



The Cue

Gamification: a way to change behaviour

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Gamification involves using motivational elements from real-life games to create the desired effect or change that you wish to see. In gamification, each person plays the game in order to improve their performance, either as an individual or as a member of a team. Some players play to win, while others aim to make discoveries or to gain as many points as possible. It's clear that people are different, but that gamification is sufficiently versatile for it to be used successfully with large groups of people in order to achieve various goals and teach new behaviour. This White Paper explains how it works.

Gamification is based on a combination of change management, performance management and game theory.



1 GAME THEORY

Good games contain three elements that make it natural for players to want to continue playing. The desire to play the game ensures that players are motivated to learn new behaviour.

Three fundamental elements of an *engaging* game

1

Autonomy

In any successful game, a player has the freedom – within the framework of the game – to make their own choices. This appeals to human creativity, the desire to play together and to have fun. That's why a game triggers people to learn new things within the framework that the game provides.

2

Mastery

Lots of players are triggered by the motivation to do things well – and preferably better. A game doesn't present much of a challenge when a player can do everything immediately. In successful games, there's always something to learn, and the highest level cannot be reached by beginners. By providing short cycles of feedback in the form of points and badges, this kind of development can be further encouraged. A game should motivate people to grow from a beginner into a master player.

3

Meaning

By connecting a game to real-life goals such as learning how to improve meetings, stick to traffic rules or engage in sporting activities, it will match a player's intrinsic motivations. That's why gamification takes place in the workplace, rather than solely in front of a computer screen or in a classroom.

Good games contain – to a greater or lesser degree – these elements that naturally ensure that players want to continue playing. Their keenness to play the game motivates players to learn new behaviour. During a game, triggers and short-cycle rewards reward the desired behaviour. This works in all sorts of areas,

whether it's a case of stopping smoking, dieting, changing routines at work or learning to collaborate more effectively. In games, the triggers and rewards are explicitly present in the form of levels, challenges, points, badges and social interaction. All of these together make it such fun to play the game.



2. **CHANGE MANAGEMENT AND GAMIFICATION**

- Game theory supports the concept that new behaviour can be learned in a fun manner. But in addition to learning new behaviour, it's often desirable that the new behaviour is of the lasting kind. That's where change management comes in. Three important elements in change management ensure that new behaviour is sustained:



Intrinsic motivation: from 'having to' 'wanting to'

People should ideally be motivated to achieve the end result – and this should be the case before they even start to change. It's also important to answer the question, "What's in it for me?". By doing so, the changes will fit in with the employee's needs and wishes. In gamification, the average player doesn't simply want to gain one particular badge; rather, they are motivated by 'recognition', 'connection' or 'pleasure'. Playing the game, and thereby using new or desired behaviour, fits in with the player's motivations, which may involve anything from acquiring new knowledge to working in a compliant manner, collaborating in a smarter way, or learning to use new technology.

Psychological factors that ensure intrinsic motivation



CONNECTION



CONCENTRATION



CREATIVITY



PLEASURE



AUTONOMY

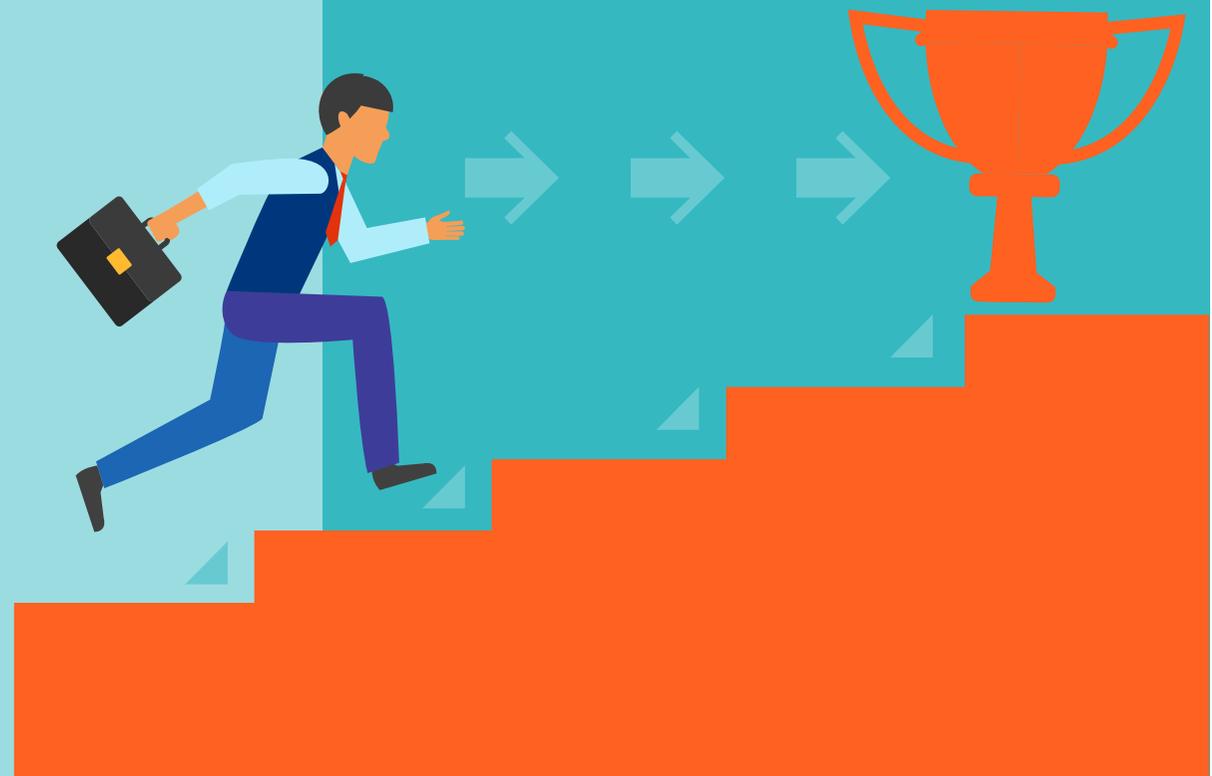


COMPETENCE



One step at a time, instead of everything at once

Achieving a sustainable change in behaviour doesn't happen all at once. Rather, you get there in small steps. When someone has successfully managed to carry out one small action, time after time, this action may gradually be registered as a habit. Sometimes, these changes may appear to be absolutely tiny, and yet they are all part of a larger momentum consisting of taking one small step each time. Improvement that takes place one step at a time means a every day a little bit better.





From learning to applying

Fresh knowledge fades away fast when it's not directly applied. Each day, 50% of what has been learned is forgotten. The 70:20:10 model (see the next diagram) teaches us that the majority of learning takes place in the workplace, not in a classroom or through e-learning. Gamification therefore ensures that a player gets to work immediately.



70%
On-the-job experience



20%
Informal learning



10%
Formal learning



3. PERFORMANCE MANAGEMENT: CONCRETE RESULTS

It makes sense to start with the end in mind: the goal that you've set your sights on. This must be a measurable goal, so that the impact of the game can be measured in factual terms. For instance, a goal may be something like 'doing more exercise', 'improving collaboration' or 'carrying out more sales activities'.

A MEASURABLE GOAL CAN DETERMINE THE IMPACT OF THE GAME.

When it comes to establishing a new behavioural structure, it's important that the game is designed to open up paths for expressing the desired behaviour. That's why it's worth starting with the end in mind: the goal that you envisage. Unlike gaming, gamification isn't just entertainment; rather, it serves a specific purpose that is truly relevant to each player. In other words, it has to have meaning. What's more the goal must be measurable, so that the impact of the game can be factually assessed. Measurable goals could for example be 'do more exercise', 'improve collaboration', 'use Office 365 tools more often' or 'carry out more sales activities'. Experience has taught us that working with measurable goals really works.



40%

greater autonomy for
teams



37%

rise in sales
activities



+10%

rise in turnover (based
at personal goals)

HERE ARE SOME RESULTS:



CONCLUSION

Gamification is a proven method of bringing about behavioural change in an approachable, scaleable and – above all – enjoyable way.

The focus is on what the end user truly needs and wants to do.

We at The Cue focus on enhancing performance in the workplace with the aid of technology. The Cue's O365 Games address specific challenges from organisations, such as 'making meetings more effective', 'smart collaboration', 'fact-based decision making' and 'smart information-sharing'. Through a combination of gamification and behavioural change, we improve performance and make the adoption of new technology attainable, scaleable and fun.

GAMES EXAMPLES

- Making meetings more effective,
- Smart collaboration,
- Fact-based decision making,
- And smart information-sharing.



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