

# **“DRIVE”**

**The Surprising Truth About What Motivates Us**

CHAPTER 3: Type I and Type X

CHAPTER 4: Autonomy

**By Daniel H. Pink**

# CHAPTER # 3

## OVERVIEW



# From Motivation 2.0 to 3.0



Motivation 2.0: External carrots-and-sticks, fuels Type X behavior.



Motivation 3.0: Intrinsic drive of Autonomy-Mastery-Purpose, fuels Type I.



Chapter 3 argues we must upgrade to 3.0 for modern, creative work.

# Type X and Type I

**Type X (Extrinsic) behavior** is the natural outgrowth of the old “carrots-and-sticks” Operating System 2.0. It’s powered primarily by external rewards money, trophies, status or the fear of losing them. Satisfaction with the activity itself is secondary.

**Type X (Intrinsic) behavior** underpins the upgrade Pink calls Motivation 3.0. It focuses on the *inherent* enjoyment, challenge, and sense of meaning inside the task; any external payoff is a welcome but non-essential bonus.

# Type X and Type I Core Differences

	Dimension	Type X (Extrinsic)	Type I (Intrinsic)
➡	Primary fuel	External rewards & punishments	Autonomy, mastery, purpose
➡	View of Money	Central motivator	Baseline “hygiene factor”-must Be <i>fair</i> but isn’t the point
➡	Performance horizon	Good short-term, fades fast	Steady, superior long-term results
➡	Creativity & ethics	Narrow focus, more shortcuts/ cheating	Wider vision, higher integrity
➡	Psychological health	More stress and lower satisfaction	Higher self-esteem & well-being

# The Science: Self – Determination Theory (SDT)

## The Science: Self-Determination Theory (SDT)

**Innate psychological needs drive Type I:**

- Competence – the urge to get better at things.
- Autonomy – the desire to direct our own lives.
- Relatedness – the longing to connect to others.

**When environments satisfy these, performance & well-being rise.**

# Why Type I Outperforms



Intrinsic motives compound over time – a renewable resources.



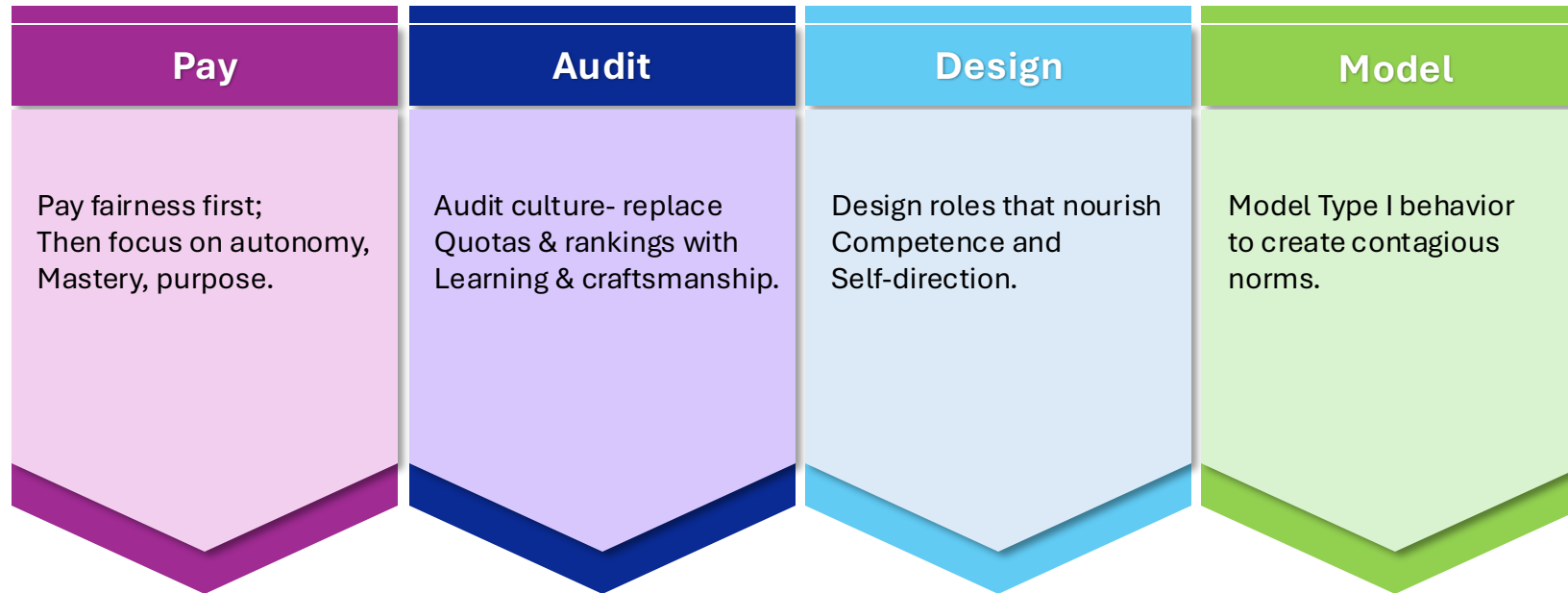
High creativity, ethical behavior, resilience, and job satisfaction.



Research shows intrinsically motivated people beat reward-seekers in the long run.



# Practical Implications





# **CHAPTER # 4**

## **OVERVIEW**

# The Power of the Alphabet

- Meyer Friedman and Ray Rosenman were physicians who coined the terms for “Type A” and “Type B” personalities through their observations of patients who developed heart disease.
- Type A and B personalities have similar amounts of ambition, but their difference is how they handle their ambition or “drive.” They described Type B’s ambition as something that “seems to steady him, give confidence and security to him” in contrast to how Type A’s ambition would “goad, irritate, and infuriate” them.
- Douglas McGregor was a management professor at MIT who used his previous experience as the president of Antioch College to create his own alphabet-based theory.
- He sought to describe two types of management outlooks, Theory X and Theory Y. Theory X leaders assumed that people “fundamentally disliked work and would avoid it if they could.” This led to a carrot and stick approach to management. McGregor proposed Theory Y as a way of viewing work as a natural part of an employee’s life that allowed them to express creativity and encouraged them to seek responsibility.

# Autonomy



## ❑ ROWE (Results-Only Work Environment) at Meddius:

- Focuses on **results**, not hours or location.
- Boosted **productivity** and reduced **stress**.
- Ideal for **creative, high-level work**.

## ❑ Autonomy > Control:

- Traditional management uses **supervision** and “if-then” rewards.
- Pink argues people are **naturally self-motivated**.

## ❑ Self-Determination Theory (SDT):

- People seek **autonomy, mastery, and purpose**.
- Autonomy isn't independence; it's about having **choice**, even in teams.

## ❑ Key Insights:

- Autonomy improves **well-being and performance**.
- Employees value freedom **more than financial incentives**.



# FedEx Days

- ❑ Originally implemented at an Australian software company called **Atlassian**.
- ❑ Developers were given **24 hours** to work on **anything they wanted**, however they wanted, with **no management interference**.
- ❑ The only rule: at the end of the 24 hours, they had to **deliver something**, hence the name "FedEx Days" (because they had to "deliver overnight").

# The Four Essentials



**Task** – The ability to choose what you work on



**Time** – Flexibility in when you do the work



**Technique** – Freedom in how you complete the work



**Team** – Choice in who you work with

# Type I vs Type X In Action



Share an example of when you were motivated by intrinsic rewards.



Share an example when you were driven mainly by extrinsic rewards.



## Discuss:

How did your performance differ? How did your satisfaction or engagement differ?



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**THANK YOU**