

# KNOW YOUR MOTIVATION

DRIVE BY DANIEL H. PINK

## DRIVES

Humans have a biological drive that includes hunger, thirst and sex. We also have another long-recognised drive: to respond to rewards and punishments in our environment. But in the middle of the twentieth century, a few scientists began discovering that humans also have a third drive - what some call "intrinsic motivation."

## CARROTS AND STICKS

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: They can extinguish intrinsic motivation, diminish performance, crush creativity, and crowd out good behaviour.

### TYPE X BEHAVIOUR

Type X people are fueled by extrinsic desires. They concern themselves with the external rewards to which an activity leads, such as money.



### TYPE I BEHAVIOUR

Driven by intrinsic desires, Type I people are concerned with the inherent satisfaction of the activity itself.

PLAYER  
OR PAWN?

## UNDERSTANDING TYPE I MOTIVATION

WHAT  
IS YOUR  
LEGACY?

### AUTONOMY

Old-fashioned ideas of management presume that to take action or move forward, we need a prod – that absent a reward or punishment, we'd remain happily and inertly in place. Science shows us that this isn't true for knowledge workers, and instead we desire to direct our own lives. We need autonomy over task (what we do), time (when we do it), team (who we do it with) and technique (how we do it).

#### EXAMPLES

Results-only working environments  
FedEx days  
20% time

### MASTERY

This is the urge to get better and better at something that matters. Mastery begins with "flow" – optimal experiences when the challenges we face are exquisitely matched to our abilities.

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.

MAXIMISE  
YOUR FLOW

### PURPOSE

Humans, by their nature, seek purpose – a cause greater and more enduring than themselves. Organisations can embrace this "purpose motive" in three ways: in goals that use profit to reach purpose; in words that emphasize more than self-interest; and in policies that allow people to pursue purpose on their own terms.