

The Fulfillment Chronicles

Motivations in Work

2024

Human motivations are changing work as we know it, and it is a challenge to personal fulfillment and to families, business, institutions, and nations to effectively cope. The rewards and punishment management methods dating back to the 1850 Industrial Revolution are no longer appropriate for a knowledge economy of the 2020s, in fact they are detrimental. Daniel Pink spells this out in his book **Drive**, excerpts of which we quotes and reference here.

A quick internet search gives us some data points to consider. Estimates in 2023 are that of 132M full time workers in the US, 100M or 76% are knowledge workers, people who think for a living. Worldwide, satisfaction, and remote metrics further inform challenges and opportunities.

There are currently about one billion knowledge workers across the globe whose jobs specifically require them to combine action with a level of domain expertise—their knowledge—to generate value and make critical decisions - Scott Castle, Fortune, Dec 1, 2021

According to HP's first [Work Relationship Index](#), the study found that just 27% of global knowledge workers have a healthy relationship with work, according to 15,600 workers in 12 countries that HP surveyed between June and July 2023 – HR Brew, By Kristen Parisi, September 29, 2023

STAMFORD, Conn., March 1, 2023

Gartner Forecasts 39% of Global Knowledge Workers Will Work Hybrid by the End of 2023

- Only 9% of Global Knowledge Workers Will Work Fully Remote.
- In the U.S., 51% of Knowledge Workers Will Work Hybrid and 20% Will Be Fully Remote.

Motivation 2.0 and Type X Workers

Motivation 2.0 is based on extrinsic rewards and prohibitions. It is characterized by managing results by managing people that need close supervision, repetitive work optimization, high compensation stimuli for stretch goals, short term thinking in management about optimizing compensation for stock price growth, and lack of encouragement for creativity and initiative.

“Carrot and stick” personnel management of rewards and punishment prove less effective for knowledge workers, though still viable for reparative manufacturing, at least until the robots take over. Traditional incentives and commissions, called extrinsic rewards, often fail for the majority of the US workforce; in fact they interfere by narrowing focus, with deadlines, and stress, the very things that interfere with personnel

performance. People miss the big picture solutions while concentrating on the incentive, they decide too quickly with reduced information and the rush to deliver, and stress doesn't make for good decision making.

Pink enumerates its failings as follows,

- It kills intrinsic motivations
- It discourages peak performance
- It crushes creativity
- It crowds out good behaviors
- It encourages unethical behaviors
- It encourages addictive habits
- It encourages short term thinking.

But, people and society are already changing, with business and institutions lagging in response. Moving M2/TX to M3/TI is already underway for the self employed, entrepreneurs, and some others; so, when will it reach critical mass?

Motivation 3.0 and Type I Workers

Management 3.0 is based on intrinsic rewards that employees desire. Compensation needs to be adequate, fair, and egalitarian, because beyond that extrinsic rewards actually damage performance as mentioned earlier. Allowance for creativity, autonomy, self determinism, and purposeful behavior is endemic. Optimally, M3 systems workers will hear why a task is necessary, acknowledgement from their leadership that it is boring if it is boring, and will organize the project and work among themselves to meet the deadline. Workers, with minimum or no management involvement, are self directed, team among themselves, and determine their own tasking. There is flexibility for task, time, technique, and teaming. This is **Self Determination Theory** at its essence. This approach is best accomplished with **B Type** people instead of the A Type drivers. These people are free in any and all respects to be authentic and to work autonomously. Being joyful in one's work is expected. In its extreme, businesses can refocus employees participation further as a **Results Only Work Environment**. 20% of work hours devoted to unstructured work of interest to the employee is another way to enhance new product and service offerings, resolve consequential problems and opportunities, conduct research and development, and engage employees in self directed development that benefits business and worker alike. Type I workers appreciate this opportunity for self expression in work.

A knowledge economy depends on creativity, and skilled people who revel in the work, where work is life affirming, so M3 and TI workers are a naturally good fit. TI workers get engaged, and they adopt right mindsets, grit, perseverance, and resilience behaviors. They achieve "FLOW". They are fully engaged in Kahneman System II brain functions. Certainly there is no going back to M2?

Where It Goes From Here

The internet data points identify the need for change at work, moves to self directed engagement that is fulfilling, further developments where knowledge work happens, and appropriate equitable compensation.

Daniel Pink introduces his readers to authoritative material in behavioral psychology from Kahneman, Dweck, Amabile, Deci, Csikszentmihalyi, and others, so we can rely on the conclusions he recapitulates about engagement, authenticity, and autonomy in a creative knowledge economy. Daniel Pink's discussion of motivation is revealing and imperative for our times; it comes highly recommended. **Drive** is rated 4.5 on Amazon, with 4750 reviews being exceptional.

Point Solution Podcast

Why the secret to success is setting the right goals | John ... (John Doerr)

Abundance is our future | Peter Diamandis - YouTube (with Steven Kotler)

Gleicher's Formula for Change (with Richard Beckhard)

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