

Drive
The Surprising Truth About What Motivates Us
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When it comes to motivation, there's a gap between what science knows and what business does. Our current business operating system – which is built around external, carrot-and-stick motivators – doesn't work and often does harm.

Societies, like computers, have operating systems – a set of mostly invisible instructions and protocols on which everything runs. The first operating system – call it Motivation 1.0 – was all about survival. Its successor, Motivation 2.0 was built around external rewards and punishments. That worked fine for routine twentieth-century tasks. But in the 21st century, Motivation 2.0 is proving incompatible with how we organize what we do, how we think about what we do, and how we do what we do. We need an upgrade.

Seven reasons why carrots and sticks often don't work:

1. They can extinguish intrinsic motivation
2. Diminish performance
3. Crush creativity
4. Crowd out good behavior
5. Encourage unethical behavior
6. Create addictions
7. Foster short-term thinking

Carrots and sticks can be effective for rule-based routine tasks where there is little intrinsic motivation or creativity to crush. They can be more effective still if there is a rationale given for the task, and some autonomy over how it is completed. Non-contingent rewards given after a task is completed can be ok, especially if they provide useful information about performance.

Type I and Type X.

Motivation 2.0 depended on and fostered Type X behavior – behavior fueled more by extrinsic desires than intrinsic ones and concerned less with the inherent satisfaction of an activity and more with the external rewards to which an activity leads.

Motivation 3.0, the upgrade that’s necessary for twenty-first century business, depends on and fosters Type I behavior. Type I behavior concerns itself less with external rewards and more with the inherent satisfaction of the activity itself. The good news is Type I’s are made, not born – and Type I behavior leads to stronger performance, greater health, and higher overall well-being.

The Three Elements of Motivation 3.0 and Type I behavior

Autonomy

Our default setting is to be autonomous and self-directed, but we have been conditioned to change that default to Type X. To encourage Type I behavior, and the high performance it enables, the first requirement is autonomy. People need autonomy over task (what they do), time (when they do it), team (who they do it with), and technique (how they do it). Companies that offer autonomy, sometimes in radical doses, are outperforming competitors.

Mastery

While Motivation 2.0 required compliance, Motivation 3.0 demands engagement. Only engagement can produce mastery – becoming better at something that matters. The pursuit of mastery has become essential to making one’s way in the economy. Mastery begins with “flow” – optimal experiences when the challenges we face are exquisitely matched to our abilities. But mastery also abides by three particular rules:

1. Mastery is a mindset: It requires the capacity to see your abilities not as finite, but as infinitely improvable.
2. Mastery is a pain: It demands effort, grit, and deliberate practice.
3. Mastery is asymptote: It’s impossible to fully realize, which makes it simultaneously frustrating and alluring.

Purpose

Humans by their nature, seek purpose – a cause greater and more enduring than themselves. In Motivation 3.0, where purpose maximization as an aspiration is taking its place in organizations, this new “purpose motive” is expressing itself in three ways:

1. In goals that use profit to reach purpose;
2. In words that emphasize more than self-interests;
3. In policies that allow people to pursue purpose on their own terms.

If we’ve spent time with young children or remember ourselves at our best – we know that we are not destined to be passive and compliant. We’re designed to be active and engaged. And we know that the richest experiences in our lives aren’t when we’re clamoring for validation from others, but when we’re listening to our own voice – doing something that matters, doing it well, and doing it in the service of a cause larger

Nine strategies for awakening your motivation

1. Give yourself a “flow test”. Set a reminder on your computer or phone to go off at 40 random times in a week. Each time your device beeps, write down what you’re doing, how you’re feeling, and whether you’re in “flow”. Record your observations and look at patterns, and consider the following questions:
 - Which moments produced feeling of flow? Where were you? What were you working on? Who were you with?
 - Are certain times of day more flow-friendly than others?
 - How might you increase the number of optimal experiences and reduce the moments you felt disengaged or distracted?
 - If you’re having doubts about your job or career, what does this exercise tell you about your true source of intrinsic motivation?
2. First, ask a big question - As you contemplate your purpose, begin with the big question: **“What’s your sentence?”** Your sentence defines your life and legacy. Examples:
 - Abraham Lincoln: “He preserved the union and freed the slaves.”
 - FDR: “He lifted us out of a great depression and helped us win a world war.”
 - A mother: “She raised four kids who became happy, healthy, adults.”
3. ...Then keep asking a small question. Real achievement doesn’t happen overnight. So at the end of each day, ask yourself: **“Was I better today than yesterday?”** You don’t have to be flawless each day. Instead look for small measures of improvement.
4. Take a Sagmeister. The designer Stefan Sagmeister has found a way to ensure he’s living a Type I life. Every seven years he closes his graphic design shop, tells his clients he won’t be back for a year, and goes off on a 365-day sabbatical.
5. Give yourself a performance review. Rather than waiting for a formal annual review process, here’s how to give yourself a performance review. Figure out your goals – learning and performance goals – and then every month, call yourself to your office and give yourself an appraisal. How are you faring? Where are you falling short? What tools, information, or support might you need to do better? Some other tips:
 - Set both smaller and larger goals so that when it comes time to evaluate yourself you’ve already accomplished some goals
 - Understand how every aspect of your work relates to your larger purpose.
 - Be brutally honest.
 - Seek feedback from others
6. Get unstuck by going oblique. Brian Eno and Peter Schmidt published a set of one hundred cards containing strategies that helped them get unstuck. Each card contains a single, often inscrutable, question or statement to push you out of a mental rut. You can buy the deck at www.enoshop.co.uk.

7. Move five steps closer to mastery.
 - Remember that deliberate practice has one objective: to improve performance.
 - Repeat, repeat, repeat. Repetition matters.
 - Seek constant, critical feedback.
 - Focus ruthlessly on where you need help.
 - Prepare for the process to be mentally and physically exhausting. That's why so few people commit to it, but that's why it works.

8. Take a page from Webber and a card from your pocket. In his insightful book **Rules of Thumb**, Alan Webber offers a smart and simple exercise for assessing whether you're on the path to autonomy, mastery, and purpose. Get a few blank 3X5 cards and on one card write your answer to this question: **"What gets you up in the morning?"** On the other side of the card, write your answer to another question: **"what keeps you up at night?"** If both answers give you a sense of meaning and direction, "Congratulations!" says Webber. Use them as your compass, checking from time to time if they are still true. If you don't like one or both answers, it opens up a new question: **"What are you going to do about it?"**

9. Create your own motivational poster. Thanks to a number of websites, you can create your own motivational posters. Motivation is deeply personal and only you know what words and images will resonate with you. Try any of these sites:
 1. Despair inc
 2. Big Huge Labs
 3. Automotivator

Nine ways to improve your company, office, or group

1. Try **"20 Percent Time"** with training wheels. Giving employees time to work on any project they want has been used successfully by Google and other companies to enhance innovation. Still many companies wonder about the cost and effectiveness. If you have concerns, try starting out at 10 percent time. And instead of committing to it forever, try it for six months. By creating this island of autonomy, you'll help people act on their great ideas and convert their downtime into more productive time.

2. Encourage peer-to-peer "now that" rewards. At any point, without asking permission, anyone in the company can award a \$50 bonus to any colleague (Kimley-Horn and Associates). Because these bonuses are noncontingent rewards, they avoid the flaws of most corporate carrots. And because they come from a peer, not a boss, they carry a different meaning.

3. Conduct an autonomy audit. How much autonomy do the people in your organization really have? Conduct an audit to find out. Ask everyone in your department or on your team, on a scale from 1-10:
 - How much autonomy do you have over your tasks at work – your main responsibilities and what you do in a given day?
 - How much autonomy do you have over your time at work – for instance, when you arrive, when you leave, and how you allocate your hours each day?
 - How much autonomy do you have over your team at work – that is, to what extent are you able to choose the people with whom you typically collaborate?
 - How much autonomy do you have over your technique at work – how you actually perform the main responsibilities of your job?
4. Take three steps toward giving up control. Type X bosses relish control. Type I bosses relinquish control. Here are three ways to begin letting go:
 - Involve people in goal-setting. People often have higher aims than the ones you assign them.
 - Use noncontrolling language. Rather than “must” or “should”. Try “think about” or “consider”. A small change in wording can help promote engagement over compliance and might even reduce some people’s urge to defy.
 - Hold office hours. Take a cue from college professors and set aside one or two hours a week when your schedule is clear and any employee can come in and talk to you about anything that’s on his or her mind.
5. Play “whose purpose in it anyway?” Gather your team and hand everyone blank 3X5 card. Ask each person to write down in one sentence: “What is your company’s or organizations purpose?” Collect the cards and read them aloud. What do they tell you? This simple inquiry can offer a glimpse into the soul of your enterprise. If people don’t know why they are doing what they’re doing, how can you expect them to be motivated to do it?
6. Use former U.S. labor secretary, Robert Reich’s pronoun test. When you talk with employees, listen carefully to the pronouns they use. Do they refer to their company as “they” or as “we”? The difference matters. Everybody wants autonomy, mastery, and purpose. The thing is, “we” can get it – but “they” can’t.
7. Design for intrinsic motivation. Ask yourself: How does the physical environment of your workspace promote or inhibit autonomy, mastery, and purpose?

8. Promote Goldilocks for groups. Goldilocks tasks are not too easy or too hard, and deliver a sense of flow. Try these tips:
 - Set up diverse work groups so people will stimulate and learn from each other.
 - Make your group a “no competition” zone.
 - Try a little task-shifting. If someone is bored with his current assignment, see if he can train someone else in the skills he’s already mastered. Then see if he can take on some aspect of a more experienced team member’s work.
 - Animate with purpose. Nothing bonds a team like a shared mission.

9. Turn your next off-site into a FedEx day. Set aside an entire day where employees can work on anything they choose, however they want, with whomever they’d like. Make sure they have the tools and resources they need. And impose just one rule: People must deliver something – a new idea, a prototype of a product, a better process – the following day.