

system—which is built around external, carrot-and-stick motivators—doesn't work and often does harm. We need an upgrade. And the science shows the way. 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; and (3) *Purpose*—the yearning to do what we do in the service of something larger than ourselves.

Drive: The Recap

This book has covered a lot of ground—and you might not be able to instantly recall everything in it. So here you'll find three different summaries of Drive. Think of it as your talking points, refresher course, or memory jogger.

TWITTER SUMMARY*

Carrots & sticks are so last century. *Drive* says for 21st century work, we need to upgrade to autonomy, mastery & purpose.

COCKTAIL PARTY SUMMARY†

When it comes to motivation, there's a gap between what science knows and what business does. Our current business operating

CHAPTER-BY-CHAPTER SUMMARY

Introduction: The Puzzling Puzzles of Harry Harlow and Edward Deci

Human beings have a biological drive that includes hunger, thirst, and sex. We also have another long-recognized drive to respond to rewards and punishments in our environment. But in the middle of the twentieth century, a few scientists began discovering that humans also have a third drive—what some call “intrinsic motivation.” For several decades, behavioral scientists have been figuring out the dynamics and explaining the power of our third drive. Alas, business hasn't caught up to this new understanding. If we want to strengthen our companies, elevate our lives, and improve the world, we need to close the gap between what science knows and what business does.

*A maximum of 140 characters, as required by Twitter (see www.twitter.com). Feel free to retweet this summary or one of your own.

†A maximum of 100 words, or less than a minute of talking.

PART ONE. A NEW OPERATING SYSTEM

Chapter 1 The Rise and Fall of Motivation 2.0

Societies, like computers, have operating systems—a set of mostly invisible instructions and protocols on which everything runs. The first human operating system—call it Motivation 1.0—was all about survival. Its successor, Motivation 2.0, was built around external rewards and punishments. That worked fine for routine twentieth-century tasks. But in the twenty-first century, Motivation 2.0 is proving incompatible with how we organize what we do, how we think about what we do, and how we do what we do. We need an upgrade.

Chapter 2. Seven Reasons Carrots and Sticks (Often) Don't Work

When carrots and sticks encounter our third drive, strange things begin to happen. Traditional “if-then” rewards can give us less of what we want. They can extinguish intrinsic motivation, diminish performance, crush creativity, and crowd out good behavior. They can also give us more of what we don't want. They can encourage unethical behavior, create addictions, and foster short-term thinking. These are the bugs in our current operating system.

Chapter 2a. . . and the Special Circumstances When They Do

Carrots and sticks aren't all bad. They can be effective for rule-based routine tasks—because there's little intrinsic motivation to undermine and not much creativity to crush. And they can be more effective still if those giving such rewards offer a rationale for why the task is necessary, acknowledge that it's boring, and allow people autonomy over how they complete it. For nonroutine conceptual tasks, rewards are more perilous—particularly those of the “if-then” variety. But “how that” rewards—noncontingent rewards given after a task is complete—can sometimes be okay for more creative, right-brain work, especially if they provide useful information about performance.

Chapter 3 Type I and Type X

Motivation 2.0 depended on and fostered Type X behavior—behavior fueled more by extrinsic desires than intrinsic ones and concerned less with the inherent satisfaction of an activity and more with the external rewards to which an activity leads. Motivation 3.0, the upgrade that's necessary for the smooth functioning of twenty-first-century business, depends on and fosters Type I behavior. Type I behavior concerns itself less with the external rewards an activity brings and more with the inherent satisfaction of the activity itself. For professional success and personal fulfillment, we need to move ourselves and our colleagues from Type X to Type I. The good news is that

Type I's are made, not born—and Type I behavior leads to stronger performance, greater health, and higher overall well-being

PART TWO. THE THREE ELEMENTS

Chapter 4 Autonomy

Our “default setting” is to be autonomous and self-directed. Unfortunately, circumstances—including outdated notions of “management”—often conspire to change that default setting and turn us from Type I to Type X. To encourage Type I behavior, and the high performance it enables, the first requirement is autonomy. People need autonomy over task (what they do), time (when they do it), team (who they do it with), and technique (how they do it). Companies that offer autonomy, sometimes in radical doses, are outperforming their competitors.

Chapter 5 Mastery

While Motivation 2.0 required compliance, Motivation 3.0 demands engagement. Only engagement can produce mastery—becoming better at something that matters. And the pursuit of mastery, an important but often dormant part of our third drive, has become essential to making one's way in the economy. Mastery begins with “flow”—optimal experiences when the challenges we face are exquisitely matched to our abilities. Smart workplaces therefore

supplement day-to-day activities with “Goldilocks tasks”—not too hard and not too easy. But mastery also abides by three peculiar rules. Mastery is a mindset. It requires the capacity to see your abilities not as finite, but as infinitely improvable. Mastery is a pain. It demands effort, grit, and deliberate practice. And mastery is an asymptote. It's impossible to fully realize, which makes it simultaneously frustrating and alluring.

Chapter 6 Purpose

Humans, by their nature, seek purpose—a cause greater and more enduring than themselves. But traditional businesses have long considered purpose ornamental—a perfectly nice accessory, so long as it didn't get in the way of the important things. But that's changing—thanks in part to the rising tide of aging baby boomers reckoning with their own mortality. In Motivation 3.0, purpose maximization is taking its place alongside profit maximization as an aspiration and a guiding principle. Within organizations, this new “purpose motive” is expressing itself in three ways: in goals that use profit to reach purpose, in words that emphasize more than self-interest, and in policies that allow people to pursue purpose on their own terms. This move to accompany profit maximization with purpose maximization has the potential to rejuvenate our businesses and remake our world.