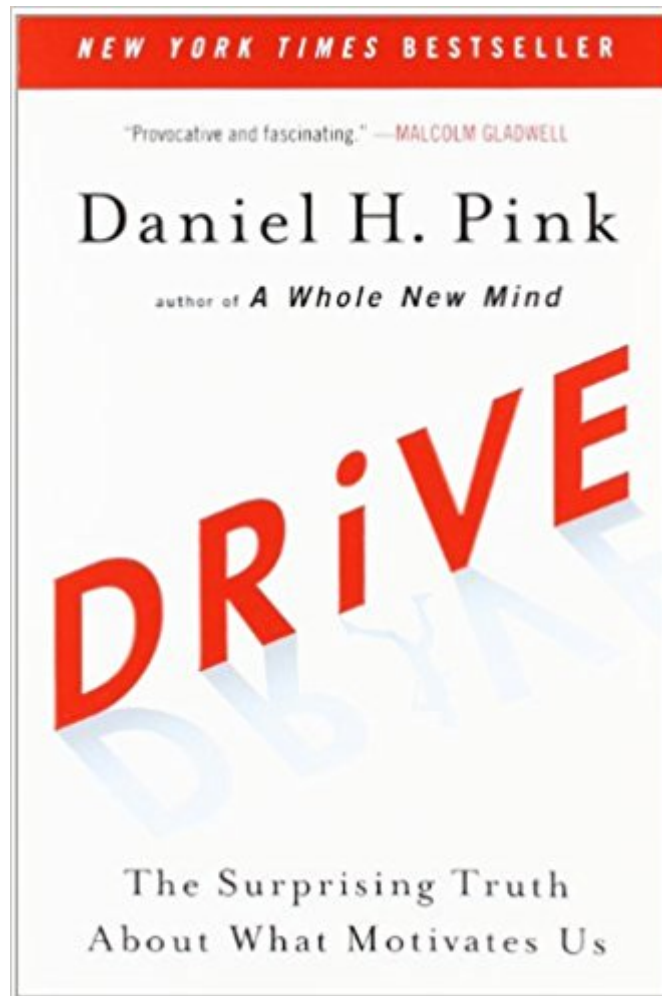




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# Drive: The Surprising Truth About What Motivates Us



## Synopsis

Look out for Daniel Pink's new book, *When: The Scientific Secrets of Perfect Timing* The New York Times bestseller that gives readers a paradigm-shattering new way to think about motivation. Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that 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. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

## Book Information

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## Customer Reviews

"Pink makes a convincing case that organizations ignore intrinsic motivation at their peril."

-Scientific American "Persuasive . . . Harnessing the power of intrinsic motivation rather than

extrinsic remuneration can be thoroughly satisfying and infinitely more rewarding." -Miami Herald

"These lessons are worth repeating, and if more companies feel emboldened to follow Mr. Pink's

advice, then so much the better." -Wall Street Journal "Pink is rapidly acquiring international guru

status . . . He is an engaging writer, who challenges and provokes." -Financial Times "Pink's ideas deserve a wide hearing. Corporate boards, in fact, could do well by kicking out their pay consultants for an hour and reading Pink's conclusions instead." -Forbes "Pink's deft traversal of research at the intersection of psychology and economics make this a worthwhile read-no sticks necessary." -SEED "[Pink] continues his engaging exploration of how we work." -Inc. Magazine "Pink's a gifted writer who turns even the heaviest scientific study into something digestible-and often amusing-without losing his intellectual punch." -New York Post "A worthwhile read. It reminds us that those of us on the right side of the brain are driven furthest and fastest in pursuit of what we love." -Minneapolis Star Tribune "Pink's analysis--and new model--of motivation offers tremendous insight into our deepest nature." -Publishers Weekly "Important reading...an integral addition to a growing body of literature that argues for a radical shift in how businesses operate." -Kirkus "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." -Dr. Mehmet Oz, co-author of YOU: The Owners Manual

Daniel H. Pink is the author of four provocative books -- including the long-running New York Times bestseller, *A Whole New Mind*, and the #1 New York Time bestseller, *Drive*. His books have been translated into 33 languages.

I think the notion of motivation 2.0 is well known to be of the past and if you do not believe it, I think it is good to pick up this book and read for yourself the examples and experts opinions.

I love that scientists would develop tests to determine what motivates us, from primates to American workers, and juxtapose that with what American businesses (many billion dollar, S&P 500 companies) thinks we want in our work environment. Believe me, it's miles and cities apart. I will not get political, but some people in Washington might learn a few things about human behavior, and how some of our government programs effect the populace, if they would only read this book. Based on the completely viable facts in this book, much of what our government thinks is helping Americans is, actually, hurting them. That aside, if you run a sales organization, take a look at how you manage your team. Are you managing the people or are you managing the work that needs to be done? Big difference is what you do and the results you get.

As the title indicates, this book is about what motivates us to perform and the evolution of the

underlying motivations as time progressed. The main concept introduced by Daniel is what he calls "the Motivational Operating Systems". In his own words these are "the sets of assumptions and protocols about how the world works and how humans behave, that run beneath our laws, economic arrangements, and business practices." The author then goes on to explain the progression of this operating system: "Motivation 1.0 presumed that humans were biological creatures, struggling for survival. Motivation 2.0 presumed that humans also responded to rewards and punishments in their environment. 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." Despite the upgrade in the underlying motivational operating systems, Daniel argues that "most business haven't caught up to this new understanding of what motivates us. Too many organizations...still operate from assumptions about human potential and individual performance that are outdated, unexamined, and rooted more in folklore than in science. They continue to pursue practices such as short-term incentive plans and pay-for-performance schemes in the face of mounting evidence that such measures usually don't work and often do harm"

A very insightful read on human behavior/motivation backed by years of scientific research. The book not only presents the concepts but also presents to us what its implications are from a management and leadership standpoint. Another great feature of the book is the summary and glossary of terms at the end. They serve as a great reference/refreshers. A recommended read!

Below are some excerpts from the book that I found particularly insightful:

- 1- "Carrots and Sticks: The Seven Deadly Flaws - 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."
- 2- "...For creative, right-brain, heuristic tasks, you're on shaky ground offering "if-then" rewards. You're better off using "now that" rewards. And you're best off if your "now that" rewards provide praise, feedback, and useful information."
- 3- "...Type I behavior emerges when people have autonomy over the four T's: their task, their time, their technique, and their team."
- 4- "The first two legs of the Type I tripod, autonomy and mastery, are essential. But for proper balance we need a third leg - purpose, which provides a context for its two mates. Autonomous people working toward mastery perform at very high levels. But those who do so in the service of some greater objective can achieve even more. The most deeply motivated people - not to mention those are most productive and satisfied - hitch their desires to a cause larger than themselves."
- 5- "Motivation 2.0 centered on profit maximization. Motivation 3.0 doesn't reject profits, but it places equal emphasis on purpose maximization."
- 6- "So, in the end, repairing the mismatch and bringing our understanding of motivation into the twenty-first

century is more than an essential move for business. It's an affirmation of our humanity."7- "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. We need an upgrade. And the 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 get better and better at something that matters; and (3) Purpose - the yearning to do what we do in the service of something larger than ourselves."8- "Type I behavior: 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. Type X behavior: Behavior that is fueled more by extrinsic desires than intrinsic ones that concerns itself less with the inherent satisfaction of an activity and more with the external rewards to which that activity leads."

Pink and I are definitely on the same thought pattern. I have been wanting my company to give its employees more autonomy for quite some time now. But they'll not have any of it. While reading this book I had to give someone only a ten cent raise (at his annual review) because he had been less than a minute late 4 times over a period of six months. I couldn't believe I was not aloud to give him any more. The old industrial revolution format of carrot and stick or to old for the connection economy. Bring on the new, better way of allowing people there freedom. We've been slaves to the system for to long time to start the conversation Pink talks about at the end of this book and bring in the new revaluation. Fallow me on Twitter @wmichaelbrown. I don't know why other than it'll be fun to connect while taking this journey in this new world we live in. Read this book and help the movement.

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