



## A TALK ABOUT MOTIVATION

### Match the words and the definitions :

AN INCENTIVE      TO MOTIVATE      A SOCIAL PSYCHOLOGIST      AUTOMATED  
COMPLEX      A PROMOTION

Having many related parts; difficult to understand or solve \_\_\_\_ COMPLEX \_\_\_\_\_

To make someone want to do something \_\_\_\_ TO MOTIVATE \_\_\_\_\_

The act of giving someone a job which is higher status than their current job \_\_\_\_ A PROMOTION

Something that encourages a person to do something \_\_\_\_ INCENTIVE \_\_\_\_\_

Someone who studies how people behave in social situations \_\_\_\_ SOCIAL PSYCHOLOGIST \_\_\_\_

Done by a machine or computer \_ AUTOMATED \_\_\_\_\_

### Are the sentences true or false?

1. We try to motivate workers in the same way that we try to motivate our children. **T**
2. In the Glucksberg experiment, the people who were offered a reward finished faster than people who were not offered one. **F**
3. The people who were offered smaller rewards in Ariely's experiment performed better than those offered bigger rewards. **T**
4. In Ariely's experiment, people were more creative when they were concentrating on achieving a goal. **F**
5. In the future, jobs will require workers to be more creative. **T**
6. People always work better when they start the day later and work into the night. **F**

### Match the sentence

THEY ARE DOING THE JOBS OF THE FUTURE.      THEY CAN MAKE CHOICES ABOUT  
THEIR WORK.      THE EXPERIMENT IS REPEATED.  
THEY ARE DOING A SIMPLE TASK.      THEY ARE NOT GIVEN AN INCENTIVE.  
THEY ARE OFFERED A BIGGER REWARD.

Glucksberg's experiment shows that people solve a problem faster when **they are not given an incentive.**

Ariely's experiment shows that people are less creative when **they are offered a bigger reward.**

The same results as Glucksberg's experiment have been found when **the experiment is repeated.**

An incentive works for people when **they are doing a simple task.**

Incentives will no longer work for motivating people at work when **they are doing the jobs of the future.**

The example of the big tech companies shows that people work better **when they can make choices about their work.**

## A TALK ABOUT MOTIVATION

So, we think we know how to motivate people, right? Offer them a reward. Do this and you'll get this. Do this faster, earn more money. Do this better than everyone else, here's a promotion. We offer incentives when we want people to do things. We do it at work, at school, even at home with our kids. Tidy your room and you can watch TV.

But when social **psychologists** test whether **incentives** work, they get surprising results. /saɪ'kɒlədʒɪst/  
Sam Glucksberg, from Princeton University, America, set people a problem to solve and /ɪn'sentɪv/  
told them he was going to time them to see how long they took. Then he put them in two groups. He offered one group a reward for finishing fast. Five dollars for anyone finishing in the top 25 per cent and 20 dollars for the person who finished the fastest of all. To the other group he offered no incentive, but he told them he was going to use their times to calculate an average time.

**INCENTIVE** : mesure incitative ~ carotte ~ incitation ~ motivation

The first group, the ones with the **reward**, solved the problem faster, you'd think, right? Well, /rɪ'wɔːrd/  
no, they **actually** took three and a half minutes longer than the group who just thought they /'æktʃuəli/  
were being timed. Incentive didn't work. In fact, it made them slower. This experiment has been repeated, with the same results, many times. But in business we still offer **bonuses** /'bɒnəsɪs/  
promotions and rewards to staff.

That's fine if we want them to do something simple, like chop wood. We'll pay you more if you chop the wood faster. An incentive works then. But if we want someone to do something complex, something creative, something where they have to think, rewards don't work. They might even have the opposite result, and make people perform **worse**. /'wɜːrs/

• To chop [sth] ⇒ vtr (wood, tree: cut into pieces) (du bois) couper ⇒ vtr

Charles chopped firewood in preparation for winter. C. coupait du bois en préparation de l'hiver.

• To chop [sth] vtr UK (food: mince, cut into pieces) (Cuisine) hacher ⇒, couper (en morceaux) vtr (très finement) émincer ⇒ vtr

Chop the onion before adding it to the stew. Hachez l'oignon avant de le plonger dans le bouillon.

Another study, by Dan Ariely, showed that the bigger the reward, the worse the subjects performed on a complex task. The reward made them **focus** so hard on the result that they /'fəʊkəs/  
couldn't think creatively any more.

**FOCUS** : centre ~ centrer ~ gros plan ~ axer ~ canaliser ~ centre d'attention ~ concentrer ~ concentrer ses efforts sur...

And this all matters because more and more **simple** jobs will become automated. We'll be left /'sɪmpəl/  
with creative, problem-solving jobs that computers will never do. And we need to find a way to motivate people to do those jobs when we've proved the **traditional** incentives don't work /trə'dɪʃənəl/  
So what does work? Giving your workers freedom; freedom to work on the things they want to work on, freedom to choose when, where and how they work. Want to work from home three days a week, get up late and work into the night instead? Fine. Just do the job well. And evidence shows people who choose the way they work get results. Companies that give employees time during the week to work on things that interest them and are not part of their regular job **achieve** amazing things. Some of the big tech companies are good examples /ə'tʃiːv/  
of this, with ping-pong tables and areas to relax in ...

## GRAMMAR :



**WORSE : adv** pire adj plus mal loc adv moins bien loc adv

**/ˈwɜːrs/**

Look what a mess I've made of it; you can't possibly do worse!

Regarde le carnage que j'en ai fait : on ne peut pas faire pire !

**WORSE : adj** pire adj (nourriture) plus mauvais loc adj

Yesterday's food was bad, but today's is worse.

*Ce n'était pas bon hier, mais aujourd'hui, c'est pire.*

*La nourriture d'hier était mauvaise, mais aujourd'hui, elle est encore plus mauvaise.*

**WORSE THAN :** [sth/sb] adv + prep (not as well as) pire que adj + conj

plus mal que loc adv + conj moins bien que loc adv + conj

plus mauvais que loc adj + conj

*You can't possibly sing worse than me.*

*Tu pourras difficilement chanter plus mal que moi.*

This project is worse than the last one.

Ce projet est pire que le dernier.

*That player is worse than me.*

*Ce joueur est plus mauvais que moi.*

**EXPRESSION : for better or for worse adv pour le meilleur et pour le pire expr**

*I will be your wife for better or for worse.*

*Ils ont décidé de se marier pour le meilleur et pour le pire.*

*get worse vi + adj (deteriorate) empirer ⇒ vi s'aggraver ⇒ v pron*

*The weather gradually got worse over the course of the day.*

*Le temps a peu à peu empiré au fil de la journée.*

*get worse vi + adj (illness: become more severe) (maladie, état) empirer, s'aggraver*

*The patient's condition is getting worse.*

*L'état du patient empire (or: s'aggrave).*