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### INTRODUCTION: The Puzzling Puzzles of Harry Harlow and Edward Deci 1

*“In scientific terms, it was akin to rolling a steel ball down an inclined plane to measure its velocity—only to watch the ball float into the air instead. It suggested that our understanding of the gravitational pulls on our behavior was inadequate—that what we thought were fixed laws had plenty of loopholes.”*

### Part One

## A New Operating System

### CHAPTER 1. The Rise and Fall of Motivation 2.0 13

*“But in the first ten years of this century—a period of truly staggering underachievement in business, technology, and social progress—we’ve*

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*discovered that this sturdy, old operating system doesn't work nearly as well. It crashes—often and unpredictably. It forces people to devise workarounds to bypass its flaws. Most of all, it is proving incompatible with many aspects of contemporary business.”*

### CHAPTER 2. Seven Reasons Carrots and Sticks (Often) Don't Work . . . 32

*“In other words, rewards can perform a weird sort of behavioral alchemy: They can transform an interesting task into a drudge. They can turn play into work.”*

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*“While an operating system centered around rewards and punishments has outlived its usefulness and badly needs an upgrade, that doesn't mean we should scrap its every piece.”*

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*“A picture may be worth a thousand words—but sometimes neither is as potent as just two letters.”*

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### Part Two

# The Three Elements

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*"Perhaps it's time to toss the very word 'management' into the linguistic ash heap alongside 'icebox' and 'horseless carriage.' This era doesn't call for better management. It calls for a renaissance of self-direction."*

## CHAPTER 5. Mastery 107

*"In our offices and our classrooms we have way too much compliance and way too little engagement. The former might get you through the day, but only the latter will get you through the night."*

## CHAPTER 6. Purpose 129

*"It's in our nature to seek purpose. But that nature is now being revealed and expressed on a scale that is demographically unprecedented and, until recently, scarcely imaginable. The consequences could rejuvenate our businesses and remake our world."*

Part Three

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