

Make some new friends and sit with them — this is a workshop and you'll need their ideas!

DRIVE WORKSHOP



Using Autonomy, Mastery, and Purpose to
transform your organization and yourself

ABOUT ERIK

- Director, Agile Practice @Centare
- Diverse organizational experience
- Love bowties and brews beer
- Passionate about transforming organizations, people first
- Tweets @erikjweber





Scrum.org

Improving the Profession of Software Development

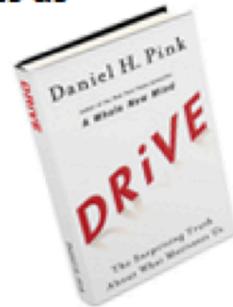


Using
Autonomy, Mastery and Purpose
to transform your organisation and yourself

The World's leading guide to what motivates us
and engages us in the world of work



Daniel H. Pink
&
Thought Leaders Learning Institute



Using Autonomy, Mastery and Purpose to transform your organization and yourself

Warning! This is a 1-day workshop in 60 minutes

WHICH GROUP PERFORMED BETTER?

Non-Incentivized (No Reward and No Knowledge of Reward)	Or	Incentivized
Pass a ball through a hoop as many times as you can in one minute		If you're in the top 10%, you get \$100
Do as many jump-ropes as you can in one minute		If you're in the top 10%, you get \$100
Create a piece of art (drawing)		If you're judged in the top 10%, you get \$100
Solve a spatial reasoning puzzle		If you're in the fastest 10%, you get \$100

WHO CARES?

Why talk about motivation at an agile meet-up?

- The methodology wars are over.
- Parallels between the values and practices of agility and Motivation 3.0.
- Combat the cowboy-hippy-leftwing-socialist idea of “Agile.”

Motivation ≠ do whatever you want, bro!

WHO CARES?

Gallup Employee Engagement Index

	Quarter 4 2010	Quarter 1 2011	Quarter 2 2011	Quarter 3 2011
% Engaged	28	30	30	29
% Not engaged	53	52	51	52
% Actively disengaged	19	18	19	19

GALLUP®





REWARDS DON'T WORK!



"But that defies the laws of behavioral physics!"

Rewards
don't
work!



Chad Albrecht
Partner at Centare

Ken Schwaber
Founder of Scrum.org

But that
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Mechanical
Conceptual



LOST

CONFUSED

UNSURE

UNCLEAR

PERPLEXED

DISORIENTED

BEWILDERED

MOTIVATION 3.0

- **First Drive - Motivation 1.0: Biological Drive**
 - The need for food and shelter, basics of sustaining life
- **Second Drive - Motivation 2.0: Carrots and Sticks**
 - To seek reward & avoid punishment
- **Third Drive - Motivation 3.0: Intrinsic Motivation**
 - Autonomy, Mastery and Purpose

WHY DOES IT MATTER?

- The nature of our work, for most people, in the better part of their jobs, has changed.
 - **From** routine and algorithmic tasks
 - **To** complex, creative, conceptual, heuristic work.

FACT



- Money is a motivator.
- A very good 2.0 motivator.

**MONEY IS THE HIGH-FRUCTOSE CORN SYRUP
OF EMPLOYEE MOTIVATION ...
AND IT DOESN'T SCALE.**

MOTIVATION

■ EXTRINSIC MOTIVATION (Type X):

- Factors external to the individual and unrelated to the task they are performing.
- money, good grades, contingent if-then rewards

■ INTRINSIC MOTIVATION (Type I):

- Internal desires to perform a particular task
- People do certain activities because it gives them pleasure, develops a particular skill or it's part of something bigger than themselves.

PLAYBOOK #1: EXTRINSIC FACTORS

- Think of ways you can establish extrinsic factors:
 - Pay people enough
 - Take money off the table
 - Stop using if-then rewards (make a list!)
 - Start using peer-to-peer & now-that rewards
 - Non-monetary extrinsic factors

Bonus Points: Tweet your ideas to @erikjweber #DRIVE

AUTONOMY

MASTERY

PURPOSE



AUTONOMY

MASTERY

PURPOSE



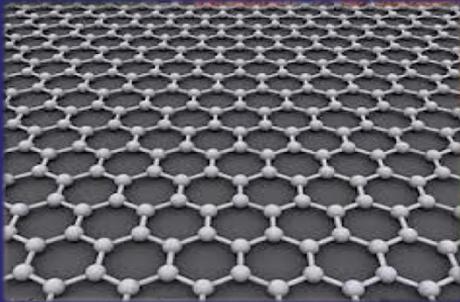
Time



Task



Technique



Team



PLAYBOOK #2: AUTONOMY

- Think of ways you can increase your autonomy and others' autonomy over:

Time | Task | Technique | Team

Bonus Points: Tweet your ideas to @erikjweber #DRIVE

AUTONOMY

MASTERY

PURPOSE



Flow



Feedback

iDoneThis



PLAYBOOK #3: MASTERY

- Think of ways to increase Mastery through:
 - Increased Flow
 - Redesign your day! Or your workspace!
 - Promote Goldilocks Tasks
 - Get Goal Clarity
 - Get/Provide Feedback

Bonus Points: Tweet your ideas to @erikjweber #DRIVE

AUTONOMY

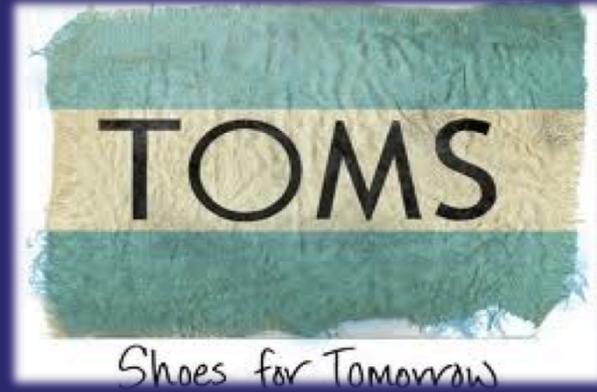
MASTERY

PURPOSE



PURPOSE

- Line-of-sight Contribution
- Vision Board
- Purpose | purpose



Purpose Debt, n.

/ˈpɜrpæs/ /det/

1. The effect of creating employee apathy via the utter lack of communication about the reasons for a task, product, or business as a whole – and simultaneously replaced by excessive discussion of the details of said task, product, or business as a whole.

Pay down your purpose-debt. **Now.**



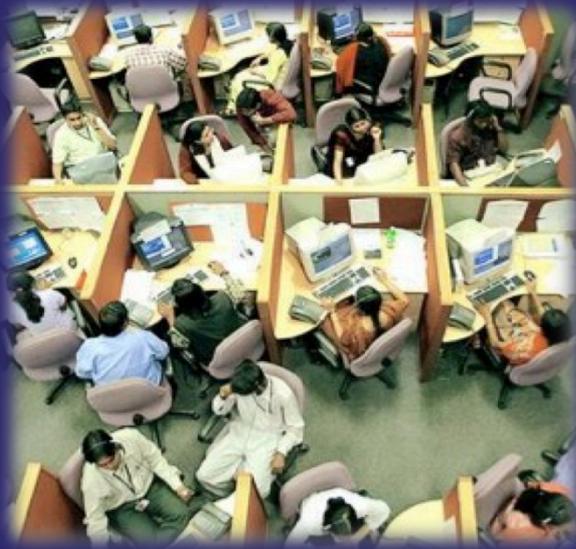
PLAYBOOK #4: PURPOSE

- Think of ways to animate your organization through purpose
 - Do you know your company's purpose?
 - Does espoused purpose align with actions?
 - Do your employees know? Are you sure? How?
 - What's your personal line-of-sight contribution?
 - How will you grow and share vision?

Bonus Points: Tweet your ideas to @erikjweber #DRIVE

TANGENT / FINAL THOUGHTS

- Even routine work is less mundane than we think.



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TANGENT / FINAL THOUGHTS

■ Obvious parallels to agility

- Performance = Team Performance [Extrinsic]
- Self Organization, Pull [Autonomy]
- Daily Scrum, ALM, Sprint/Flow [Mastery]
- Product Ownership, Vision [Purpose]

TANGENT / FINAL THOUGHTS

■ This is **nearly** ubiquitous

- Ackoff's Purposeful Systems [1972]
- Deming's Out of the Crisis, 14 points [1980's]
- Dr. Lee Colan's Passionate Performance [2004, 2008]
- Dan Pink's Ted Talk [top 10 TED talk all time]
- Drive [top 50 book 2010-11]
- Creating the Best Workplace on Earth [HBR May 2013]



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"The Phoenix Project"



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THANK YOU!



@ErikJWeber

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