

Drive by Daniel Pink

Riverhead Books, New
York 2009



Daniel Pink

Adding certain kinds of extrinsic rewards on top of inherently interesting tasks can often dampen motivation and diminish performance.

Drive, Riverhead Books, New York, 2009, p31



Daniel Pink

Rewards can perform a weird sort of behavioral alchemy: They can transform an interesting task into a drudge. They can turn play into work. And by diminishing intrinsic motivation, they can send performance, creativity, and even upstanding behavior toppling like dominoes.

Drive, Riverhead Books, New York, 2009, p37



Daniel Pink

Only contingent rewards – if you do this, then you'll get that – had the negative effect. Why? “If then” rewards require people to forfeit some of their autonomy.

Drive, Riverhead Books, New York, 2009, p38



Daniel Pink

Careful consideration of rewards effects reported in 128 experiments lead to the conclusion that tangible rewards tend to have a substantially negative effect on intrinsic motivation.

Try to encourage a kid to learn math by paying her for each workbook page she completes– and she'll almost certainly become diligent in the short term and lose interest in math in the long term

Drive, Riverhead Books, New York, 2009, p39



Daniel Pink

Reporting the results for the Federal Reserve Bank of Boston, the researchers wrote, “In eight of the nine tasks we examined across the three experiments, higher incentives led to worse performance.”

Drive, Riverhead Books, New York, 2009, p41



Daniel Pink

It is those who are least motivated to pursue extrinsic rewards who eventually receive them.

For artists, scientists, inventors, schoolchildren, and the rest of us, intrinsic motivation – the drive to do something because it is interesting, challenging, and absorbing – is essential for high levels of creativity.

Drive, Riverhead Books, New York, 2009, p46



Daniel Pink

Goals may cause systematic problems for organizations due to narrowed focus, unethical behavior, increased risk taking, decreased cooperation, and decreased intrinsic motivation. Use care when applying goals in your organization.

Drive, Riverhead Books, New York, 2009, p51



Daniel Pink

By offering a reward, a principal signals to the agent that the task is undesirable.

But offer a reward that's enticing enough to get the agent to act the first time, and the principal "is doomed to give it again in the second." There's no going back. Pay your son to take out the trash – and you've pretty much guaranteed the kid will never do it again for free. What's more, once the initial money buzz tapers off, you'll likely have to increase the payment to continue compliance.

Drive, Riverhead Books, New York, 2009, p51



Daniel Pink

Rewards do not undermine people's intrinsic motivation for dull tasks because there is little or no intrinsic motivation to be undermined.

Drive, Riverhead Books, New York, 2009, p62



Daniel Pink

The most successful people, the evidence shows, often aren't directly pursuing conventional notions of success. They're working hard and persisting through difficulties because of their internal desire to control their lives, learn about their world, and accomplish something that endures.

Drive, Riverhead Books, New York, 2009, p79



Daniel Pink

If at age fourteen or forty-three, we're passive and inert, that's not because it's our nature. It's because something flipped our default setting.

Drive, Riverhead Books, New York, 2009, p89



Daniel Pink

Mastery is the desire to get better and better at something that matters...Only engagement can produce mastery.

Drive, Riverhead Books, New York, 2009, p111

