Two Writers, Two Great Books, Two Independent Researches.....United by Agile Thinking

In "Tribal Leadership" by David Logan: "ribe - group between 20 and 150 people (150- from Robin Dunbar's research, popularized in Malcolm Gladwell's 'The Tipping Point'.). Tribe is a basic building block of any large human effort, including earning a living. Tribes and Their leaders create each other. People that belong to each tribe tend to recognize each other easily. A small company is a tribe. A large company is a tribe of tribes. At large company, several cultural stages may operate at the same time. Tribal Leadership focuses on language and behavior within a culture. The person at Stage 3 is connected to others in a series of dyadic (2-person) relationships. The person at Stage 4 is connected to others in a series of triadic(3-person), where they build value-based relationships between others.

In "Drive" by Daniel Pink: When it comes to motivation, there's a gap between what science knows and what business does. Our current business operating 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 make progress and get better at something that matters; and (3) Purpose—the yearning to do what we do in the service of something larger than ourselves.

Motivation 1.0

-Presumes that humans were biological creatures, struggling to obtain our basic needs for food, security and sex. -Good for **survival** struggles

Pshycologists Who

Studied It:

Harry Harlow

Edward Deci

Rvan Deci

Mark Lepper

Karl Duncker

Sam Glucksberg

Meyer Friedman

Ray Rosenman

Jody Thompson

Peter F. Ducker

W.Edward -Deming

Frederick Herzberg

Jim Collins

Jim Collins

Cali Ressler

Gary Hamel

Jody Thomson

Business Thinkers Who

Cali Ressler

Get It:

Alfie Kohn

Winslow Taylor

Abraham Maslow

Mihaly Csikszentmihalyi

Motivation 2.0 Rests on **Theory X** of Human Motivation, when

management assumes that employees are lazy and will avoid work if they can as they dislike work -Presumes that humans also responded to rewards and punishments in their environment -Requires **Compliance**

-Believes in **Carrots & Sticks** that bring **7 deadly flaws**: (1)extinguish intrinsic motivation, (2)diminish performance, (3)crush creativity, (4)crowd out good behavior, (5)encourage cheating, shortcuts, and unethical behavior, (6)become addictive, (7)foster short-term thinking. -Assumes, medically defined, **Type A** personality behavior was first described as a potential risk factor for heart disease, as people are more ambitious, rigidly organized, highly status conscious, sensitive, take on more than they can handle, obsessed with time management.

-Based on Extrinsic motivation that brings profits, anxiety, depression and fuels Type X Behavior, which is:

-Lead to problems as goals (sales targets, quarterly returns, standardized test scores) as set *for* people: systematic problems for organizations due to narrowed focus, unethical behavior, increased risk taking, decreased cooperation, and decreased intrinsic motivation. Use care when applying goals in your organization."

-Good for **Algorithmic** tasks, which follow a set of established instructions down a single pathway to one conclusion.

 Assumes that "Rewarding an activity will get you more of it. Punishing an activity will get you less of it."

"If-then" rewards offered as contingencies (reduce the depth of our thinking) —as in, "If you do this, then you'll get that." "Now that" rewards that are somewhere less harmful and offered after a task has been

harmful and offered after a task has been completed— as in "Now that you've done such a great job, let's acknowledge the achievement." Motivation 3.0

-Rests on **Theory Y** of Human Motivation, when management assumes employees that are ambitious, self-motivated and exercise self-control.

-Presumes that humans seek purpose maximization, no less then profit maximization a guiding principle

-Requires Engagement

-Supports ROWE (Results Only Working Environment), characterized by much lower turnover of resources

-Assumes, medically defined, **Type B** personality behavior that leads to lower stress level and typically work steadily, enjoying achievement but not becoming stressed when they do not achieve -Bring about success as goals are set *by* people for themselves and that are devoted to attaining mastery are usually healthy

-Based on Intrinsic motivation that brings purpose maximization, stronger performance and fuels **Type I Behavior**, which is good for long-term goals, renewable resource, does not disdain money or recognition, is both born and made, promotes greater physical and mental well-being.

-Goldilocks tasks: The sweet spot where tasks are neither too easy nor too hard . Essential to reaching the state of "flow" and to achieving mastery.

-Good for **Heuristic** tasks, which has no algorithm and require experimenting with Possibilities/devise a novel solution.

-Brings out in people:

Autonomy (Ancient Greek: αὐτονομία autonomia from αὐτόνομος autonomos from αὐτο- auto- "self" + νόμος nomos, "law", hence when combined understood to mean "one who gives oneself one's own law").

Mastery (A skill is the learned ability to carry out a task with pre-determined results often within a given amount of time, energy, or both) and **Purpose** (the reason for which something is done or created or for which something exists)



Advanced

Primitive

Advanced