DRIVE:
How we used Daniel Pink’s work to create a happier, more motivated workplace

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“There is a mismatch between what science knows and business does”

Daniel Pink, Drive (2009)
Online Marketplace

Jobs
Property
Motors
Travel
Dating
Insurance
85% of the population are members

2/3 of New Zealand’s Domestic Internet Traffic

900,000 Unique Visitors Each Day
30+ Squads

Henrik Kniberg
People getting happier
The Lazy Guy
“The best moments in our lives are not the passive, receptive, relaxing times...

The best moments usually occur if a person’s body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile.”

Mihaly Csikszentmihalyi, 1990
ANXIETY ZONE

(INCREASE CHALLENGES, COMPLEXITY, + DEMANDS)

(WHEN LIFE'S CHALLENGES ARE GREATER THAN OUR SKILL LEVELS)

CONTENTMENT ZONE

(WHEN CHALLENGES MATCH OUR SKILLS)

BOREDOM ZONE

(WHEN PERSONAL SKILLS ARE GREATER THAN LIFE'S CHALLENGES)

INCREASE SKILLS, TALENTS, & KNOW HOW
Skiing
What does it feel like to be in Flow

1. Goals are clear - Attaining a goal
2. Feedback is immediate - Know what one does matters. Know how well one is doing.
3. Balance between Opportunity & Capacity
4. Concentration Deepens
5. Present is What Matters - Escape from current reality of nagging worries
6. Control is no problem - Possibility of making things happen as desired & move in harmony with the activity
7. Sense of time is altered - Passage of time quickens & slows
8. Loss of ego - Total immersion in the experience, temporary loss of self

Adapted from Mihaly Csikszentmihalyi
Done by Alexis (2013)

Achieving triumphs
Challenges = Skills
Evolving complexity of tasks
Journey > destination
Quality of experience counts
Internal Standards
Outside opinion
“Hire good people, and leave them alone.”

Chief Executive, 3M

1948
HAPPINESS

is a mental state of well-being characterized by positive emotions ranging from contentment to intense joy; good fortune

Motivation

Motivation is the driving force to achieve their desired goals. Incert reason that initiates, guides and makes the process that arouses, sustains will be interested in progressing for
Daniel Pink’s Principles of Motivation

1. Autonomy

2. Mastery

3. Purpose
Daniel Pink’s Principles of Motivation

I. Autonomy

2. Mastery

3. Purpose
The Four Types of Autonomy

When

Who

How

What
Autonomy
Daniel Pink’s Principles of Motivation

1. Autonomy
2. Mastery
3. Purpose
Mastery
Daniel Pink’s Principles of Motivation

1. Autonomy
2. Mastery
3. Purpose
1. Autonomy
   The desire to direct our own lives

2. Mastery
   The urge to get better and better at something which matters

3. Purpose
   The yearning to do what we do in the service of something larger than ourselves
THE CANDLE PROBLEM
That's not how it's supposed to work. Right?
Rewards Narrow Our Focus
...and Restrict Creativity
Financial Rewards
Turning this on its head...
1. How can we motivate them?

2. How can we get them to change?

3. How can we inject urgency into them?

3 Common Questions from Managers...
“There is only one way... to get anybody to do anything. And that is by making the other person WANT to do it.”

Dale Carnegie
Start with Measurement...
Grab your phone and take a quick survey now at...

slido.com

#HappyAgile
1. ... you are doing meaningful work that comes to fruition on Trade Me's sites and apps?
   - 1
   - 2
   - 3
   - 4
   - 5

2. ... you are allowed to do what's best for your project by focusing on one thing at a time?
   - 1
   - 2
   - 3
   - 4
   - 5

3. ... you can and do have a direct influence on how we solve problems and deliver the work?
   - 1
   - 2
   - 3
   - 4
   - 5

4. ... you get all the support you need from the people around you?
   - 1
   - 2
   - 3
   - 4
   - 5

5. ... you communicate well with business people and you know what they want to achieve and why?
   - 1
   - 2
   - 3
   - 4
   - 5

6. Is there anything which impacted your answers, or anything else you would like to say?

   [Blank box]

**Survey v1.0**
Welcome to the Trade Me HIP Survey!

The HIP survey is how we collect information on how healthy our work environment is and how we’re doing in creating a place that fosters Happiness, Innovation and Productivity.
To what degree do you feel you …

1. are doing meaningful work that comes to fruition on our site/apps? [Purpose]

2. are allowed to do what’s best for your work by focusing on one thing at a time?

3. have direct influence on how we work and solve problems? [Autonomy]

4. work in a group/squad where people support and challenge each other?

5. have been able to learn new skills at work? [Mastery]

6. can be creative at work through success and failure?

7. Is there anything specific that has affected your scores?

Survey Questions
Increasing Motivation and Happiness
Happiness is a Leading Indicator
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Niko Niko
Total Stories Shipped by Trade Me

Productivity
10 Things that worked...
I. Environment - Make the office fun!
2. Use Games and Training Simulations
3. Teams that pick themselves
4. Choosing your Agile ingredients

- Sprints (if so, how long)
- Kanban workflow
- Explicitly limit WIP
- Coordination: Daily standup
- Feedback process: Retrospectives
- Visual workspace
- Measure/track velocity, cycle time, lead time
- Planning: Sprint planning, On demand or on a regular basis?
- Backlog Refinement sessions
- Definition of Done
- Forecasting, product burnup charts, burndown charts
- Demos
- Product Owner collaboration: sit together? when? how?
- TDD, Specification by example
- Continuous Integration
- Visualisation: Physical task board?
- Feedback and Q/A: Pair Programming? Code reviews?
- Co-ordination with other squads: Scrum of Scrums?
- Agile coach
5. Book Club
6. Give Feedback ‘On the field’
• Aim to improve relationships
• Use ‘I’ language (not ‘you’)
• Describe what you saw and heard
• Own your feelings about the situation
• Talk about the effect of the behaviour
• Make a request
• Don’t sell past the close

Giving Feedback

Source http://www.estherderby.com/tag/feedback
11 THINGS WE LEARNED AT Spotify®

7. Learning From Others
8. Fortnightly ‘Town Hall’
9. Expand your mind
10. Learn a New Skill
5 Things that Failed...
I. Avoiding punishment

“If people are good only because they fear punishment, and hope for reward, then we are a sorry lot indeed.”

~Albert Einstein
2. Dictating Dates
3. Naps in the office
4. Pitch your idea to the CEO
5. Whiskey for breakfast
1. How can we motivate them?

2. How can we get them to change?

3. How can we inject urgency into them?

3 Common Questions from Managers...
How would you ‘Motivate’ people to use the stairs?
What is Missing From Daniel Pink? ...and What is Next?
Reverse Rewards
What Can You Do?
“There is NO mismatch between what science knows and business does”

You, 2016
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