / Biological Motivation
Extrinsic Motivation
Intrinsic Motivation
Extrinsic and Intrinsic

**Extrinsic Motivation**

- Fuel comes from outside of the self...external factors provide the motivation (ex. Rewards)
- Good for algorithmic tasks...things that have clear steps and clear outcomes
- The value offered needs to be worth it to the one being motivated and is short lived
- The value of extrinsic motivation is that it can provide focus.

**Intrinsic Motivation**

- Fueled by personal desires...such as mastery and autonomy.
- Shines when work becomes complex and involves problem solving.
- Self-replenishing source of energy because we control our intrinsic motivation
- Give us a feeling of satisfying work, the feeling of being successful, and social connectedness.
Self-Determination Theory

**Purpose (Relatedness)**

The desire to make a contribution and to be part of a cause greater and more enduring than themselves.

**Mastery (Competence)**

The ability to become better at something that matters.

**Autonomy**

The ability to behave with a full sense of volition and choice.
Remember the **Core Elements**?

**Mastery**
- Feedback

**Autonomy**
- Rules

1. YOU CAN....
2. YOU CAN'T....
3. YOU CAN....

**Purpose**
- Goals
Dopamine Driver: Flow
Reaching Flow

- Challenges
  - High
  - Low

- Skills
  - Low
  - High

Flow channel

- Anxiety
- Boredom
Too much Flow?
Creating a Game
World of Work Game Guide

MMORPG Principles

Motivation
How to invoke engagement with the game

Mechanics
How the game is engaged/played

Outcomes/Goal
What drives the game in a specific direction

Rules
Boundaries/parameters directing the game

Progress
Feedback indicating game advancement

Gamer
The target player of the game (including their needs and desires)
The Outcomes and Goal

**Outcome(s)**
- Desired behavior change we are looking to achieve
- Specific and achievable
- There can be more than one!

**Goal**
- Reason for obtaining the desired outcome(s)
- Answers the “why” for the identified Outcome(s)
- Epic in nature!
Identifying Your Outcomes and Goal

- **Goal**: Describe how your world is different after the change?
- **Outcome**: What are 1-3 behaviors you are looking to change?
- **Outcome Target**: What quantifiable end-state do you desire for each Outcome?

Tips and Tricks

- Make sure to measure the right thing when measuring your outcome
- Ensure that goal aligns with the desires of both the business and Gamer
- Find the right balance between specific outcomes and being open to possibilities
The Gamer

1. Empathize
2. Define Problem
3. Ideate
4. Prototype
5. Test

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Types of Gamers

**Movers**
Gamer who are already onboard with the change

**Moveables**
Gamers who are neither for or against the change, but can be swayed

**Immovables**
Non-Gamers actively against the change
The Motivation

Types of Motivation

• **Intrinsic**: Internally driven...things like praise and learning
• **Extrinsic**: Externally driven...things like prizes and rewards
Motivation Mindsets

Epic Meaning & Calling
Doing something greater than yourself

Development & Accomplishment
Mastering and overcoming obstacles

Empowerment & Creativity
Creating your own path

Ownership & Possession
You feel in control of something

Social Influence & Relatedness
Being socially accepted by the community

Scarcity & Impatience
The lack of something or wanting it now

Unpredictability & Curiosity
The joy of unexpected surprises

Loss & Avoidance
Doing something to avoid losing something
The Mechanics

**Behavior Change** = Motivation + Game Mechanic + Gamer Ability

**Game Mechanic Classifications**

- **Explicit Mechanics**: Using mechanics that are obviously game-like. Users know they are playing a game and generally need to opt in to play.
- **Implicit Mechanics**: Using mechanics that cause gamers to not necessarily realize gamification techniques are being applied.
The **Mechanics**

**Game Mechanic Types**

- **Play Space Mechanics**: Where does the game take place and how can you impact it?
- **Journey Mechanics**: Ways that the gamer experiences the game play, in the form of a Quest (broad / narrative driven journey), and Mission (short / specific driven journey)
- **Reward Mechanics**: These include tangible and nontangible forms of reward
- **Progress Mechanics**: These mechanics offer feedback to the gamer

**Tips and Tricks**

- Gamification can be implemented using existing infrastructure
- If you’re going to reward, reward for effort, not correctness
- Consider the game economy...it must be treated like an actual economy
- Consider the law of unintended consequences
- Remember...the wrong mechanics can create the wrong behavior
## List of Game Mechanics

<table>
<thead>
<tr>
<th>Points</th>
<th>Avatars</th>
<th>Alfred Effect</th>
<th>Mentorship</th>
<th>Torture Breaks</th>
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</thead>
<tbody>
<tr>
<td>Badges</td>
<td>Profile Development</td>
<td>The Rockstar Effect</td>
<td>Trophy Room</td>
<td>Glowing Choice</td>
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<tr>
<td>Leaderboard</td>
<td>Competition</td>
<td>Boosters</td>
<td>Group Quest</td>
<td>Mystery Boxes</td>
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<tr>
<td>Progress Bars</td>
<td>Levels</td>
<td>Milestones</td>
<td>Social Treasure</td>
<td>Easter Eggs</td>
</tr>
<tr>
<td>Performance Graphs</td>
<td>Humanity Hero</td>
<td>Choice Perception</td>
<td>Social Prods</td>
<td>Lottery</td>
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<tr>
<td>Quests</td>
<td>Elitism</td>
<td>Build from Scratch</td>
<td>Conformity Anchor</td>
<td>Rightful Heritage</td>
</tr>
<tr>
<td>Missions</td>
<td>Beginners Luck</td>
<td>Collection Sets</td>
<td>Dangling Task</td>
<td>Countdown Timer</td>
</tr>
<tr>
<td>Narrative</td>
<td>Free Lunch</td>
<td>Exchangeable Points</td>
<td>Appointments</td>
<td>Fear of Missing Out</td>
</tr>
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</table>

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The Progress

Three Levels of Progress

• **Short-Term Progress**: Feedback that is provided constantly and is meant to be quick!
• **Mid-Term Progress**: Feedback the gamer expects over the course of one session
• **Long-Term Progress**: Feedback that happens over the course of the game (ex. levels)

Tips and Tricks

• Losing is a much better than feeling stuck
• You need to be able to clearly express progress (no questioning!)
• Use both quantitative and qualitative feedback
• Use progress to enhance the experience
The Importance of Rules

• Reduce uncertainty and enables freedom
• Make games challenging based on the skill level of the gamer (to help enable flow)
• Rules are the reason games are fun!

WARNING!
Don’t make rules prohibitive!
Game **Power-Ups**

**Fiero**
That feeling of excitement we experience right before achieving a major victory!

**Co-Op**
The more time we spend interacting within others, the more likely we are to generate positive emotions.

**Builder**
Find ways for gamers to co-create their journey...if we invest in them, they will be invested in the game.
World of Work Game Guide

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Gamer
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Exercise: **It’s Game Time!**

- Grab a checklist of the Game Guide at your table

- Take 4 minutes to construct your own game using the Game Guide and the game template on the back of the Checklist you used earlier

- After 5 minutes, pair up with the individual you met during the icebreaker and share your games

- You’ll have 1 minute to share… listener, provide feedback!
Managing the Change

Discovery

Onboarding

Sustaining

End Game

Success

what people think it looks like

what it really looks like
The Pitfalls of **Gamification**

- Business outcomes that have not been clearly defined
- Games that engage people on a transactional level only
- Failing to manage the game economy
- Thinking it's all about badges, points, and leaderboards
- Not understanding the Gamers' motivation for playing
- Not knowing who your target Gamer is
- Building a game YOU would like vs what your Gamers would like
- Mandating game play
- Making everything a competition (makes it about winning vs the journey)
- Making your Gamers feel dumb!
Achievement unlocked
Agile Game Designer
Thank You!

markcruth@tealmavericks.com

@TealMavericks
Good Gamification Reads!

- Reality Is Broken: Why Games Make Us Better and How They Can Change the World
  - Jane McGonigal

- Gamiy: How Gamification Motivates People to Do Extraordinary Things
  - Brian Burke

- Actionable Gamification: Beyond Points, Badges, and Leaderboards
  - Yu-kai Chou

- Drive: The Surprising Truth About What Motivates Us
  - Daniel H. Pink
Additional Articles on Game Science...

- [http://www.gallup.de/183833/state-the-global-workplace.aspx](http://www.gallup.de/183833/state-the-global-workplace.aspx)
- [https://www.gameffective.com/gamification-change-management/](https://www.gameffective.com/gamification-change-management/)
- [https://www.ted.com/talks/tom_chatfield_7_ways_games_reward_the_brain](https://www.ted.com/talks/tom_chatfield_7_ways_games_reward_the_brain)
- [https://medium.theuxblog.com/how-games-motivate-their-players-16ab577001ab](https://medium.theuxblog.com/how-games-motivate-their-players-16ab577001ab)
- [https://wistia.com/blog/the-science-behind-gamification](https://wistia.com/blog/the-science-behind-gamification)
- [https://m.signalvnoise.com/how-to-influence-culture-7b53e360b53f](https://m.signalvnoise.com/how-to-influence-culture-7b53e360b53f)
- [http://www.fml.mw.tum.de/fml/images/Publikationen/19_2.pdf](http://www.fml.mw.tum.de/fml/images/Publikationen/19_2.pdf)