



## **Drive** by Daniel Pink

Book review by Chris Ferdinand

Ten minute illustrated overview:

**RSA Animate - Drive: The surprising truth about what motivates us**

<http://www.youtube.com/watch?v=u6XAPnuFjJc&feature=related>

Video interview for a business magazine (8 minutes)

**Daniel Pink: What Really Motivates Workers**

<http://www.youtube.com/watch?v=feDJ3zL23qw&feature=related>

Daniel Pink on the surprising science of motivation (28 min)

<http://www.youtube.com/watch?v=rrkrvAUbU9Y&feature=related>

## **What Motivates Us?**

External rewards narrow our focus. When work is routine, has a defined outcome, and is boring, external rewards (and punishments) are fantastic at motivating performance.

*(External motivators work fantastically for things like packing widgets into a box.)*

In the new millennium, many aspects of your business are probably based on work that's non-routine, with undefined or open-ended solutions. It's challenging. It's exciting. It's actually kind of fun (or it could be, if we didn't beat the fun out of people). For this kind of work, external rewards and punishments can actually make people **perform worse**.

Instead, there are three essential elements for motivating people:

- **Autonomy.** Providing people with freedom and flexibility to choose how, when and where they complete their work.
- **Mastery.** People have a natural desire to become very good at things they're passionate about. Align employees with "Goldilocks Assignments" – work that's not too easy or too challenging, but just right. Help them get better at things they love doing by providing them with timely, frequent, actionable feedback.
- **Purpose.** Instead of trying to inspire people to make a business more money, give them a sense of purpose. At Zappos, employees are told that their job is to "create happiness" for customers.

Dan makes a point of stressing that money is important, but that it's not an effective motivator for non-routine, open-ended tasks.

He recommends that organizations pay people fairly and take the issue of money off the table. Then focus on providing autonomy, mastery and purpose to unleash peoples' inner drive.

## How to Unleash Your Peoples' Drive

### Here's what I took away from the book:

1. Hire great people, and place them in jobs that fit their strengths, skills and passions.
2. Get out of the way. Provide people with the freedom to do great work.
3. Provide regular, actionable feedback.
4. Inspire people with goals that are more meaningful than just making the company and shareholders more money.

*Drive* is a quick, fun read, and even includes a toolkit to help you put the ideas in the book into action. This is one of my must-read business books of 2010.