

# Motivation Resulting from Completed and Missing Actions

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# Feedback is central for self-regulation

- Feedback allows individuals to adjust and direct their efforts to match the challenge they are facing
- Specific social roles associated with providing feedback (e.g., educators, coaches and bosses)
- People seek feedback from those surrounding them (e.g., friends, family members and colleagues)



# Feedback is central for self-regulation

- Positive feedback
  - Completed actions (also strengths and correct responses)
- Negative feedback
  - Missing actions (also weaknesses and incorrect responses)
- Which feedback is more effective in motivating goal pursuit and hence is more frequently sought and given?

# Positive feedback is effective

- Increases confidence in one's ability (self-efficacy), leading one to expect successful goal attainment (Bandura, 1991).
- Increases the value of the goal through associations (Aarts, Custers, & Holland, 2007; Ferguson, 2008).
- Increases the value of the goal through self-perception (Bem, 1972).

# Negative feedback is effective

- Signals a discrepancy: more effort is needed to accomplish the goal
  - Cybernetic models (Carver & Scheier, 1998; Miller et al., 1960).
  - Self-discrepancy theory (Higgins, 1987).
  - Goal setting theory (Locke & Latham, 1990).
- Licensing effects: Positive feedback on successes signals sufficient accomplishment and “licenses” the individual to direct efforts elsewhere (Khan & Dhar, 2006; Monin & Miller, 2001).

# Dynamics of self-regulation:

## A framework for exploring the impact of feedback





- People think of actions in terms of
  - **expressing goal commitment**
  - **making progress on a goal**
- **Opposite implications for subsequent actions**
  - If an action signals commitment to a goal, it increases the likelihood of pursuing similar actions
  - If an action signals progress, it decreases the likelihood of pursuing similar actions
  - Example: when buying a product on sale signals to a person that she is committed to saving, she will continue to behave in a financially responsible manner. However, when the same action is taken as evidence of progress toward the saving goal, it justifies splurging on a subsequent purchase.

# Dynamics of self-regulation:

## A framework for exploring the impact of feedback



# Dynamics of self-regulation

<b>Commitment</b> <b>(highlighting a goal)</b>	<b>Progress</b> <b>(balancing goals)</b>
Recycle paper and save water	Recycle paper and spend water
<b>Alcoholics Anonymous (AA)</b> (complete sobriety) 	<b>Weight Watchers</b> (assigning points to foods and exercise) 
<b>Calvinism</b> (a life of good work)  John Calvin	<b>Catholicism</b> (using good works to atone for sins) 



# Dynamics of self-regulation

Goal Progress



Attend a goal more after **negative** feedback

Goal Commitment



Attend a goal more after **positive** feedback

- Positive feedback increases motivation if it signals an increase in commitment to the goal but decrease motivation if it signals sufficient progress was made.
- Negative feedback increases motivation if it signals insufficient progress has been made but decrease motivation if it signals a decrease in commitment to the goal.

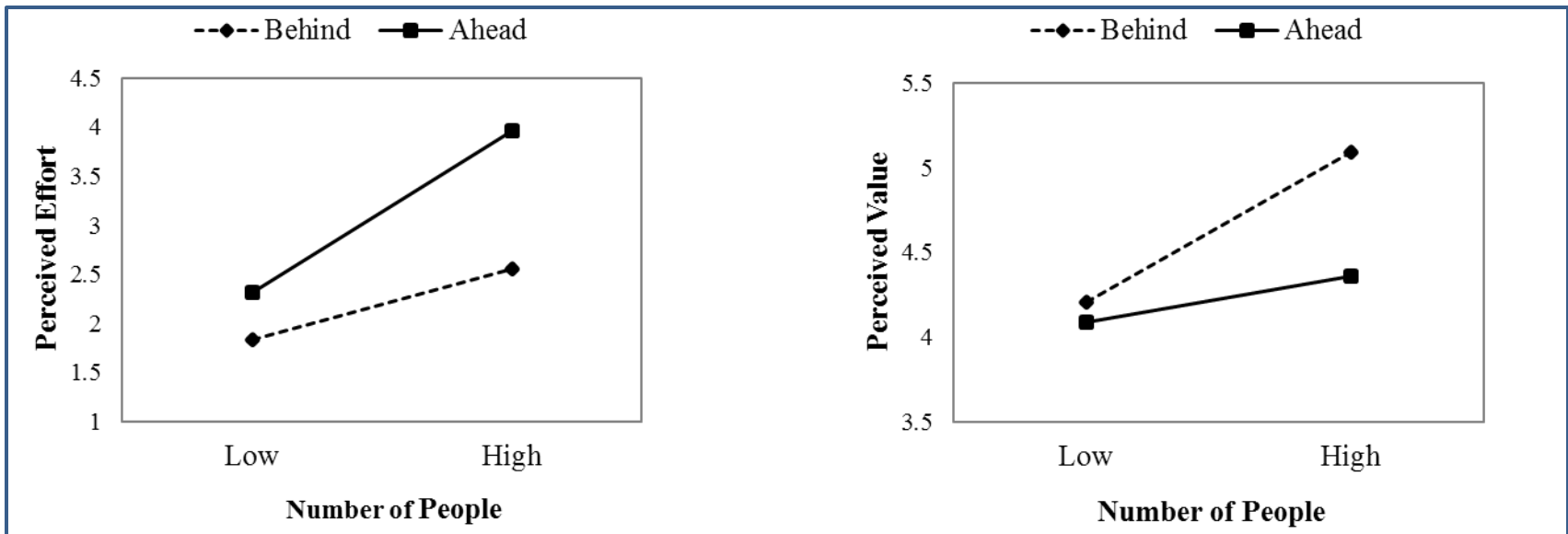
# Propositions

- 1. Feedback on completed actions increases motivation by signaling to the self that the self is committed.
- 2. Feedback on missing actions increases motivation by signaling to the self a need for progress.

# Standing in Lines



- The presence of people behind someone in a queue increases valuation
- The presence of people ahead of someone in a queue increases perceived effort
- Customers standing at different positions in a queue of a local bagel shop estimated (1) expected enjoyment from their meal, and (2) the required effort to reach it. We independently recorded the number of people standing behind (completed actions) and ahead (missing actions)



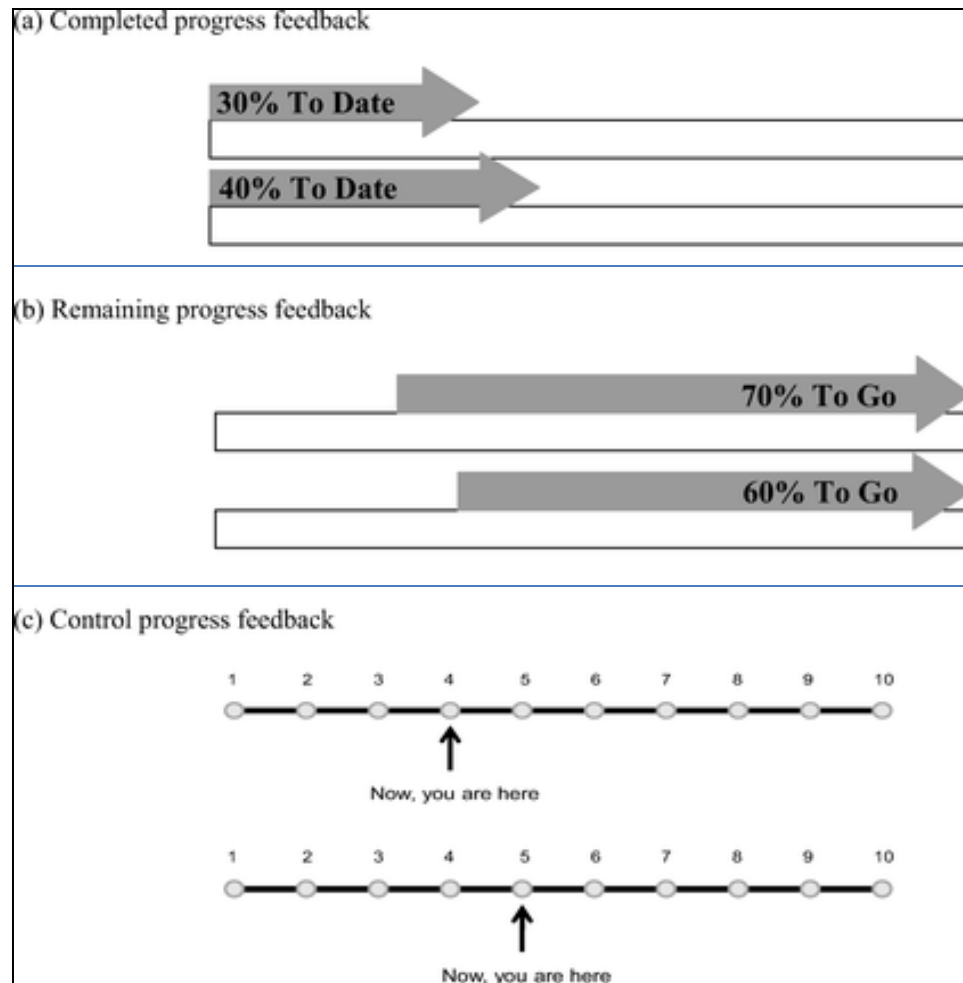
- Present the value predicted by the regression model to obtain a  $\pm 1$  standard deviation from the means.

# Level of aspiration

- In goal ladders, each goal is a step toward a more challenging goal (e.g., career paths, military ranks)
- Feedback on completed actions increases value of present level (greater commitment)
- Feedback on missing actions increases level of aspiration (progress to the next level) and change

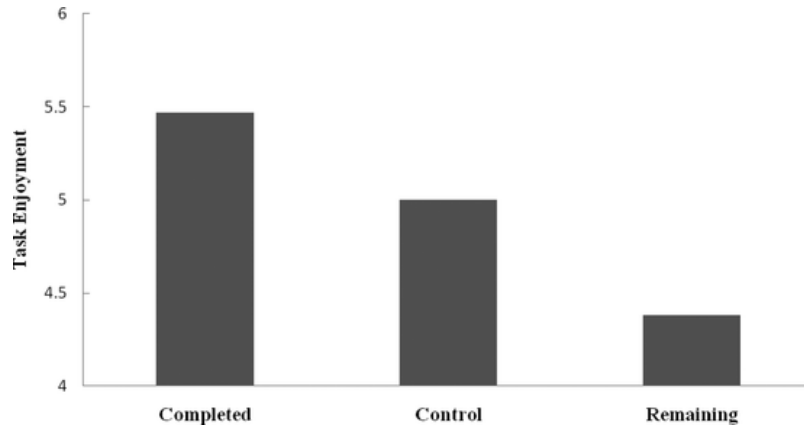
# Advancing as a music critic

- Participants complete a music-rating task. After each trial, they receive feedback on the portion of the task completed, remaining, or control.

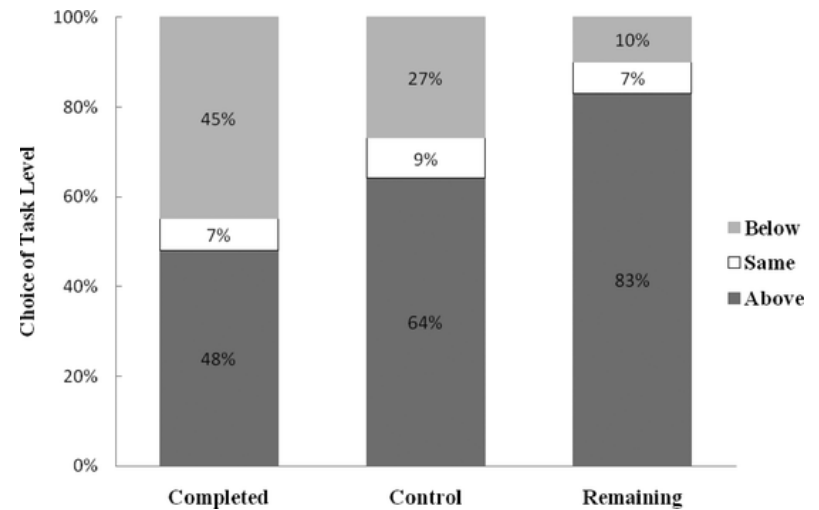


# Advancing as a music critic

Task Enjoyment



Choice of Next Task (Level of Aspiration)



**When do actions express  
commitment versus make  
progress?**

# Proposition

- a. Uncommitted individuals evaluate their commitment, whereas committed individuals evaluate their progress.
- b. Novices evaluate their commitment, whereas experts evaluate their progress.
  - Therefore, feedback on completed actions increases motivation for uncommitted individuals and novices. Feedback on missing actions increases motivation for committed individuals and experts.





# Shared goals


- Individuals do not always work efficiently or effectively in collective settings.
- Motivational deficits when a goal is shared with others (e.g., charity):
  - Social Loafing (Ringelmann, 1913)
  - Free riding (Kerr & Bruun, 1983)
- Sources of motivation to contribute to a shared goal:
  - Express commitment: Group members follow others' actions
  - Make progress: Group members balance for others' lack of actions

# Propositions

- a. Uncommitted individuals evaluate the group's commitment, whereas committed individuals evaluate the group's progress.
- b. Individuals identifying lowly with other group members evaluate the group's goal commitment, whereas individuals identifying highly with other members evaluate the group's progress.


# Feedback on charitable fundraising

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[View a slideshow](#) of a letter's journey from a sponsor to their child, and the journey from a child to their sponsor.



**[Speak Up With Compassion](#)**


Help bring the important message of how much God cares about children to your community. Call your local radio station today and ask that *Speak Up With Compassion*, a daily one-minute radio broadcast of actual prayers from children in poverty be added to the program.



**[Donate now to help save lives of mothers and children.](#)**

Nearly 30,000 small children die every day. Help save lives through Compassion's Child Survival Program.

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**[Transform children's lives! Host Compassion Sunday](#)**

By hosting a Compassion Sunday event in 2007, you can expand your personal ministry and help transform the lives hundreds or even thousands of vulnerable children and families worldwide! Start planning your event now!

- “The goal of Compassion Korea’s campaign is to raise 10 million won (about U.S.\$10,000) to help AIDS orphans in Africa”

둘들 사람 하나 없는 고아가 되는 것 이상의 아픔은 이 어린이들이 세상의 그 누구도, 심지어 하나님에게서조차도 버림 받았다는 분노로 가득차게 되어 자신의 존재자체를 부정하게 된다는 것입니다. 가난 위에 더해진 감당할 수 없는 고통이 이들의 여생을 짓누를 때 캠페션은 그들에게 사랑이고, 희망이고 싶습니다. 더 이상 모른척 할 수 없는 전세계적인 질병 가운데 노출된 이 어린이들에게 예수님의 희망을 전해주시지요.

캠페션의 에이즈(HIV/AIDS) 고아들을 위해 모금된 특별 기금은 에이즈(HIV/AIDS)로 인하여 고통받고 있는 어린이들을 위해 특별히 고안된 양육 프로그램에 보내져 어린이들에게 음식, 담요, 옷, 집 등 의식주 해결을 위한 지원, 에이즈 감염 부모 및 어린이들을 위한 약과 치료 등의 의료지원, 부모와 어린이들을 대상으로 한 에이즈 예방 교육, 영적, 사회적 지원 등의 총체적인 지원을 제공하게 됩니다.

특히, 이번에 한국캠페션에서 모금되지는 기금은 아프리카 지역의 어린이들을 위해 쓰여질 1000만 원을 목표로 하고 있으며, 그동안 여러 채널을 통하여 모금활동을 계속한 결과, 현재까지 489만 원의 후원금이 모아졌습니다.

현재 모인 금액 4,890,000원  
총목표 10,000,000원


에이즈 고아들이 다시 품을 수 있는 기회를 가질 수 있도록 여러분이 그들의 희망이 되어 주십시오. 작은 사랑의 물결이 모여 큰 희망을 낳습니다.  
감사합니다.

한국캠페션 올림.

**참여방법**  
동행한 자료에  
1) 후원자 성명  
2) 후원자 번호  
3) 후원하길 원하시는 금액을 기입하시어 가까운 은행에 가서 납부하시면 됩니다.

**참여 기간**  
2006년 2월 9일 ~ 4월 7일까지

**에이즈 홍보 동영상 보기**  
한국캠페션 홈페이지 ([www.compassion.or.kr](http://www.compassion.or.kr))에 방문하시면 에이즈에 관한 홍보 영상을 보실 수 있습니다.



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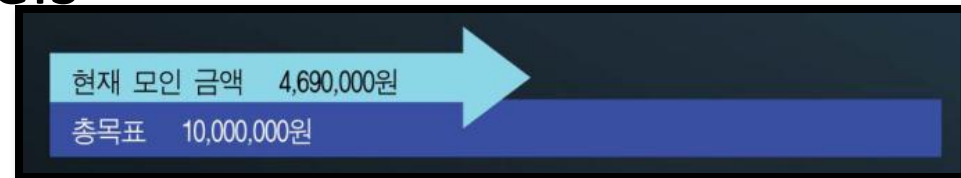
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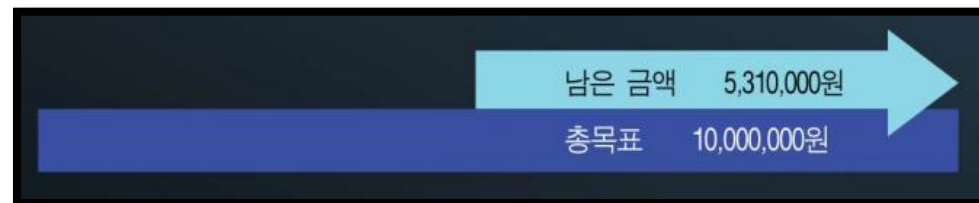


# Design:

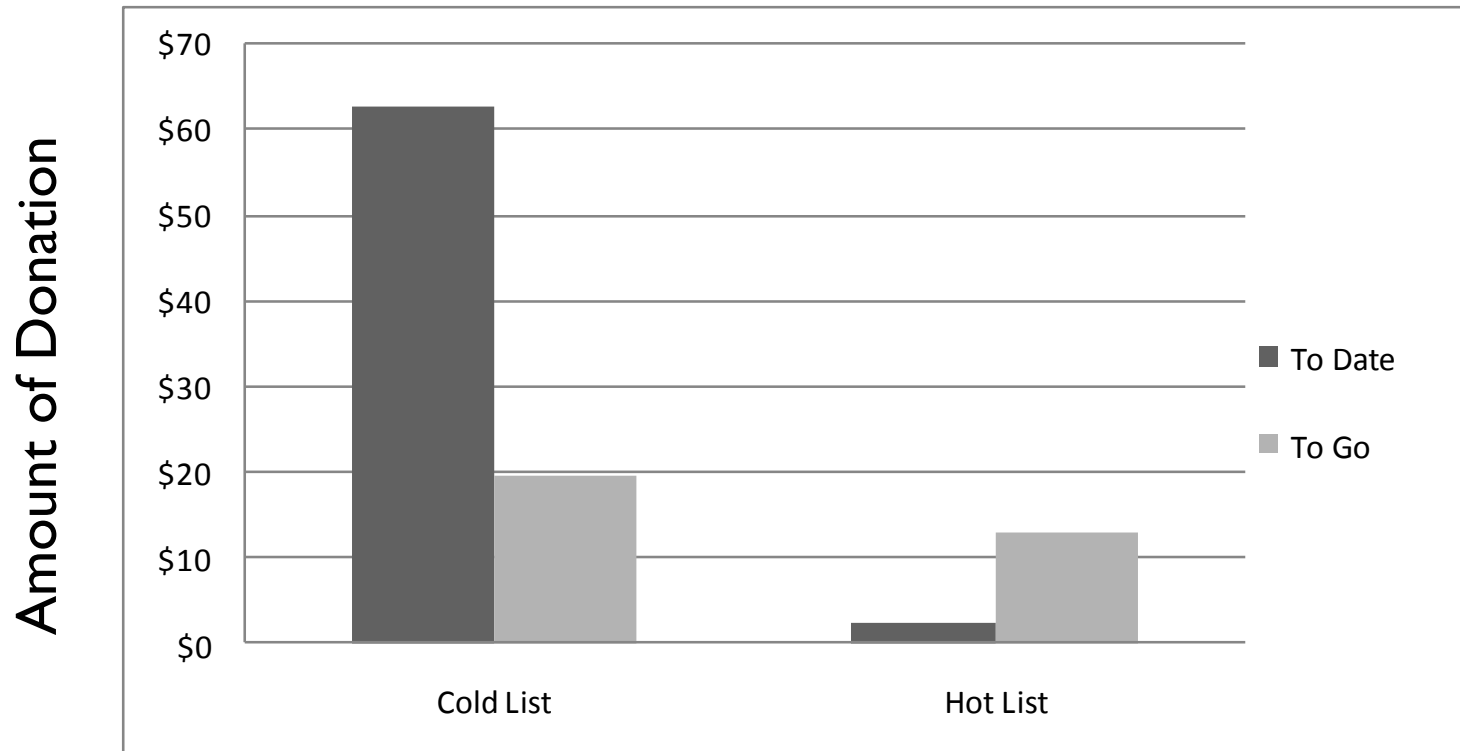
- Commitment: hot list (regular donors) vs. cold list (potential donors)
- Feedback on accumulated actions (positive): We have successfully raised about half of the money through various channels



- Feedback on uncompleted actions (negative): We are missing about half of the money



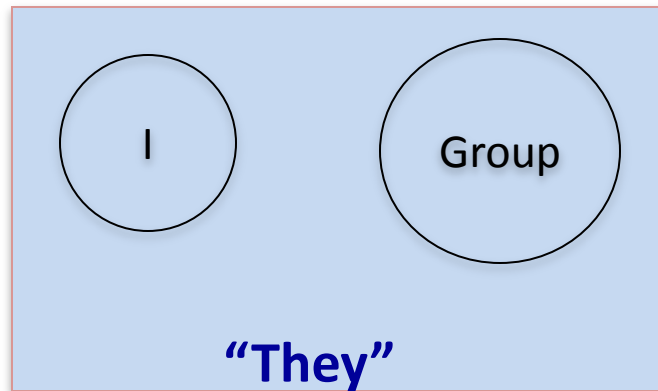
# Charitable fundraising



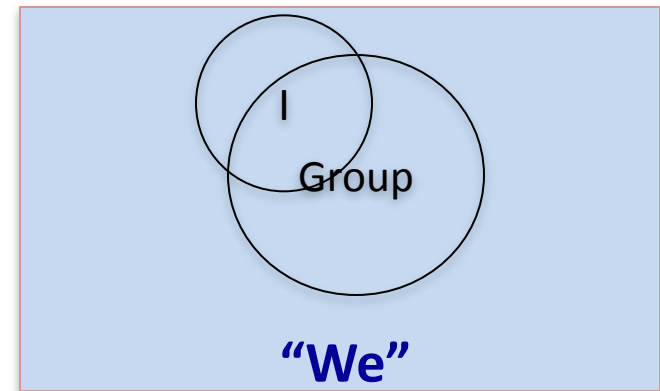
# Group identification

- Group identification (Tajfel & Turner, 1986) depends on whether group members:
  - share similar characteristics (Leach et al., 1998)
  - categorize others as part of their extended self (Cialdini et al., 1976; Dovidio et al., 1991)

**Low Identification**



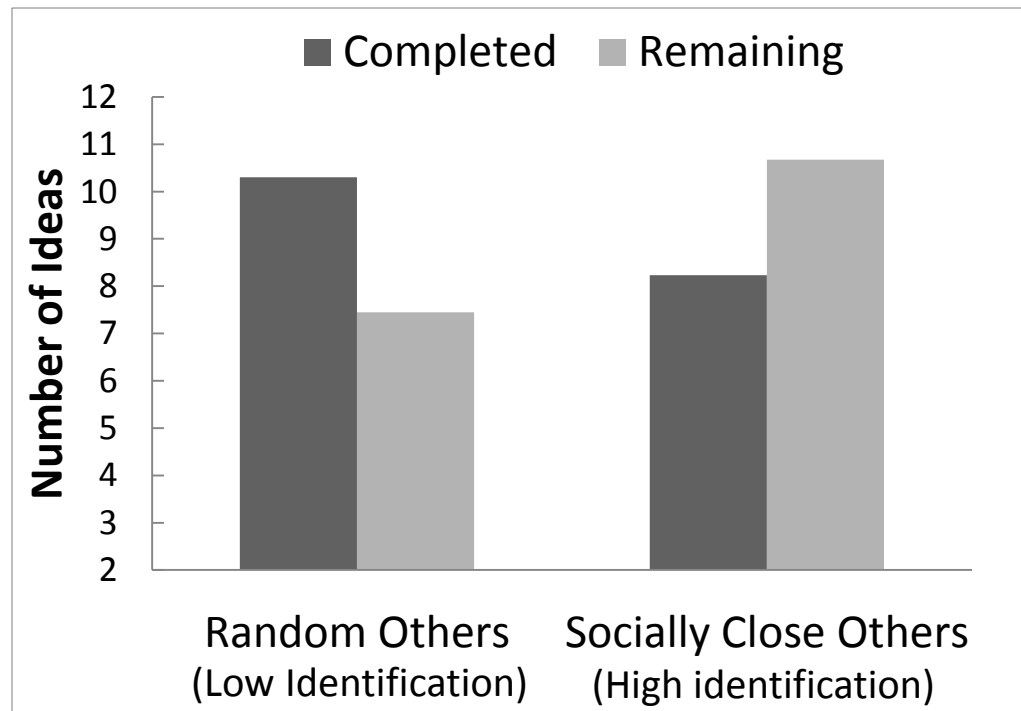
**High Identification**



- **Feedback on what others have done versus left to be done:**
  - Others' existing contributions increase low group identifiers' commitment.
  - Others' missing contributions increase high group identifier' sense of lack of progress.

# Identification with members of a focus group

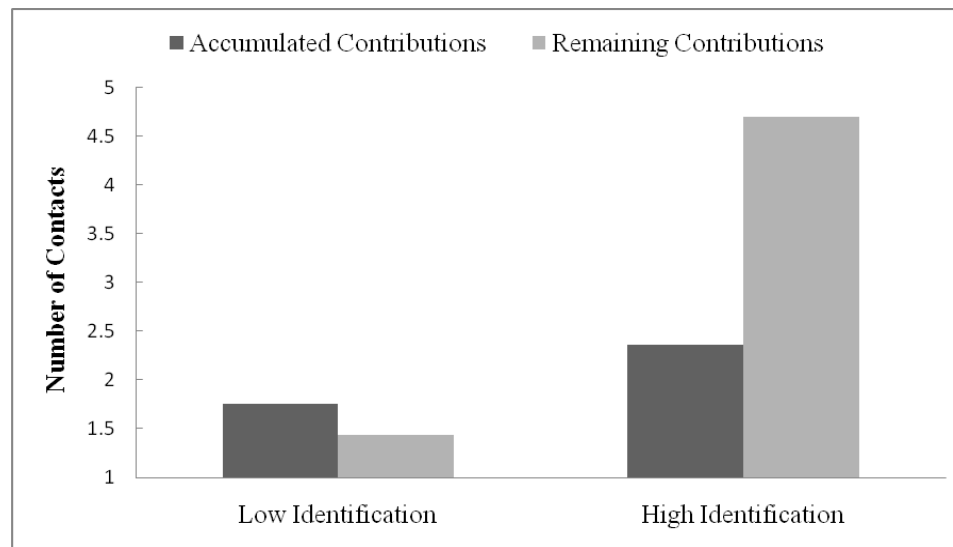
- **Nominal group paradigm:** Participants generate promotion ideas for Special K bar and assume their input will be collapsed with other group members.
- **Identification:** Work with group members from the same vs. another university.
- **Feedback:** Other group members contributed 24 of 50 ideas or there are 26 of 50 missing ideas.





# Identification with the helpers

- **Shared goal:** increasing public awareness of the situation in Haiti after the 2010 earthquake by sending personal messages to friends.
- Measured identification with group members (Ellemers et al. 1997: identify with the group, similar to the group, good fit, glad to be part of the group)
- Manipulated feedback on accumulated vs. remaining contributions by others and measure the number of messages participants sent



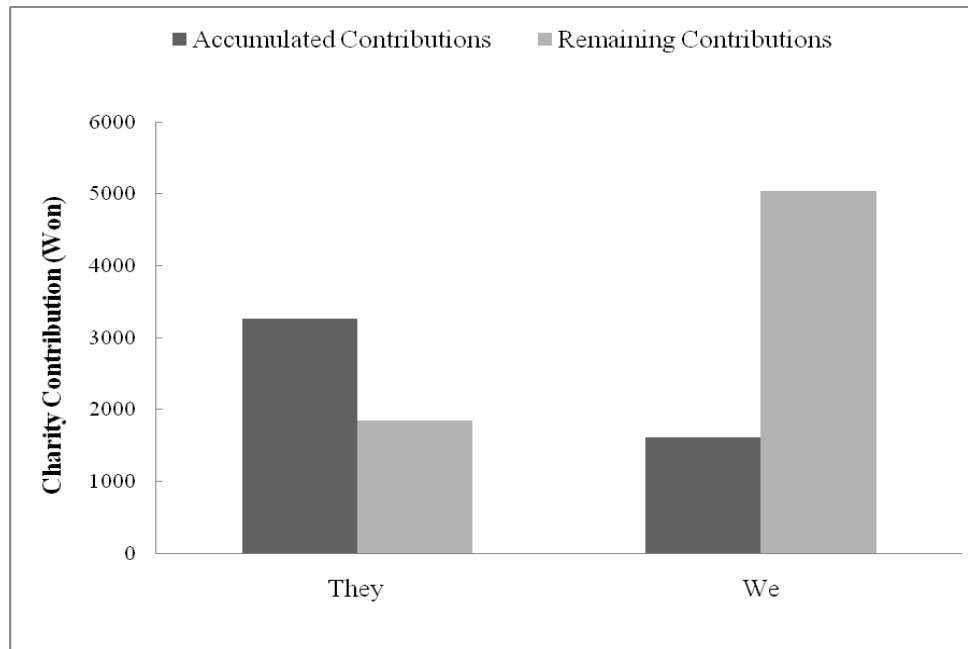
- Kenya riots (Dec 2007): Kenya's incumbent president was declared the winner of the presidential election, resulting in mass riots throughout the country to protest his suspected election fraud. The violence did not subside until late February 2008, creating a political, economic, and humanitarian crisis across the country.
- Identification manipulation: **“their crisis”** vs. **“our crisis”**  
(e.g., “*Compassion children in Kenya* [our *Compassion children*] are suffering from the violence post election riot... there have been increasing violence in *Africa* [our *world*], which have put many of *their* [our] *Compassion children's* health and well-being at risk...)
- Feedback: **accumulated** vs. **remaining** actions

- Feedback: **accumulated** vs. **remaining** actions



# Kenya Riots

- Charity contribution as a function of identification with victims and feedback on accumulated vs. remaining contributions



**Change:**

**When actions express support  
versus make an impact**

# Underlying motives in contribution to shared goals

- **1. Change**
  - The motivation to make an impact is associated with progress. Change requires significant investment of resources
  - High contributions from fewer group members
- **2. Express support**
  - This motivation is associated with commitment. Expressing support requires symbolic investment of resources.
  - Low contributions from many group members

# Implication for charitable giving:

## Make an impact vs. express your support

- Predictions:
  - **Response rate:** more people would participate in an “express support” (vs. “make difference”) campaign.
  - **Average donation:** among participants in a campaign, the average contribution would be larger in a “make difference” (vs. “express support”) campaign.
  - When asking for low effort, messages on expressing support are more effective .
  - When asking for high effort, messages on making a difference are more effective.

# Charity campaign: write a message

- Participants were invited on the university website to write a message to raise funds for starving babies. The University donates 10 cents per letter.
- Persuasion message: “Make a difference” vs. “Express your support” vs. Control (“help”).

한국 캠페인과 성균관대학교가 함께하는 [태아, 영아 생존 캠페인]  
본 캠페인은 태아·영아 생존을 위한 기금마련을 위한 공동 캠페인입니다.



죽어가는 태아, 영아에게  
여러분의 응원을 보내주세요.

캠페인 참여를 통해 성균관대학교가 한국 캠페인을 후원합니다.  
캠페인 참여를 원하시면 아래 박스를 클릭해 메시지를 남겨주세요.

캠페인에 참여하겠습니다 >>> 캠페인에 불참하겠습니다 >>>

**🔥 캠페인 참여방법 “아이들에게 메세지 남기기”**

- 기부문서(아이들에게 남겨주는 “메세지”의 한 글자당 10원씩) 성균관대학교가 한국 캠페인을 통해 생존의 위협에 처한 아이들을 후원합니다.
- 더욱 의미있고 간절한 메세지를 남겨 주실수록 더 많은 금액으로 아이들에게 여러분의 응원을 보내줄 수 있습니다.

**🔥 왜 캠페인에 참여해야 할까요?**

여러분의 “메세지”는 태아·영아 생존 프로그램에 대한 여러분의 응원과 관심을 보여줄 것입니다.

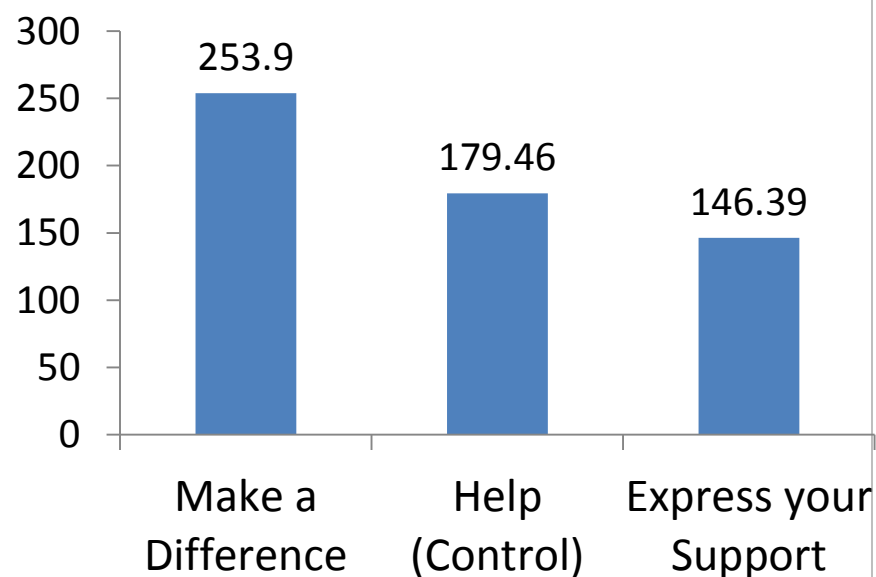
**🔥 어떻게 태아·영아에게 여러분의 응원을 보내 줄 수 있을까요?**

- 1) 양과 빈도에 있을 때부터 34주 될 때까지 건강하게 지낼 수 있도록 돕습니다.
- 2) 각종 의료 지원과 산전 산후 관리, 영양섭취를 제공하여 양파들이 아이들을 안전하고 건강하게 7월 수 있도록 양육법을 교육합니다.
- 3) 필요할 경우 양파들에게 문자·소식 교육과 직업교육, 소득 증진교육을 하여 이를 통해 경제적 자립을 할 수 있도록 도와주고 있습니다.

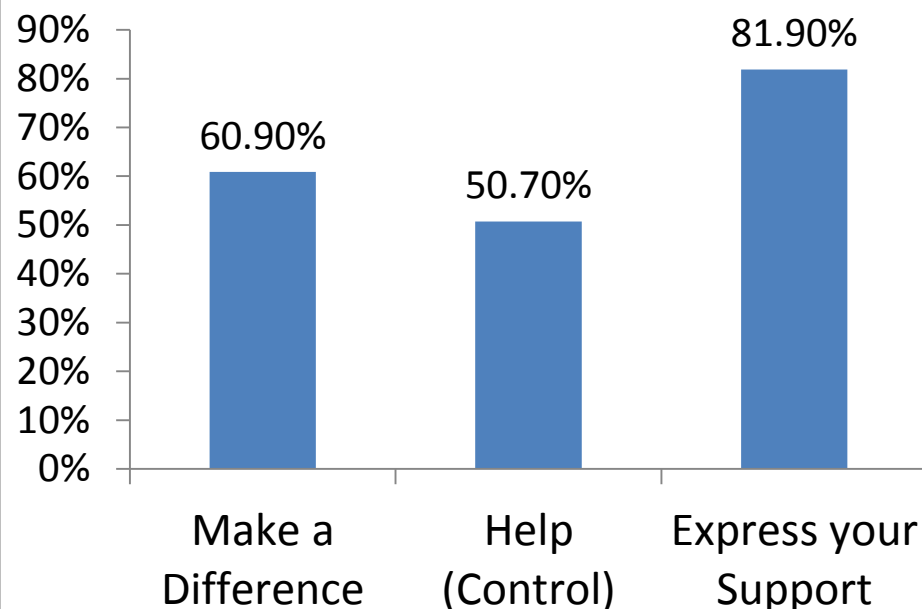
태아·영아의 생존에 대한 여러분의 응원을 보내주세요.  
Be a Part of the Community and Express Your Support!

# “Make a difference” vs. “Express your support”

- Number of words (effort)



- Participation ratio



\* Replicated with raising funds for lunch boxes for children in need

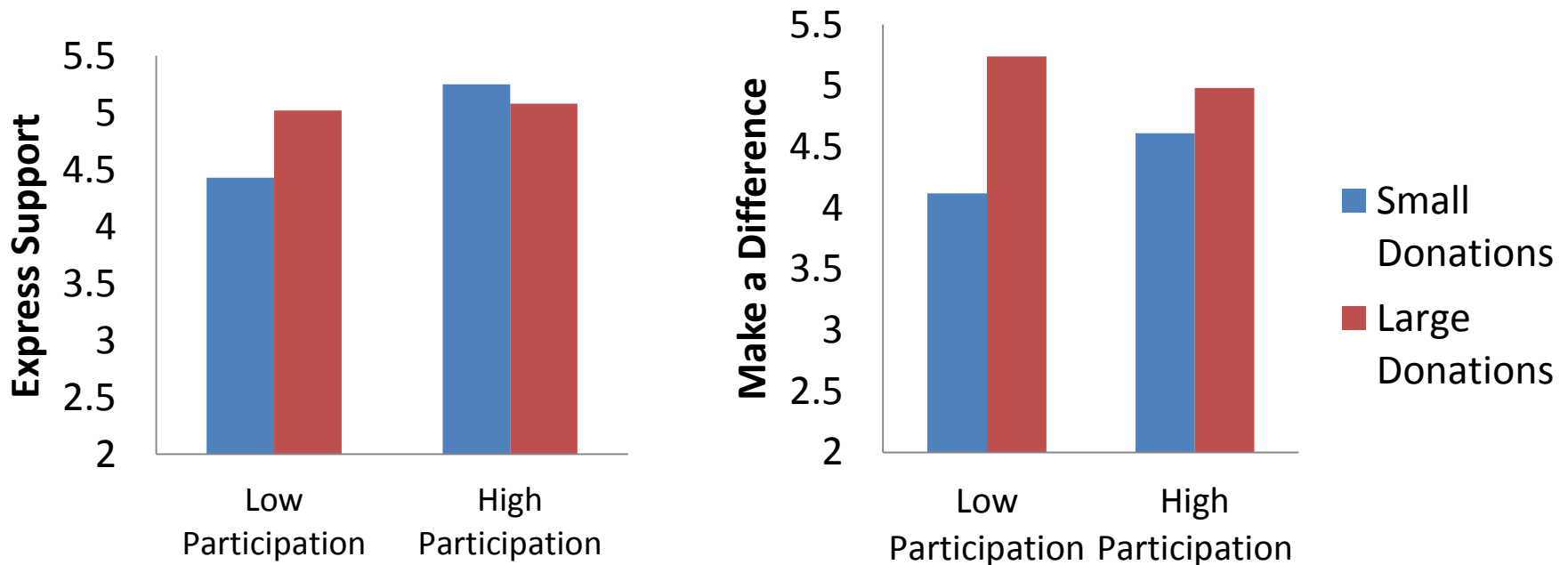


# Inferring contributors' motivation

- Information on high participation ratio signals that contributors wished to express support.
- Information on large average donation signals that contributors wished to make a difference (change).
- Participants read a scenario based on Study 2, and learn that many vs. few people gave small vs. large amounts to the campaign.
- Measuring inferences of support (donors wanted to support, express the importance) and change (donors wanted to make a difference, meaningful impact).

# Inferring contributors' motivation

- A main effect for participation on expressing support and a main effect for donation size on making a difference

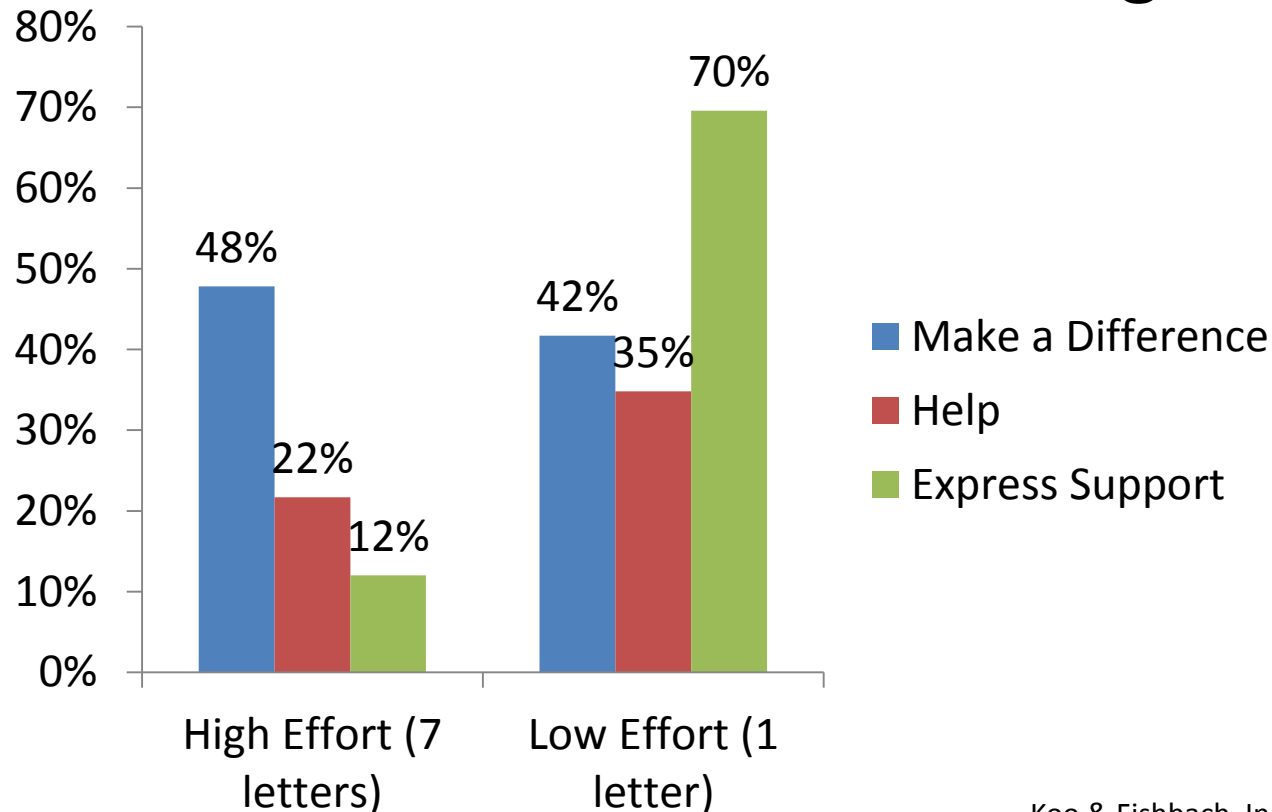


# The match between the message and the required contribution

- We predict that “Express support” increases motivation to pursue low effort actions whereas “make a difference” increases motivation to pursue high effort actions.
- Participants wrote a petition letter to 7 recipients (high effort) vs. 1 recipient (low effort), to reduce unemployment in South Korea. They respond to a solicitation letter emphasizing “express your support”, “make a difference”, and control condition (“help”).
- On average, it took 15-20 minutes to write 7 letters and 2 minutes to write one letter.

# The match between the message and the required contribution

- “Express support” is effective for low effort
- “Make a difference” is effective for high effort



# Three modalities of feedback

- Responding
- Seeking
- Giving

# Propositions

- a. Commitment, experience, and expertise increase negative (and decreases positive) feedback **seeking**.
- b. People **give** more negative (and less positive) feedback to committed, experienced, and expert recipients.

# Expertise

- Novices wish to evaluate their commitment whereas experts wish to monitor their progress.
- **As people gain expertise they seek less positive feedback and more negative feedback**
  - **Feedback seeking:** experts seek negative feedback
  - **Feedback giving:** we give more negative feedback to experts
  - **Responding to feedback:** negative feedback motivates experts

# Summary

## Goal Progress



Attend a goal more after **negative** feedback

## Goal Commitment



Attend a goal more after **positive** feedback

- Positive feedback on accomplishments, strengths and correct responses motivates goal pursuit when it signals an increase in goal commitment.
- Negative feedback on missing actions, weaknesses and incorrect responses motivates goal pursuit when it signals insufficient goal progress.
- Thank you!
- And thanks to my coauthors: Minjung Koo and and Marlone Henderson