

What moves people? Motivation at the unit of one

Understanding and capitalizing on what makes the people in your organization tick—at an individual level.



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WHAT ***MOVES*** YOUR ***PEOPLE?***

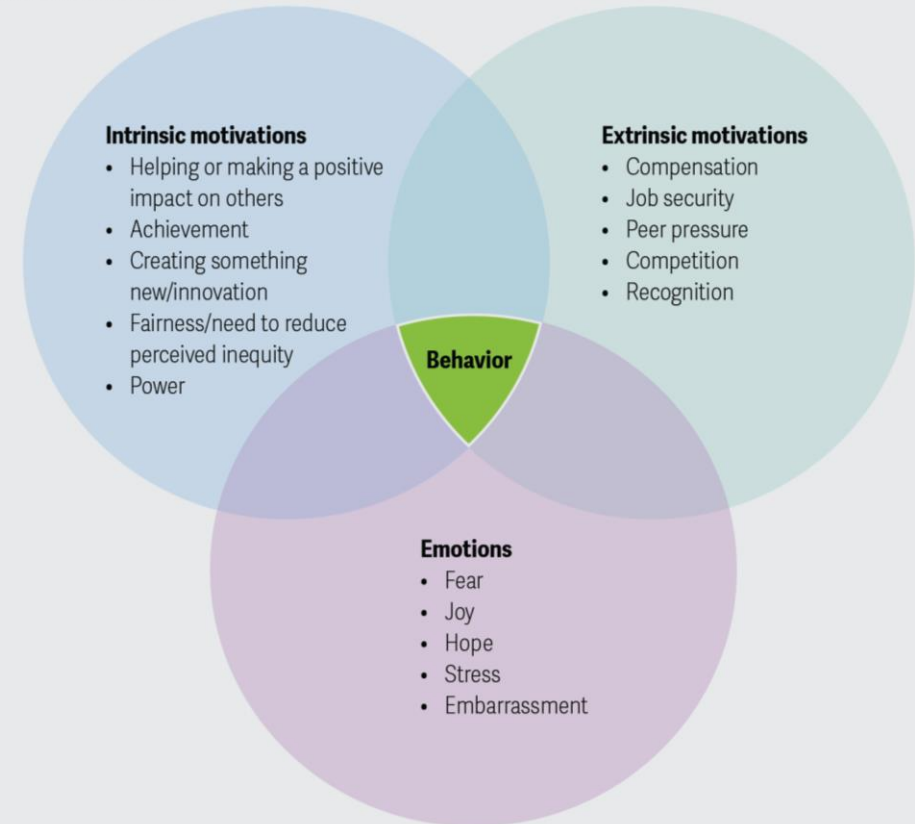
Tapping into motivation at the unit of one

Leaders recognize the need for customization when it comes to improving human performance: But they're struggling to make progress. While segmentation is quick and cost-effective, it can miss important motivational differences and even perpetuate stereotypes. To avoid these pitfalls and go the "last mile" of truly connecting with workers in ways that move them most toward positive outcomes, organizations should tap into motivation at the unit of one: the individual worker as a unique human being.

This approach is what we call hyper-personalization, in which customization happens at the granular, individual level.

What moves us? Intrinsic and extrinsic motivations combined with emotions

Motivation is defined as the reasons why one behaves or acts in a particular way. Emotions can influence behavior, as can intrinsic and extrinsic motivations.



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Understanding human performance

Tapping into motivation at the unit of one

The first step in harnessing worker motivation to unleash human performance is embracing a multimodal approach to collecting and understanding workers' varied motivations. This can be done through self-reported worker data, or by using a tech-driven approach similar to consumer marketing technology, that can help organizations collect behavioral and emotional data to provide hyper-personalized experiences for workers.

Organizations and workers should collaborate to identify the areas where strategies to motivate at the unit of one will have the greatest impact in improving business and human outcomes.

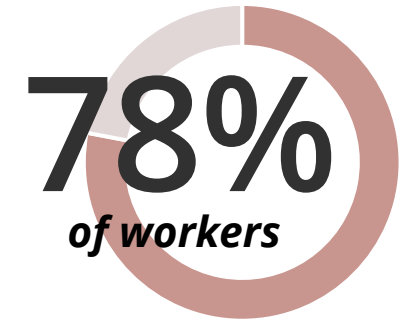
Manager-driven approaches empower managers to hyper-personalize their interactions with individuals based on specific motivations.

Modular approaches provide workers with a set of options to choose from based on their personal motivations. These approaches are common in consumer marketing. Consider, for example, how some coffee shops offer a variety of modular components—syrops, milk types, and espresso shots—that can be combined to meet customers' desire for personalization and self-expression, all while enabling them to manage customization at scale

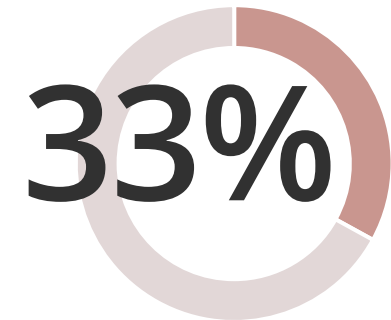
Namibian Readiness Gap

According to the Deloitte 2025 HC Trends survey results, 30.77% of Namibian leaders in organizations are getting started and focused on addressing the immediate needs of using new technologies (generative AI) to localize and hyper-personalize.

WHAT THE DATA SHOWS



know what motivates them



believe leadership
understands their
motivations

WHAT **MOVES** YOUR **PEOPLE**?

Tapping into motivation at the unit of one

UNDERSTAND

Collect data about individual worker motivations through:

- Passive data collection
- Self assessments and surveys
- Manager interviews

When possible, combine with other individual data such as:

- Skills (including human capabilities)
- Interests and passions
- Personality traits
- Work styles and preferences

Turn the data into insights using:

- Analytics
- AI
- Human judgment

Responsibly use data and tech by:

- Allowing choice (opt-in)
- Auditing for bias
- Offering workers benefits in exchange for their data
- Guarding worker privacy



ACT

Identify your use cases:

Why I work:

- Customized rewards and benefits
- Recruiting outreach based on motivations

What I work on:

- Matching people to meaningful work based on motivations
- Customizing work responsibilities based on motivations

How and where I work:

- Development and learning based on what motivates people most
- Customized communications
- Flexible work based on motivations
- Tailored change initiatives to motivations (eg. change stories, nudges, work activities, and rewards)

Who I work with:

- Team alignment or intentional diversity based on motivations
- Identification and creation of microcultures based on varying worker motivations in groups



Choose your hyper-personalization approach:

Manager-driven:

- Managers and colleagues personalize their interactions with individuals based on the individual's motivations

What I work on:

- Matching people to meaningful work based on motivations
- Customizing work responsibilities based on motivations

Modular choices:

- Provide workers with a standard set of options from which they can choose based on their own personal motivations

Tech-driven:

- Use technology to provide customized practices based on an individual's unique motivations

WHAT **MOVES** YOUR **PEOPLE**?



Motivating at the unit of one doesn't necessarily require big budgets, massive change, or large technology investments. Organizations can get started now by simply asking managers to better understand their workers' unique motivations and tailor their feedback, development plans, or other practices accordingly.

As you consider how to harness your people's potential to compete in today's human-powered economy, don't forget that it is the unique motivations of individual workers that move them to act the way they do. Your business—and your workers—are counting on it.