

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.