

Book Review

The opinions expressed in this review are those of the reviewer and do not necessarily reflect the view of CORE or its member agencies.

Book Name: DRiVE The surprising Truth About What Motivates Us

Author(s): Daniel H. Pink

Year Published: 2009

Reviewer: Marilyn Patton

Author's argument (or perspective) and summary of the content:

Daniel Pink asserts that for *far too long* there has been a "mismatch between what science knows and what business does" in the area of motivation. He identifies that the old management form of motivation (Motivation 2.0) depends almost entirely on external rewards – money. Pink sees this as out dated and even de-motivating for those more motivated by internal rewards (Motivation 3.0) and autonomy.

There is an emerging body of work that depends more on innovation and autonomy and less on quantity. This line of work can be discouraged by external rewards and requires a look at a new management style.

Main lessons learned/ applications to work in the international maternal and child health sector (list no more than 8):

I. A new look at Motivation -

Motivation 2.0 – The dominant motivation technique of the past century with industrialization used reward and punishment, extrinsic motivators, for success.

Motivation 3.0 – An emerging dominant motivation technique *depends on and fosters* a third drive of intrinsic desires – "our innate need to learn and create new things, and to do better by ourselves and our world."

Motivation and Management -

Motivation 2.0 – Management assumes that if people had freedom they would shirk their responsibilities

Motivation 3.0 – Management assumes that people want to be accountable.

"Control leads to compliance, autonomy leads to engagement."

7 Deadly Sins of Motivation 2.0

1. *They can extinguish intrinsic motivation.*
2. *They can diminish performance.*
3. *They can crush creativity.*
4. *They can crowd out good behavior.*
5. *They can encourage cheating, shortcuts, and unethical behavior.*
6. *They can become addictive.*
7. *They can foster short-term thinking.*

Characteristics of Type I behavior (intrinsic motivation) vs. Type X behavior (extrinsic motivation)

1. Type I behavior is made, not born. Any Type X can become a Type I in a supportive environment.
2. Type I's almost always outperform Type X's *in the long run*.
3. Type I behavior does not disdain money or recognition. Adequate compensation is important, but the ultimate goal is not compensation or recognition.
4. Type I behavior is a renewable resource (unlike financial rewards!).
5. Type I behavior promotes greater physical and mental wellbeing. Scientific studies have found measurable evidence for these benefits.

II. Three essential nutrients for Type I behavior – Autonomy, Mastery, Purpose

A. Autonomy -

1. Autonomy is not independence
2. Autonomy is acting with choice - having a sense of volition and interdependence on others.
3. Four areas of autonomy in work: a. what people do (task), b. when people do it (time), c. how they do it (technique), and d. whom they do it with (team).

B. Mastery - "*Mastery is the Oxygen of the Soul*"

Background - One important source of frustration in the workplace is the frequent mismatch between what people must do and what people can do. Pink suggests that offering challenges not too easy but not too hard ("Goldilocks tasks") can avoid boredom and anxiety and results can be glorious. A second tactic is to turn work into play, afford employees some freedom to sculpt their jobs in ways that bring a little bit of flow to otherwise mundane duties

Three Laws of Mastery

1. Mastery is a Mindset that holds an incremental theory of intelligence, prizes learning over performance goals, and welcomes effort as a way to improve as something that matters.
2. Mastery is a Pain requiring grit. Julius Irving said that "Being a professional is doing the things you love to do, on the days you don't feel like doing them."
3. Mastery is an Asymptote In the end, mastery attracts precisely because mastery eludes.

C. Purpose - Provides context for autonomy and mastery. Purpose is not present in Motivation 2.0. Purpose can be identified in goals of an organization, words used in organizational documents and in the policies of an organization.

III. The Zen of Compensation: Paying People the Type I (internal Motivation) Way

1. Ensure Internal and External Fairness – prevents money from becoming a *de*-motivator
2. Pay More Than Average
3. If You Use Performance Metrics, Make Them Wide-Ranging, Relevant, and Hard to Game – use a variety of measures that reflect the totality of great work.

IV. Drive Toolkit: (short discussions at the end of the book)

- *Type I for Individuals: Nine Strategies for Awakening Your Motivation
- *Type I for Organizations: Nine Ways to Improve your Company, Office, or Group
- *The Zen of Compensation: Paying People the Type I Way
- *Type I for Parents and Educators: Nine Ideas for Helping Our Kids
- *The Type I Reading List: Fifteen Essential Books
- *Listen to the Gurus: Six Business Thinkers Who Get It
- *The Type I Fitness Plan: Four Tips for Getting (and staying) Motivated to Exercise

Reader's professional opinion on the author's argument (perspective) [i.e. Was his/her point valid? How does the author's view compare to the opinions of CORE and its member organizations?]

The author's argument is well stated and touches on key concerns in child survival and behavior change. There has been much discussion on sustainability of programs beyond the funding period and internal motivation has been seen as the key to success in making sustainable change.

There are a several areas for direct application and I focus on the area of outreach staff -

- *It is important to ensure a sense of internal and external rewards and fairness, particularly in urban areas where it might be important to pay more than average for similar roles.
 - *When defining roles of outreach workers, it is important to consider community standards in deciding the responsibility and pay scale of outreach workers
 - *Internal motivation is a key component in training and deciding on the type of outreach staff – (Volunteers, Community Health Workers, etc.)
 - *It is important to match outreach skills and work objectives to the level of the worker (Goldilocks tasks).
 - *Compensation for volunteers could be a combination of rewards that address both internal and external motivation – tools and/or pay, identification cards, positions on committees, etc.
- Question - Could more volunteers do the same work as fewer paid workers?*

On a scale of 1 (not recommend to others in SBC) to 10 (highly recommended for others in SBC) – how would you rate this book?

I would give it a 8 on a scale of 10 – There is direct application to the concerns of behavior change in health programming and Daniel Pink provides excellent insight into the way to manage and motivate others in creating sustainable programs.