

## Book Club Discussion Questions

Drive: The Surprising Truth About What Motivates Us, by Daniel Pink

1. Has the author persuaded you about the gap between what science knows about motivation and what organizations do? Explain.
2. Do you consider yourself more Type I or Type X? What leads you to your conclusions?
3. Would initiatives like FedEx Days, 20 Percent Time and ROWE work in your workplace? Why or why not? What are other ideas that may bring out Type I behavior in your organization?
4. Give an example of a time when you've seen one of what the author calls "the seven deadly flaws of carrots and sticks" in action. What lessons might you or others have learned from that experience?
5. Have you seen any examples of carrots and sticks being effective to motivate strong performance at work? Explain.
6. How well does your organization meet associates' needs for "baseline rewards", that is, salary, benefits, and perks? Are there changes the organization should consider making to be more competitive?
7. Give an example of an "if-then" reward in use at your workplace that could possibly be replaced with a more autonomous environment and the occasional "now that" reward.
8. As you think about your own best work, what aspect of autonomy has been most important to you: autonomy over what you do (task), when you do it (time), how you do it (technique), or with whom you do it (team)? Why?
9. Describe a time recently when you've experienced "flow." What were you doing? Where were you? How might you tweak your current role to bring on more of these optimal experiences?
10. How much autonomy do you have at work right now? Is that enough? How about the people you supervise—do you think they are satisfied with their levels of autonomy?
11. Is your company's approach to learning and development too Type X—that is, does it put too great an emphasis on extrinsic rewards? How might it be changed to emphasize intrinsic motivation while still promoting accountability?
12. What are the things that truly motivate you? Now, think about the last week. How many of those 168 hours were devoted to those things? Can you do better?