MODULE OVERVIEW

Beyond motivation: Engagement that lasts

Adaptive module | ~20 min

Six in ten employees are not really engaged at work, and years spent motivating them have changed nothing. No one commits on command: people commit when they become the authors of what they do, choosing what matters and standing by it in front of others. Drawing on the psychology of commitment, this module offers managers an uncommon stance: creating the conditions instead of demanding buy-in.

LEARNING OBJECTIVES

01 Distinguish motivating from engaging, and given goals from chosen commitments making team members authors.

02 Combine the four conditions of commitment: perceived freedom, felt importance, public declaration, and irreversibility.

03 Anchor these conditions in concrete practices, from the talent/enjoyment matrix to “Disagree and Commit”.

04 Avoid two traps: kindness without high standards, and AI imposed without the team taking ownership.

WHO IT’S FOR

Managers who want to help build lasting engagement in their teams, beyond motivation alone.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- 4 conditions for an act that creates commitment (perceived freedom, importance of the act, public declaration, irreversibility) – Charles Kiesler, systematized by Joule & Beauvois
- Disagree and Commit – Amazon leadership principle (Jeff Bezos)
- Learning zone vs comfort zone – Amy Edmondson, matrix of psychological safety × high standards
- Goal (set from above) vs commitment (chosen) – Afthonios method

SOURCES & REFERENCES

- Wu et al. – Scientific Reports, 2025, reported by Harvard Business Review: intrinsic motivation −11%, boredom +20% after working with generative AI
- Gallup – “State of the Global Workplace” 2024: 62% of employees worldwide describe themselves as “not engaged”
- Charles Kiesler – “The Psychology of Commitment” (1971)
- Amy Edmondson – “The Fearless Organization” (2018)

Module created by Afthonios.com.

Content reviewed on 13 October 2026