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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 an external, carrot-and-stick motivators-doesn't work and often does harm. We need an upgrade. And science shows the way. This new approach has three essential elements: (1) **autonomy** – the desire to direct our own lives; (2) **mastery** – the urge to make progress and get better at something that matters; and (3) **purpose** – the yearning to do what we do in the service of something larger than ourselves.

Introduction

Human beings have a biological drive that includes hunger, thirst, and sex. We also have another long recognized drive: to respond to rewards and punishment in our environment. But in the middle of the 20th century, a few scientists began discovering that humans also have a third drive – what some call "intrinsic motivation." For several decades behavioral scientists have been figuring out the dynamics and explaining the power of our third drive. Alas, business hasn't caught up to this new understanding. If we want to strengthen our companies, elevate our lives, and improve the world, we need to close the gap between what science knows and what business does.

Part One, A New Operating System

Chapter 1. The Rise And Fall Of Motivation 2.0

Societies, like computers, have operating systems – a set of mostly invisible instructions and protocols on which everything runs. The first human operating system – call it my motivation 1.0 – was all about survival. Its successor, Motivation 2.0, was built around external rewards and punishments. That worked fine for routine 20th-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.

Chapter 2. Seven Reasons Carrots And Sticks (Often) Don't Work...

When carrots and sticks encounter a third drive, strange things begin to happen. Traditional "if-then" rewards can give us less of what we want: they can extinguish intrinsic motivation, diminish performance, crush creativity, and drive out good behavior. They can also give us more of what we don't want: they can encourage unethical behavior, create addictions, and foster short-term thinking. These are the bugs in our current operating system.

Chapter 2a. ...And The Special Circumstances When They Do

Carrots and sticks aren't all bad. They can be effective for role-based routine tasks – because there is little intrinsic motivation to undermine and not much creativity to crush. And they can be more effective still if those giving such rewards offer a rationale for why the task is necessary, acknowledge that it is boring, and allow people autonomy over how they completed. For non-routine conceptual tasks, rewards are more perilous – especially those of the "if-then" variety. But "now-then" rewards – non-contingent rewards given

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after it task is completed – can sometimes be okay for more creative, right-brain work, especially if they provide useful information about performance.

Chapter 3. 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 is necessary for the smooth functioning of the 20-first-century business, depends on and fosters Type I behavior. **Type I behavior** concerns itself less with the external rewards and activity brings and more with the inherent satisfaction of the activity itself. For professional success and personal fulfillment, we need to move our colleagues and ourselves from **Type X to Type I**. The good news is that Type I's are made, not born – and Type I behavior leads to stronger performance, greater health, and higher overall well-being.

Part two, The Three Elements

Chapter 4. Autonomy

Our "default settings" is to be autonomous and self-directed. Unfortunately, circumstances – including outdated notions of "management" – often conspire to change that default setting internist from Type I 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). Organizations that have found inventive, sometimes radical, ways to boost autonomy are outperforming their competitors.

Chapter 5. Mastery

While Motivation 2.0 required compliance, **Motivation 3.0 demands engagement.** **Only engagement can produce mastery – becoming better at something that matters.** And the pursuit of mastery, an important but often dormant part of our third drive, has become essential to making one's way in the economy. Indeed, making progress in one's work turns out to be the single most motivating aspect of many jobs. Mastery begins with "flow" – optimal experiences when the challenges we face are exquisitely matched to our abilities. Smart workplaces therefore supplement day-to-day activities with "Goldilocks tasks" – not too hard and not too easy. But mastery also abides by three peculiar rules. **Mastery is a mindset: it requires the capacity to see your abilities not as finite, but as infinitely improvable.** Mastery is a pain: it demands effort, grit, and deliberate practice. And mastery is an asymptote: it's impossible to fully realize, which makes it simultaneously frustrating and a lowering.

Chapter 6. Purpose

Humans, by their nature, seek purpose – to make a contribution and to be a part of a cause greater and more enduring than themselves. But traditional businesses have long considered purpose ornamental – a perfectly nice accessory, so long as it didn't get in the way of the important things. But that's changing – thanks in part to the rising tide of aging baby boomers reckoning with their own mortality. **In Motivation 3.0, purpose maximization is taking its place alongside profits maximization as an aspiration**

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and a guiding principle. Within organizations this new "purpose motive" is expressing itself in three ways: in goals that use profit to reach purpose; in words that emphasize more than self-interest; and in policies that allow people to pursue purpose on their own terms. This move to accompany profit maximization with purpose maximization has the potential to rejuvenate our businesses and remake our world.