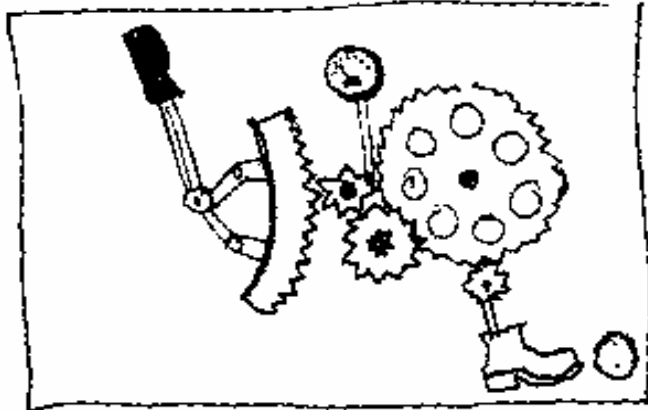
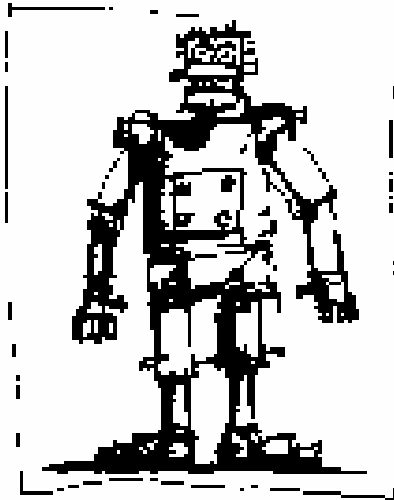


## The dominant paradigm of performance improvement

- Define the behaviour you want
- Select an intervention
- Pull the lever on the intervention to get the behaviour
- The best interventions are simple



## Underlying assumption

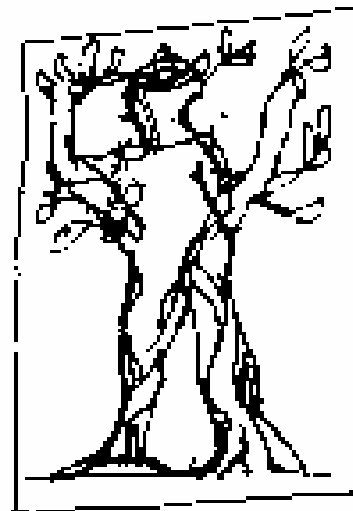


## A more realistic paradigm

- People are individually motivated
- The best interventions work with individual motivation
- The best interventions are complex



## Underlying assumption



## Some practical implications

- Think of the team as the basic unit of performance; not the individual.
- Appreciate that effective change is chaotic and complex, not neat and clinical.
- Adopt flexible policies wherever possible.
- Provide options in the way interventions are to be adopted.
- Support leaders in managing individuality; “fairness” does not equal “sameness”. If they say “that won’t work here”, they may be right.
- Provide processes that allow teams to renegotiate work based on individual preferences.