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July 11, 2010

Pink, D.H. (2009). *Drive*. New York, NY: Penguin Group.

I. Overview of the Book

Daniel Pink, author of the best-selling book *A Whole New Mind*, forces the reader to challenge our foundational knowledge of motivation as it exists in business today in his latest work: *Drive*. His powerful style combines compelling stories, supporting research, and simple logic to question the ground of the typical “carrot and stick” motivation. His articulate introduction of the problem leads into a precise definition of the three primary factors necessary to embrace his new model: autonomy, mastery, and purpose. The last section of the book is filled with practical tools to implement his strategy and conduct further reading and personal experiments.

The purpose of *Drive* is clear: change the model of motivation in our businesses, educational systems, and even our personal lives. His pursuit is that we, as readers, would embrace an idea of Type I motivation over a Type X motivation. “[Type I] concerns itself less with the external reward to which an activity leads and more with the inherent satisfaction of the activity itself” (Pink, pg. 77).

Pink provides clear research which supports the thinking that extrinsic rewards don’t produce intrinsic motivation. Perhaps for me the most compelling story of the book involved a study conducted in 1969 by Edward Deci. Two separate groups were brought in to work on a Soma puzzle. Each had three different sessions. Group A was promised and given a monetary reward for their performance in the second session, but was told when they arrived for their third

sessions, there would be no reward. The results showed that the Group B without any reward performed better in the third session than that of the group who had been given a monetary reward on the second day and nothing on the third. The reward had a counter effect on the third session. This summarizes Pink's thoughts and gives legs to his teaching on motivation. He uses other current day examples of people working on things out of their passion for what they do over their extrinsic reward system or promise. Some of these include Firefox, Wikipedia, and Linux as all "open source" software, meaning it was developed by people who simply love what they do.

Pink's purpose is to convince the reader that we all have the ability to lead in such a way that we minimize the false systems of motivation that are so evident in business today, and allow people to work powerfully using Type I motivation. His clear presentation of not only the needed attributes, but also the practical steps, leaves little doubt as to his conviction that this is the right new direction for the business market.

The themes of *Drive* illustrate how our current system doesn't work, but how a new model is possible, effective, and ready to be implemented if we are willing to embrace it. The extrinsic motivation (Type X) can have a counter effect on desired outcomes and produce negative results in the long run. However, Type I allows the user to free the employees to new heights. This is accomplished through three distinct characteristics which lace Pink's book. The first is Autonomy, which is the freedom to work on our own terms. "It means acting with choice" (pg. 90), rather than always working alone. The areas of autonomy which must be evaluated include task, time, technique, and team. The second piece of Type I motivation is mastery. This is simply the idea that we work to get better at something... we work towards mastery, though it will never be fully attained. It's our drive to become stronger at our area of

passion. The final attribute is purpose. Here Pink talks about the evolving types of business from non-profit to for-purpose where they unite behind a common purpose. TOMS Shoes is an example of this. All of these contribute to the underlying themes of the book that simply cause us to question every type of rewards system we have ever instituted into a team, business, or employee.

II. Critique of the book

Pink's book was an intriguing read with plenty of compelling arguments to force the reader to step back and mull over the implications of his proposed model. Though he offers some very practical steps to be taken, there is a lack of facilitating the reader through environments where this might be best utilized. The lack of giving the reader measurable or practical steps to implement these ideas if they are not the "boss" or manager are also not clear. The fact is, that because of how strongly our default is set to Type X motivation, there are some people who simply won't respond well to this type of opportunity. They have placed themselves in situations to be affirmed, praised, and rewarded; they simply don't think along the lines of what freedom or mastery would look like without the overarching idea of "I'm working on this for a bonus" or "I'm working on this for my boss' approval." He's talking about a revolution of motivation. While reflecting on this, a friend came to mind who simply can't make decisions without either permission or without fundamentally believing that her approval from friends, employers, and colleagues comes from something that she does. To be a Type I person, you must be self-aware and self-confident. I wish there were more such people in the world, but I just haven't met tons of them.

I don't think he's wrong with any of his ideas or claims in the book, however, it fundamentally begs the question of "How do organizations change?" This question is never addressed, but with such a powerful change being proposed, I believe it must be breached. Revolution isn't easy. Motivation is a fundamental problem with every organization; learning how to maximize each employee. He has a great idea, but fails to give the blueprint for putting it into practice. These few omissions, however, don't take away from what I feel is a new-thinking and powerful book which I would highly recommend.

Pink uses so many studies and such compelling interviews with leading scholars that it demands the reader's respect. His knowledge of the psychology field and the business world make him credible and valuable to the reader. His clear logic is an asset, and his ability to fundamentally share the problem, the correction, and the needed pieces for correction to happen all lend themselves to making this a strong addition to the motivation, and even organizational development, library. He uses his ability to argue his point consistently and throughout the book, constantly pointing out how today's majority of businesses would view it, followed by his perspective in contradiction.

Perhaps one of the strongest pieces of the book is in Section III, the application section. He gives the reader hope by laying out the tools to obtain Type I, as well as then give practical tips for personal, business, and educational settings. This application section of the book leaves the reader with aspirations of truly approaching motivation in a new way. He references other authors and even provides other reading material to gain further understanding of the topic.

This is a strong book, with a challenging perspective which should be considered by everyone who is place in roles of motivation.

III. Reflection

Incorporating new learning into the everyday practices is always a joy for me. The opportunity to reflect on past experiences and think through how I may have made adjustments according to my new understanding has always been challenging and sometimes very revealing as to biases I have had, or how I have taught things unintentionally. With motivation, this is definitely the case. Having worked with literally hundreds of sports teams, it's clear the type of motivation I believe works. But does this idea perhaps explain those teams that weren't motivated by an extra break or the fear of having to do additional push-ups? The think-through process is fun, but then the true joy comes from testing out the new theories in life or training settings.

I believe the topic of motivation is significant enough to incorporate into my training with team leaders. The ideas of autonomy, mastery, and purpose go hand-in-hand with much of what we teach, and provide the opportunity to utilize new examples, new language, and ultimately provide opportunities for leaders to grasp the concepts more effectively based upon a new presentation method. This piece of information also directly addresses a key topic we address a lot in the church today, namely authoritarian leadership. If we desire for people to take greater ownership in their own development, learning, and growth, we must provide the opportunity for them to clearly engage in their own passions and areas of expertise.

In addition, I think the idea of autonomy on a team is new thinking for me. I often equated autonomy to the idea that "I don't want to work with anyone." This isn't how Pink uses the concept, rather that we allow teams to function on their own terms, with a goal of mastery, learning, or simply accomplishing their objectives. I would like to play this out in a team discussion time, and perhaps bounce this idea off of my peers. I'm putting it into practice with the new organization I am with, and frankly, I'm a little nervous. It honestly forces the leader to

step back, trust, and allows them to both succeed and fail with you alongside. I don't know how I feel about teams as a whole adopting this, but the idea of an autonomous team may be a concept like a self-directed team that sounds perhaps more powerful than it is in actuality.

I also look forward to trying out the idea of the "Do It Yourself" Report Card. I think this could be a great way to begin team building sessions. The idea is simply in addition to the laid out objectives of the group, write down how you would like to learn or be challenged. At the end of the time, allow the group to reflect on how they did are fulfilling their own goals throughout the time, in addition to evaluating the groups. I think this could create greater sense of ownership, of involvement, and participation, especially in sessions of open feedback and discussion.

This book was a joy to read, and I strongly recommend it. With the practical ideas at the end, it's simple to take small, personal steps to become a person who is both aware and attempting to live in a Type I motivation model. The world is clearly a Type X, where it's all about the "if/then" rewards. Pink challenges his readers to become people who use what is internally a part of people. When the task is accomplished, praise what is done; don't offer praise *if* something is done. The intrinsic reward produces long-term success, and I believe Pink's *Drive* is a success.