



Edward L. Deci
with Richard Flaste
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Edward Deci

By failing to deal effectively with the stresses and pressures in their own lives, individuals add stresses and pressures to the lives of others.

Edward Deci

Control is an easy answer. It assumes that the promise of reward or the threat of punishment will make the offenders comply. And it sounds tough, so it feels reassuring to people who believe things have gone awry but have neither the time nor the energy to think about the problems, let alone do something about them.

Edward Deci

Self-motivation, rather than external motivation, is at the heart of creativity, responsibility, healthy behavior, and lasting change. External cunning or pressure can sometimes bring about compliance, but with compliance comes various negative consequences, including the urge to defy.

Edward Deci

The proper question is not, “how can people motivate others?” but rather, “how can people create the conditions within which others will motivate themselves?”

P10

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Sure, money motivates, but that's not the point. The point is that while money is motivating people, it is also undermining their intrinsic motivation.

P27

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A threat, of course, is not intended to punish but instead is meant to motivate people through their desire to avoid a punishment.

P31

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Deadlines, imposed goals, surveillance, and evaluations were all found to undermine intrinsic motivation.

P31

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The opportunity to make even these small choices had made a difference in their experience and had strengthened their intrinsic motivation...People who were asked to do a particular task but allowed the freedom of having some say in how to do it were more fully engaged by the activity – they enjoyed it more– than people who were not treated as unique individuals.

P33-34

Edward Deci

Autonomy support, which is the opposite of control, means being able to take the other person's perspective and work from there...autonomy support functions through encouragement, not pressure.

P42

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It seems that when people learn with the expectation of being evaluated, they focus on memorizing facts, but they don't process the information as fully, so they don't grasp the concepts as well...those who had learned expecting to be tested had forgotten much more...Evidently, they memorized the material for the test, and when the test was over, they pulled the plug and let it drain out.

P48-49

Edward Deci

Kage found that the use of evaluative quizzes to motivate learning led to lowered intrinsic motivation and to poorer performance on the final examination than did the self-monitored, nonevaluative quizzes.

P49

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Extrinsic contingencies do exist in such companies in the sense that people have to perform effectively to keep their jobs and to get promotions, but the contingencies are not emphasized as a means of control.

P60

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With praise, with rewards, with limits, if you want to use them in a way that does not undermine intrinsic motivation, you have to take pains to minimize the controlling language, the controlling style, and your own agenda of controlling the other person's behavior.

Edward Deci

People who are the healthiest, focus on developing satisfying personal relationships, growing as individuals and contributing to their community.

P129

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The most effective, autonomy-supportive managers and teachers allow their workers or students (whether individually or as a group) to play a role in decision making.

P145

Edward Deci

Parents, politicians, and school administrators all want students to be creative problem-solvers and to learn material at a deep, conceptual level. But in their eagerness to achieve these ends, they pressure teachers to produce. The paradox is that the more they do that, the more controlling the teachers become, which, as we have seen so many times, undermines intrinsic motivation, creativity, and conceptual understanding in the students.