

## Drive by Daniel Pink

The surprising truth about what motivates us.

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### Seven Reasons Carrots & Sticks Don't Work (sometimes)

- Extinguish intrinsic motivation and diminish performance
- Crush creativity
- Crowd out good behavior
- Encourage cheating & unethical behavior
- Can become addictive (entitled)
- Can foster short-term thinking

### Autonomy

- Studies show autonomy promotes:
  - Better grades
  - Enhanced persistence at school and in sports
  - Higher productivity, less burnout
  - Greater levels of psychological well-being
- Businesses that offer autonomy grew 4 x the rate of control-oriented firms and had 1/3 the turnover
- Results Only Work Environment (ROWE) – Gap, Best Buy, Meddus

### Four T's of Autonomy

- Autonomy over **task**
- Autonomy over **time**
- Autonomy over **technique**
- Autonomy over **team**

### Mastery

- Engaged when in an autotelic experience
- Better word for it is 'flow'
- Goals are clear, feedback is immediate
- Challenging, but not impossible
- Goldilocks tasks and Sawyer effect
- In flow – you are engaged and focused – time and place melt away
- We get in flow in pursuit of mastery

## Three Laws of Mastery

- Mastery is a mindset – entity theory versus incremental theory
- Mastery is a pain – requires a lot of effort
- Mastery is asymptote – you can only get close, never there

## Purpose

- We are naturally purpose seekers
- Gen Y, millennials – redefining success – not about money
- Want to make the world better
- Companies that do both
  - TOMS: makes shoes, for every pair you buy, they give one to a child in a developing country
- The MBA Oath (Harvard)

## Individual Strategies

- Ask a big question: What's my sentence?
- Ask the small question: Was I a little better today than yesterday?
- Go oblique to get unstuck
- To don't lists
- Write it down: What gets you up in the morning? What keeps you up at night?
- Create your own motivational poster

## Organizational Strategies

- Non-commissioned time – FedEx days, 20 percent time
- Give 'now that' rewards
- Managers – involve people in goals; use noncontrolling language; hold office hours
- Ask about purpose/listen for pronouns
- Compensation – fair, above average, wide-ranging, relevant, hard to game

## Drive

- The best use of money as a motivator is to pay enough to make it a non-issue
- Tap into the deep-seated desire to direct our own lives, extend and expand our abilities, and make a contribution
- Strengths aligns with and supports autonomy and mastery – best flow in your top talents