

## The Three Evolutionary Motivations

1.0 Purely biological drive to survive → 2.0: Seek reward and avoid punishment more broadly (extrinsic) →

**3.0**

### Extrinsic vs Intrinsic Motivation

Extrinsic (carrot/stick, if-then) motivation assumes people won't work unless forced.

Extrinsic motivation undermines intrinsic motivation.

Intrinsic motivation assumes people taking an interest in work is "as natural as play or rest."

*For creative work, be careful of rewards. The essential requirement: Any extrinsic reward should be unexpected and offered only after the task is complete.*

Ethical standards aren't enough, especially if they result in a set of boxes to check off.

"People might meet the minimal ethical standards to avoid punishment, but the guidelines have done nothing to inject purpose into the corporate bloodstream."

## Autonomy

- \* Autonomy <> Independence.
- \* Independence = relying on nobody.
- \* Autonomy = "acting with choice...interdependent with others."

### The Four Autonomy Essentials

Allowing people to choose *at least some of*

1. **Task** WHAT one works on, e.g "20% Time."
2. **Time** WHEN one works. Not punching a time clock or "flex time."
3. **Technique** HOW one accomplishes the tasks.
4. **Team** WHO one works with.

## Mastery

Qualities of Mastery: **Flow and Engagement**

When people are in flow,

- \* Goals are clear
- \* Challenge is just within ability
- \* Feedback is immediate
- \* Effort is the reward

## Purpose

### Goals

- \* Traditional businesses are **profit** maximizers, new entities are **\*purpose** maximizers
- \* Money isn't the most important compensation, it's the "ability to give back to society through work."

### The Good Life

- \* People attaining purpose goals have higher levels of satisfaction, and **lower** anxiety and depression
- \* People attaining profit goals have steady--but not increasing--levels of satisfaction, and **higher** anxiety and depression.

*Employees--people--aren't "human resources." They're partners.*