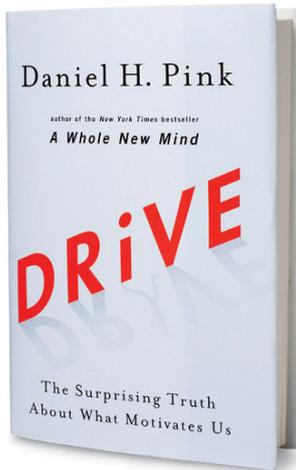


What's possible...

...in your business

Do you want to motivate your team to their full potential and generate more profitable results?



Bestselling author Daniel H. Pink, brings you a paradigm-shifting look at what truly motivates you and your team. Pink's book also shows you how to use this knowledge to work smarter, live better and be more successful.

It's reasonable to want to get the best from ourselves, and the best from our team. Daniel Pink's book helps you unlock the true motivations within people – your employees, your customers, even your family members!

“Pink's ideas deserve a wide hearing. Corporate boards, in fact, could do well by kicking out their paid consultants for an hour and reading Pink's conclusions instead.”

- Forbes

Chances are your business's team reward processes are built around external, carrot and stick motivators. But carrot and stick motivators can harm your business.

What about an upgrade? The substantial science and research you'll find in this book shows you the way.

For example...

Psychologist Gordon Gallup conducted research on employee engagement. Gallup's research into the workplace has shown 50% of employees are not engaged at work – and nearly 20% are actively disengaged. The financial cost to this lack of engagement amounts to a whopping **£150 billion**.

Here's our interpretation of Daniel Pink's book, “Drive”...

So how should you motivate your team?

Thanks to Pink's insightful book you can close the gap between what science knows and what business does.

Like a computer has operating systems, so do businesses and societies. Operating systems have mostly invisible instructions and protocols on which everything runs.

Motivation 1.0...

The **first human operating system**, call it Motivation 1.0, is all about survival. When it comes to fulfilling survival needs (hunger, thirst etc.) you are, understandably, incredibly motivated.

Motivation 2.0...

The **second human operating system**, Motivation 2.0, is built around external rewards and punishments. This is the traditional “carrot and stick” approach.

Motivation 2.0 depends on and fosters Type X behaviour...

Type X behaviour is fuelled more by extrinsic desires than intrinsic ones. This means we are concerned less with the **inherent satisfaction of an activity** and more with the external rewards to which an activity leads!

Almost all businesses live in the flawed world of Motivation 2.0, even though an unavoidable avalanche of scientific evidence suggests carrot and stick motivators is obsolete. Type X behaviour is flawed.

In the 21st century, Motivation 2.0 – “carrot and stick” is proving incompatible with how we're all wired.

For several decades, behavioural scientists have been figuring out the dynamics and explaining the power of the “third drive.”

Motivation 3.0... (what you need)

Motivation 3.0, the **upgrade necessary** for motivating your team in a 21st century business, depends on and fosters Type I behaviour...

Type I behaviour is fuelled by intrinsic desires, concerns itself less with external rewards. Type I behaviour:

- Proves we enjoy inherent satisfaction from the activity itself
- Is a renewable resource
- Promotes greater physical and mental well-being



term motivation. You are telling your team to expect an external reward for their good work.

A “**now-that**” reward is a non-contingent reward given **AFTER** a task is complete. A “**now-that**” reward is much better for creative, right- brain work. It is a better way to reward staff while carefully retaining and respecting their intrinsic motivation.



Once the job is completed, offer specific praise and tell the team “now-that” they have finished the job you would like to treat them all to lunch – retrospective rewards work better.

Three elements to your company’s success

Do you want to motivate your team to their full potential and lead to more profitable results?

You may need a new approach to engage and motivate your employees.

This new approach has three essential elements:

- 1) **Autonomy** - the desire to direct our own lives
- 2) **Mastery** - the urge to get better and better at something that matters
- 3) **Purpose** - the yearning to do what we do in the service of something larger than ourselves

1) **Autonomy** – your people want a say

Pink suggests our human “default setting” is to be autonomous and self-directed. Circumstances, including outdated notions of “management”, often change this default setting, from Type I to Type X.



You need autonomy with the “Four T’s”...

- **Task** - Google and 3M’s employees spend 20% of their working hours on projects of their choosing. As one worker explained: “Just about all the good ideas here have bubbled up from 20% time.”

- **Time** – A UK accountancy firm changed their corporate office into a ‘Results Only Work Environment’ (ROWE). As long as people perform their jobs well, there are no standard working hours. Since this was introduced productivity has risen substantially
- **Team** – Wouldn’t it be a great idea if, after a job candidate has worked for 30 days, their prospective team-mates vote on whether to hire them full time?
- **Technique** – Both Jet-Blue and Zappos are known for their excellent customer service. It is no coincidence that both companies allow their call centre operatives to work from the comfort of their own home, with minimal monitoring

2) **Mastery** – people want to get better

Only engagement can produce mastery – the desire to get better at something that matters.

Smart workplaces allow employees the freedom to sculpt their jobs in ways that bring a flow to otherwise mundane activities.

Amy Wrzesniewski and Jane Dutton, two business school professors, studied this phenomenon among hospital cleaners, nurses, and hairdressers. They found some members of the cleaning staff at hospitals, instead of doing the minimum the job required, took on new tasks. These new tasks, like chatting with patients, helped make nurses’ jobs go more smoothly.

“Even in low-autonomy jobs,” Wrzesniewski and Dutton wrote, “employees can create new domains for mastery.” By reframing aspects of their own duties, they help make work more playful and more fully their own.

3) **Purpose** – a reason why is a big help

Humans, by their nature, seek purpose - a cause greater and more enduring than themselves.

Traditional businesses have for too long considered purpose a nice-to-have accessory, so long as it didn’t get in the way of the important things.

But that’s changing...

In this 21st century, Motivation 3.0 world, purpose maximisation is taking its place alongside profit maximisation as an aspiration and as a guiding principle. This has the potential to rejuvenate our businesses and remake our world.

