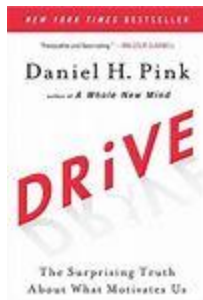


FWPMI Book Review by Greg Hutson  
“DRIVE; The Surprising Truth About What Motivates Us”  
by Daniel H. Pink

Publisher:	Riverhead Books
Date of Publication:	2009
Number of pages:	270
Book Club rating:	4.0

***Plot Summary:***



The author starts with an introduction of the results of a monkey experiment done by behavioral scientist Harry Harlow in 1949. Scientists were aware of two primary drives influencing behavior. The first was biological drive and the second is rewards and punishment (carrot and stick behavior). They discovered what amounted to a third drive during the experiment: “The performance of a task,” providing an intrinsic reward. The maxim back in the day and somewhat today, “Reward me and I’ll work harder”. About 20 years later, another behavioral scientist named Edward Deci picked up on this third drive in his research. Deci found, “when money is used as an external reward for some activity, the subjects lose intrinsic interest for the activity.” Rewards can deliver a short-term boost—just as a jolt of caffeine can keep you going for a few more hours. But the effect wears off and worse, can reduce a person’s longer-term motivation to continue the project. This is a book about motivation based on the research of two behavioral scientists that challenged the thinking of their day and continues today. Acceptance of their findings are slowly taking hold today. Their research leads the reader into Motivation 2.0 and Motivation 3.0. Motivation 2.0 is considered “extrinsic” behavior based on external rewards and punishment; the carrots and stick approach. Motivation 3.0 is considered to be “intrinsic” behavior fueled by performance and completion of the task or activity. Extrinsic rewards (if-then) can extinguish intrinsic motivation, diminish performance, crush creativity, crowd out good behavior, encourage cheating, shortcuts, and unethical behavior, can become addictive, and foster short-term thinking. This is not to say that rewards are completely bad. The point of course, is to ensure that the baseline rewards such as salaries and benefits are adequate and fair. Without a healthy baseline, motivation of any sort is difficult and often impossible. Extrinsic behavior is “algorithmic”, linear and routine tasks whereas intrinsic behavior is “heuristic”, conducive to creativity. Working as a grocery check out clerk is algorithmic whereas running an ad campaign is heuristic. Generally speaking, individual’s behaviors are either Type X (extrinsic) or Type I (intrinsic). Type X behavior cares less about

intrinsic and concerns itself more with the external rewards of an activity. Type I behavior cares more about the activity itself and less about the external rewards. To the Type I, the activity itself is the reward. Type I's almost always outperform Type X's in the long run. Type I behavior is both born and made. Type I behavior does not disdain money or recognition. Type I behavior is a renewable source. Type I behavior promotes greater physical and mental well-being. Type I behavior depends on three nutrients. They are autonomy, mastery, and purpose. The book ends with an assortment of tools (a toolkit) for individuals and organizations to foster and promote Type I behavior.

### ***Book Club Meeting Discussion:***

We discussed in detail the differences between Motivation 2.0 and Motivation 3.0 behavior and the application of each in our different work places. What does extrinsic mean? What does intrinsic mean? Are these ideas playing out in our work places? The group keyed in on "flow" or what is known as being in the "zone" when working on an activity or project. One statistic briefly discussed was McKinsey & Co estimates, that in the U.S., only 30 percent of job growth now comes from algorithmic work, while 70 percent comes from heuristic work. The key reason being routine work can be outsourced or automated; artistic, empathic, nonroutine work generally cannot. Regarding Type X and Type I behavior, we went around the table polling each individual which behavior they were more aligned with and what their organizations exhibited regarding the two. The differences between the two and their practical application were discussed. We all agreed that to some extent Type I behavior can be implemented in an organization but not completely. There are too many constraints in mid-size to small organizations that prevent full Type I organizations. Mid-size and small organizations have to be creative (Type I?) in applying extrinsic rewards to foster increased performance. Brief discussions were held regarding the three nutrients of Type I which are autonomy, mastery, and purpose. Mastery is a mindset, a pain, and asymptote. You can approach mastery but it's always out of reach. The purpose motive is in three realms of organization life—goals, words, and policies.

### ***Personal Comments:***

This book is a keeper and will be in my library for reference and refresher purposes. It was revealing to me as I considered my work experience over almost four decades and could identify with both behaviors in said experience. Most of my career has been under Motivation 2.0 and occasionally under Motivation 3.0 where I excelled the most. This book and its contents are relevant to the changes we see in society as a whole. As one looks out over the labor force and the transitional changes occurring, this book should be read by managers and business owners alike to prepare themselves for the next generation as well as the current generation of millennials. As a city manager, this book benefits me when tasking those I oversee with activities and projects. I was struck with the statistic by McKinsey and Co. estimating that in the U.S. only 30 percent of job growth now comes from algorithmic work, while 70 percent comes from heuristic work. A sobering statistic that requires me to be prepared and this book goes a long way towards that. Overall, I gave this book a 5 rating, only because of it's relevance as a whole.