What Makes You *Do* Stuff?

The Psychology of Motivation

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# References and Further Reading

* *Drive* by Daniel Pink
* *Punished by Rewards*: *The Trouble with Gold Stars, Incentive Plans, A’s, Praise, and Other Bribes* by Alfie Kohn
* Dan Pink’s Autonomy Audit: http://www.danpink.com/audit/

# Ways to Promote Type I – The Detailed List

## General

* **Use “Now-That” rewards, not “If-Then” rewards.**
* Don’t frame traditions or benefits as rewards. They’ll become expected.
* Avoid using policies or quotas to motivate. They become the new status quo.
* Use frequent, real feedback instead of simple praise.
* **Identify your and your team’s Types:**
  + Motivate Type I people via the three components of Type I.
  + Motivate Type X people via algorithmic tasks.
  + Let Type X people convert at their own pace – or not.

## Hiring, Firing, and Measuring

* Pay more than average – and be internally and externally fair with pay.
* Don’t use performance metrics. If you absolutely must, use performance metrics that are:
  + Wide-ranging
  + Relevant
  + Hard to Game
* Mixing Type X and Type I people can be dangerous. Proceed with caution.
* If you’re committing to Type I… be prepared to let people go.
  + Something like Zappo’s New Hire Buyout works excellently to maintain a Type I team.
* Aim for diverse teams and allow cross-training between team members.

## Autonomy

* Institute paid time for noncommissioned work
  + Google’s 20% time, Ship-It Days, Hackathons, Fed-Ex Days, etc.
* Run an anonymous autonomy audit.
  + Dan Pink has a format for it here: http://www.danpink.com/audit/
* Practice relinquishing control to your team.
  + Use non-controlling language, e.g. “We should” instead of “we must”.
* Allow employees to select the project they’ll work on. **If not that, at least allow them the selection of their task.**

## Mastery

* Find and use your team’s Goldilocks Zones:
  + These are tasks that aren’t too hard or too easy – they’re just right.
* **Drive out fear from your team, especially fear of failure!**
  + Make your teams “no-competition” zones
* Make your feedback emphasize effort, not just talent, to avoid trapping people in a label.
* Allow progress towards mastery at each person’s pace.
* Remember that secondary skills matter, too!

## Purpose

* Know your story – both as a company, and as a project.
  + Make sure people know that story by heart!
* Animate with purpose, don’t motivate with rewards
* **Do good things!**