

Daniel H Pink 2009 Drive: The Surprising  
Truth About What Motivates Us  
New York Riverhead Books

Operating Systems

1.0 Survival

2.0 Economic Incentives

3.0 Intrinsic Motivation

"many times [extrinsic incentives] inflict  
collateral damage" 27

They work best for repetitive algorithmic  
jobs - not heuristic work

Brano Frey Homo Economicus Maturus  
"endowed with a more refined ~~and~~  
motivational structure" 28

"adding certain kinds of extrinsic rewards  
on top of inherently interesting tasks can  
often dampen motivation and diminish  
performance" 31

"An organization flatter, companies need  
more people who are self-motivated" 132

The intrinsic motivation becomes  
important once a baseline threshold is exceeded

Sawyer effect "the sudden surge of rewards"  
Mark Lepper and David Greene

"This is one of the most robust findings in social  
science - and also one of the most ignored" 39

goal setting can induce unethical behavior

VM

"most of the scandals and misbehavior that have seemed endemic to modern life involve shortcuts" p51

"By offering a reward, a principal signals to the agent that the task is undesirable" 54

"Rewards" additive qualities can... distort decision-making 54

activation of nucleus accumbens

"They can foster short-term thinking" 58

"Any extrinsic reward should be unexpected and offered only after the task is complete" 66

Edward Deci + Richard Ryan - Univ of Rochester - self-determination theory - three innate psychological needs - competence, autonomy, and relatedness" 72

"Human beings have an innate inner drive to be autonomous, self-determined, and connected to one another" 73

positive psychology movement

Mihaly Csikszentmihalyi - flow

Douglas McGregor - MFT Theory X and Y

Meyer Friedman type A + B

Pink type I + X

"These behavioral patterns aren't fixed traits. They are proclivities that emerge from circumstances, experience, and context" 78

"Type I behavior is a renewable resource" <sup>80</sup> ~~80~~

Gary Hamel management is a technology  
autonomy is different from independence  
 perceived control is an important component  
 of happiness

control is the opposite of autonomy  
 compliance engaged  
 McClelland "autotelic experience" He found  
 people's most satisfying experiences were at work.  
 flow state for a notch or two above  
 current abilities - stretches the mind  
 and body so that the effort is the  
 most delicious reward

dearly in the moment - utterly in control  
 At Davor Becker, Steyer, & Friedman  
 were asked what was the most important  
 issue in economics all three agreed  
 even failed to offer a rich enough account  
 of motivation

for a large group of US industrial scientists  
 and engineers intellectual challenge was  
 the best predictor of productivity 117

Carol Dweck Stanford - entity vs  
 incremental theories of intelligence

performance vs learning goals  
 "Mastery is an asymptote" 126  
purpose

ML "I think that evolution had a hand in selecting people who had a sense of doing something beyond themselves" 134

we & they comparison

how people spend their money is as important as how much they have

"the mismatch between what we know and what business does. The gap is wide" 145