

Tool 8-7. Emotional Interventions

Emotional Intervention	Description or Explanation	Sample Applications*	Appropriate (✓)	Feasible (✓)
Provision of incentives or consequences	People perform well when they see what is in it for them as well as for the organization. Clear, meaningful, equitable rewards for performance and consequences for lack of performance result in improved performance. Incentives may be both monetary and nonmonetary (e.g., trips, merchandise, time off). It is essential that the incentive or consequence systems be seen as fair—no rewards for inadequate performance—and applies equally to all.	<ul style="list-style-type: none"> • Pay-for-performance system • Bonuses for outstanding achievements • Realignment of commissions on sales • Career enhancement opportunities • Recognition for superior performance • Enhanced status system (e.g., titles, pins) • Enhanced privileges • Positive reports placed in file • Time off • Additional resources provided • Increased responsibility and authority • Better workspace or furniture 		
Enhancement of motivation	People perform better when motivated. Operationally, this means that they value what they do (or if not the task, then the reward attached to it), feel secure in their work, yet are challenged by it and believe that with reasonable effort they can achieve success.	<ul style="list-style-type: none"> • Value of required performance shown through meaningful explanation of impact • Links established between performance and personal growth • Unnecessary threats to job security eliminated • Desired performance made challenging yet attainable (through, for example, documented success cases by fellow workers) • Meaningful contests that stimulate self-challenge • Impact of performance on personal career made clear • Support systems that build confidence 		

* Place checkmarks (✓) beside any of the sample applications that are appropriate and feasible in your situation.