



Drive:
The Surprising Truth About What Motivates Us

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Author's Bio: Daniel H. Pink is the author of *A Whole New Mind*, a long-running New York Times and Business Week bestseller that has been translated into twenty languages.

He also lectures to corporations, associations, and universities around the world on economic transformation and the new workplace. Pink lives in Washington, D. G., with his family.

Author's big thought: This book is a paradigm-shattering look at what truly motivates us and how we can use that knowledge to work smarter and live better. Most of us believe that the best way to motivate ourselves and others is with external rewards like money—the carrot-and-stick approach. The secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things. and to do better by ourselves and our world. In *Drive*, Pink examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action.

Introduction- The Puzzling Puzzles of Harry Harlow and Edward Deci

- Human beings have a biological drive that in that includes hunger, thirst, and sex. We also have another long-recognized drive: to respond to rewards and punishments in our environment.
- In the middle of the twentieth 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 motivational operating systems, are sets of assumptions and protocols about how the world works and how humans behave, that run beneath our laws, economic arrangements, and business practices.
- Motivation 1.0 presumed that humans were biological creatures, struggling for survival. Its successor, Motivation 2.0 presumed that humans also responded to rewards and punishments in their environment. That worked fine for routine twentieth-century tasks. But in the twenty-first 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.
- Motivation 3.0, the upgrade we now need, presumes that humans also have a third drive—to learn, to create, and to better the world.

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

- When carrots and sticks encounter our third drive, strange things begin to happen. Traditional “if-then” rewards can give us less of what we want:
- The Seven Deadly Flaws are:
 1. They can extinguish intrinsic motivation.
 2. They can diminish performance.
 3. They can crush creativity
 4. They can crowd out good behavior.
 5. They can encourage cheating, shortcuts, and unethical behavior.
 6. They can become addictive.
 7. They can 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 rule-based routine tasks—because there's 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's boring, and allow people autonomy over how they complete it.
- For non-routine conceptual tasks, rewards are more perilous—particularly those of the “if-then variety.
- But “now that” rewards—non-contingent rewards given after a task is complete—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's necessary for the smooth functioning of twenty-first-century business, depends on and fosters Type I behavior.
- Type I behavior concerns itself less with the external rewards an activity brings and more with the inherent satisfaction of the activity itself. Type I behavior is a way of thinking and an

approach to life built around intrinsic, rather than extrinsic, motivators. It is powered by our innate need to direct our own lives, to learn and create new things, and to do better by ourselves and our world.

- For professional success and personal fulfillment, we need to move ourselves and our colleagues 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 setting” is to be autonomous and self-directed. Unfortunately, circumstances—including outdated notions of management—often conspire to change that default setting and turn us 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).
- Companies that offer autonomy, sometimes in radical doses, 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.
- 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.
- 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.
- 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 alluring.

Chapter 6: Purpose

- Humans, by their nature, seek purpose—a cause greater and more enduring than themselves.
- In America alone, one hundred boomers turn sixty every thirteen minutes. Every thirteen minutes another hundred people—members of the wealthiest and best-educated generation the world has ever known—begin reckoning with their mortality and asking deep questions about meaning, significance, and what they truly want. When the cold front of demographics meets the warm front of unrealized dreams, the result will be a thunderstorm of purpose the likes of which the world has never seen.

- 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 profit maximization as an aspiration and a guiding principle.
- Within 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-interest;
 3. 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.

Recommendation: Drive is the rare book that will get you to think and inspire you to act. Pink makes a strong, science-based case for rethinking motivation-and then provides the tools you need to transform your life.

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Many CEO's find themselves asking “What now?” to sensitive situations that only an experienced former CEO can understand. Frumi is brought in to solve problems and often remains to work with you, as your confidante and secret weapon. She has an uncanny knack of getting to the heart of your corporate climate and maximizing your team’s performance, profitability and sustainability.

To schedule a free *Break From the Pack to Success* consultation email ceoconfidante@frumi.com or call 949-729-1577