

**Grab your phone and take  
a quick survey now at...**

**slido.com**

**#HappyAgile**



# DRIVE:

**How we used Daniel Pink's work to create a happier, more motivated workplace**



**David Mole**

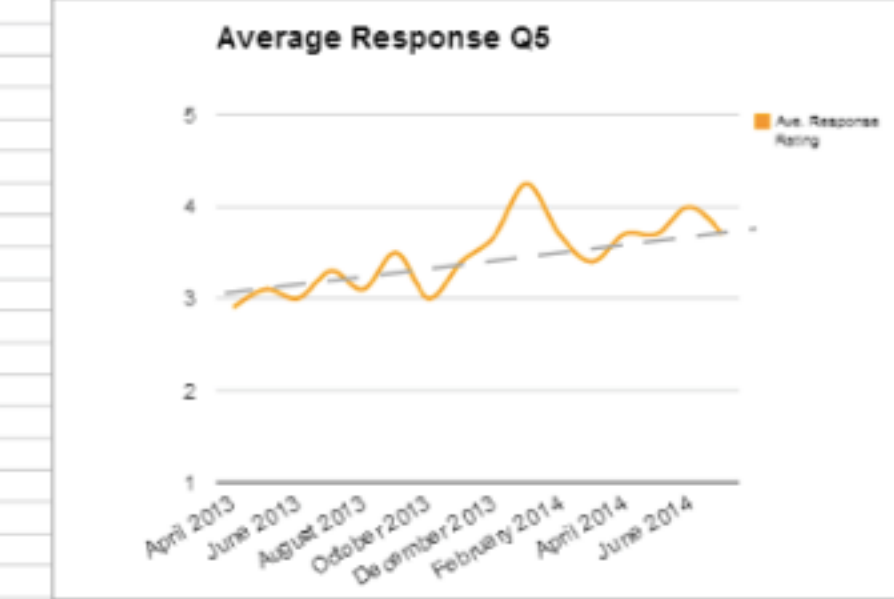
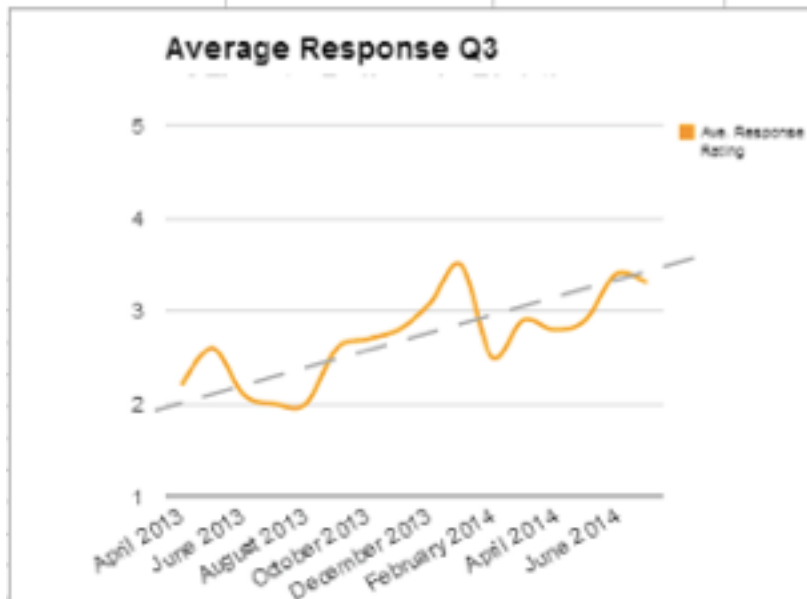
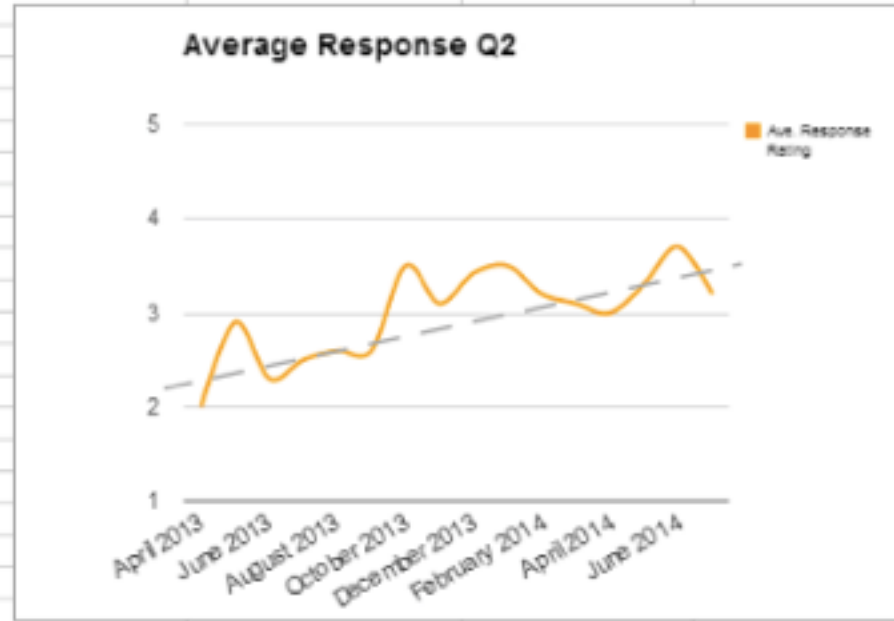
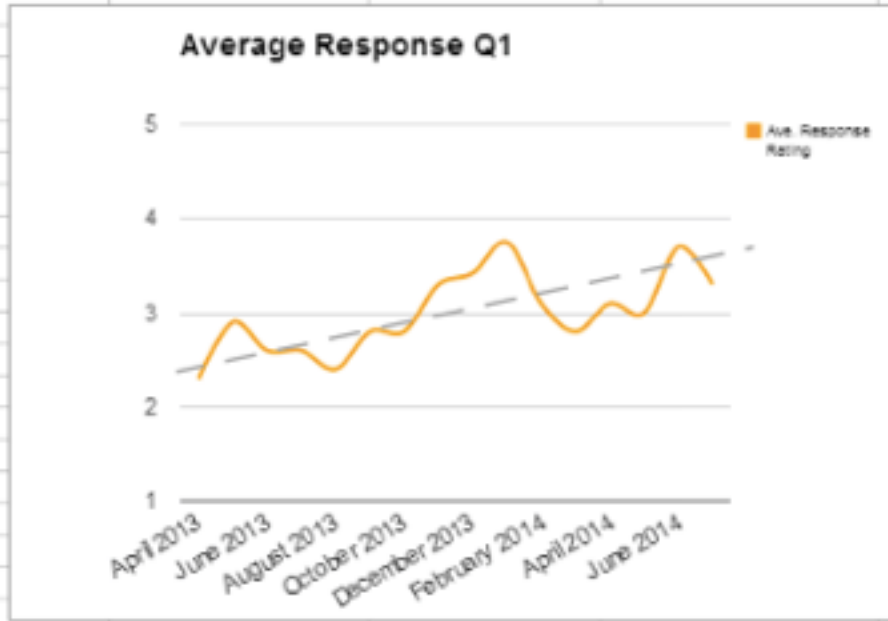
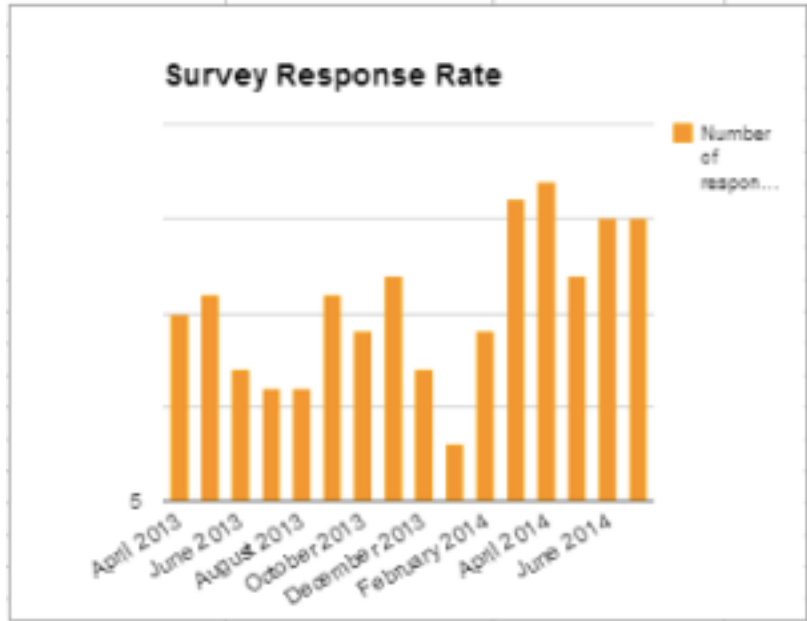


**@Molio**

**moley@nomad8.com**

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

**Daniel Pink, 2009**



# The Real Data





**The Lazy Guy**

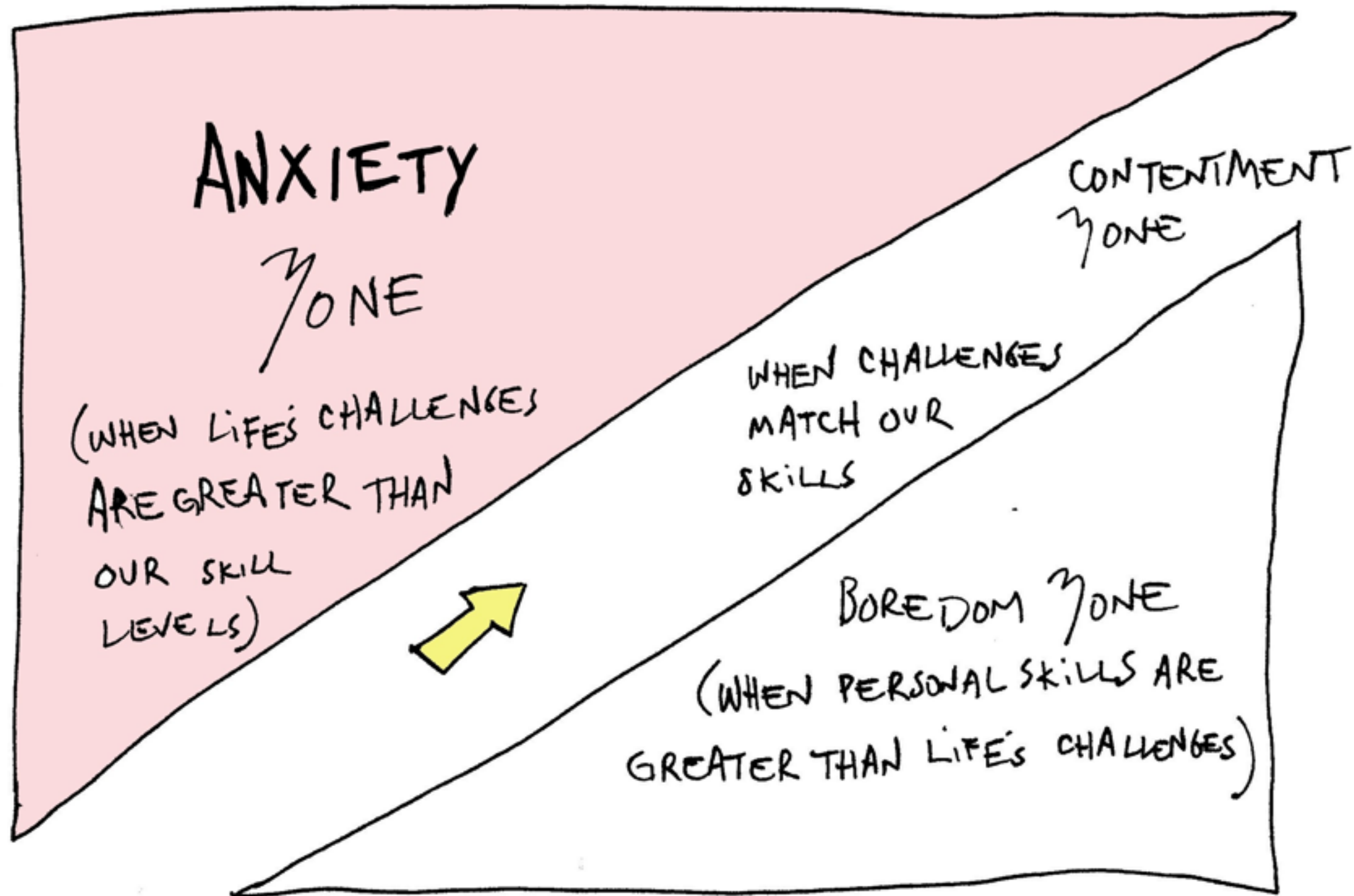
# Flow

“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

↑  
INCREASE  
CHALLENGES,  
COMPLEXITY,  
+ DEMANDS



INCREASE SKILLS, TALENTS, + KNOW HOW





Quality of  
experience  
counts

Journey > destination.

1

Goals are clear

The steps one takes towards  
attaining a goal



Outside  
opinion:

Internal  
Standard

2

Feedback is immediate

Know what one does matters.  
Know how well one is doing.

3

Balance between  
Opportunity & Capacity

Achieving  
triumphs

Challenges = Skills

4

Concentration  
Deepens

Evolving  
complexity  
of tasks

in Work

Hobby

Love

Life

8

Loss of Ego

Total immersion in  
the experience

Temporary Loss of  
self

7

Sense of time  
is Altered

PASSAGE OF  
TIME  
QUICKENS &  
SLOW

6

Control is no  
problem

Possibility of making  
things happen as desired  
& move in harmony with  
the activity

5

Present is  
What Matters

Escape from current reality  
of nagging worries

& lead to  
growth

What does  
it feel like  
to be in  
Flow

Adapted from Mihaly Csikszentmihalyi  
Done by AlexiusC (2013)

**“Hire good people, and leave them alone.”**

**Chief Executive, 3M** **1948**



# HAPPINESS

*hap·pi·ness, (n) \ˈhɑ-pē-nəs\*  
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. Incer  
reason that initiates, guides and ma  
the process that arouses, sustains  
will be interested in progressing fu

# Happiness vs Motivation

# **I. Autonomy**

**The desire to direct our own lives**

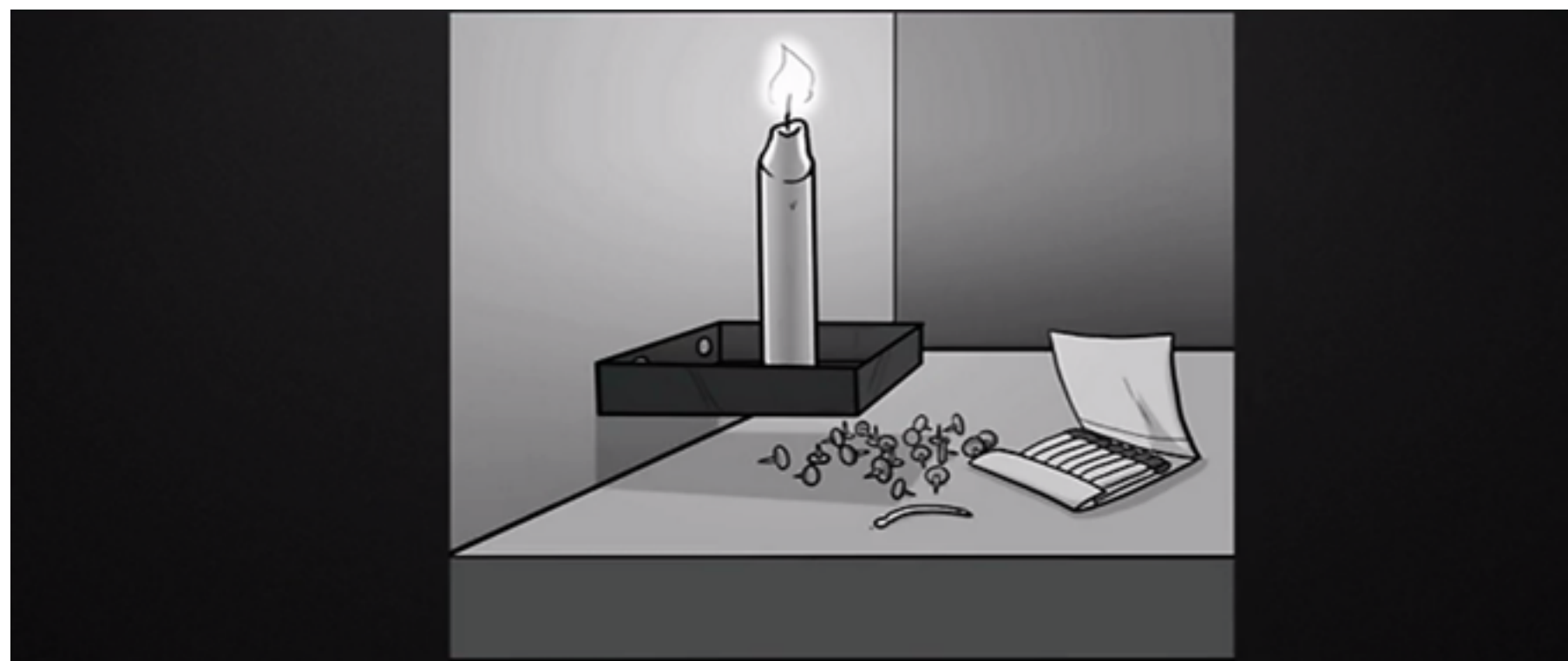
# **2. Mastery**

**The urge to get better and better at something which matters**

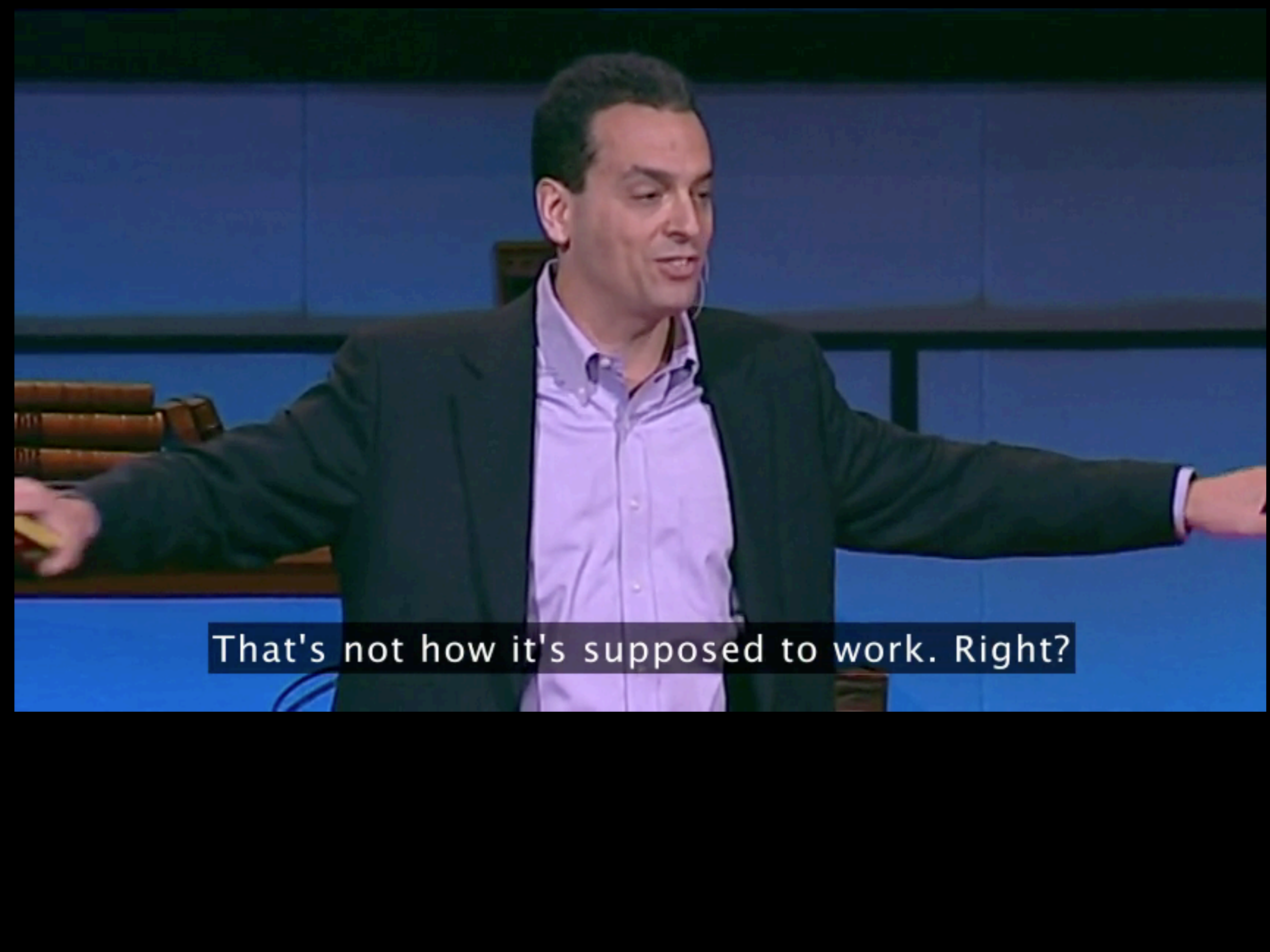
# **3. Purpose**

**The yearning to do what we do in the service of something larger than ourselves**

# THE CANDLE PROBLEM





A man with dark hair, wearing a dark suit jacket over a light blue button-down shirt, stands on a stage. He is gesturing with both arms outstretched to the sides. The background is a blue wall with horizontal lines. To the left, there are some wooden objects, possibly part of a desk or a set. The lighting is bright, typical of a stage or studio setting.

That's not how it's supposed to work. Right?





**Rewards Narrow Focus**



# **Financial Rewards and Bonuses**





**Can we use this to our advantage?**

**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](https://slido.com)

## #HappyAgile





## Technology Survey

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?

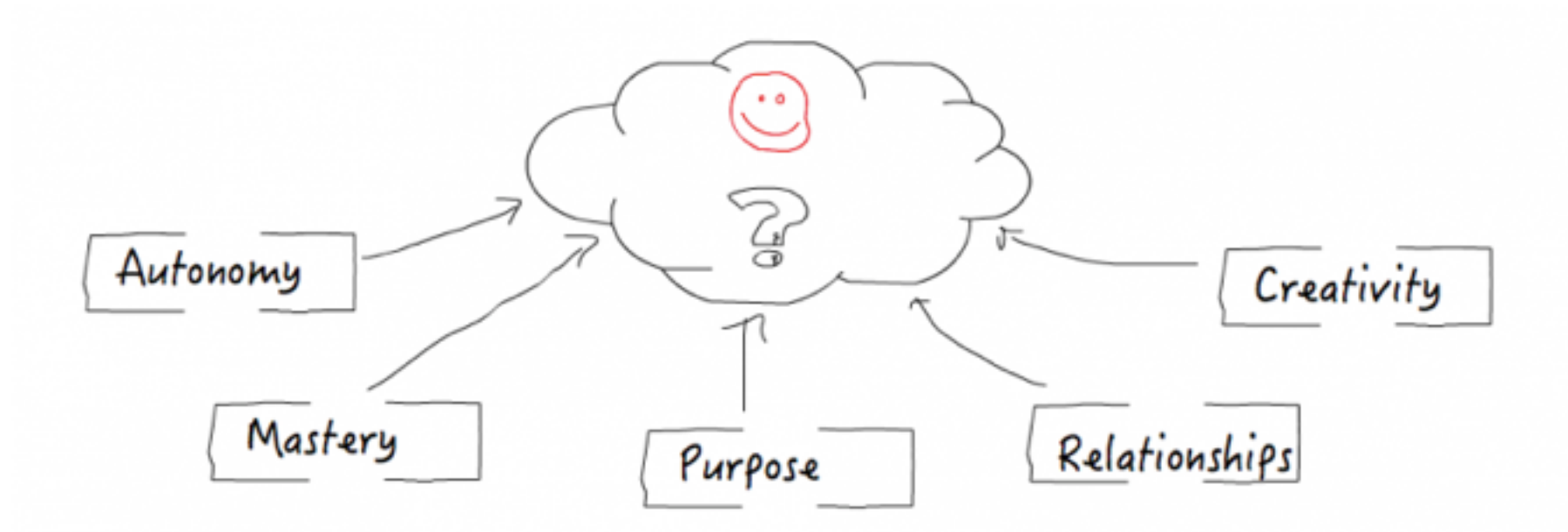
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

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?

# Our 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 **H**appiness, **I**nnovation and **P**roductivity.

**Start Survey**

press ENTER

# Our Survey v2.0

**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]**

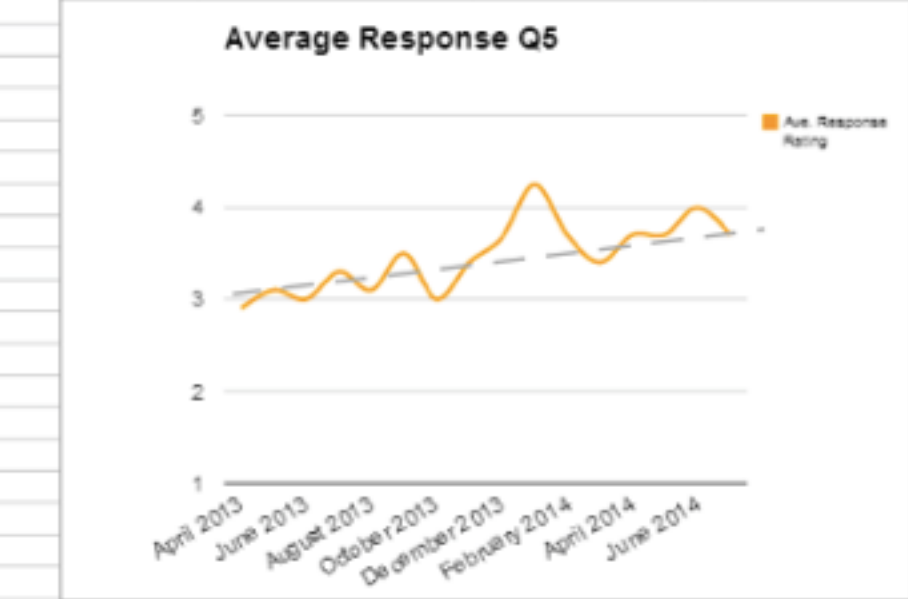
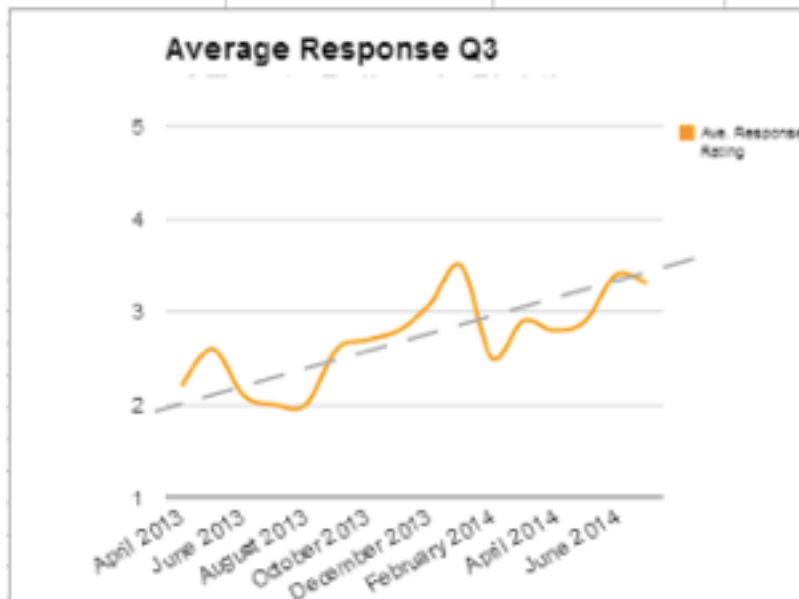
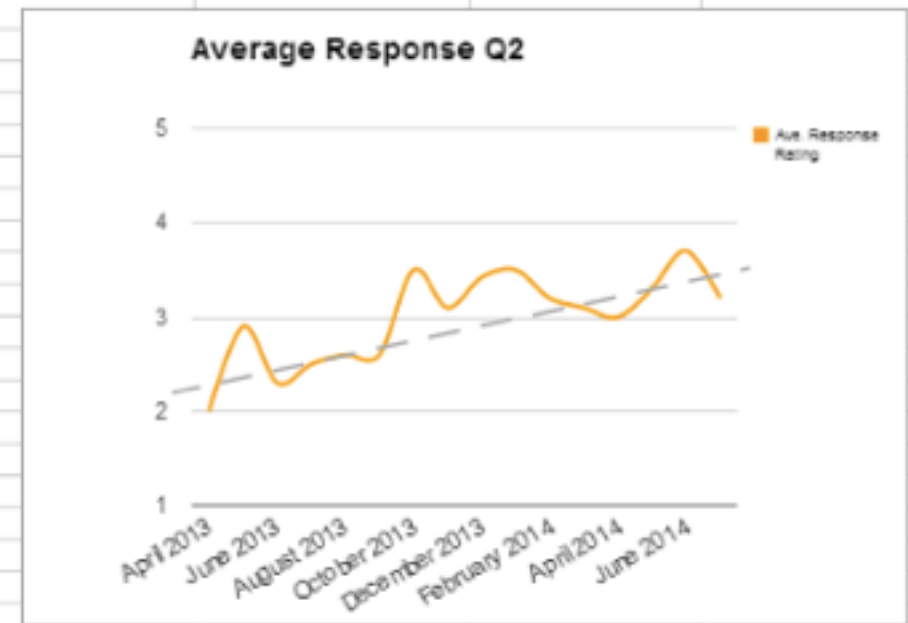
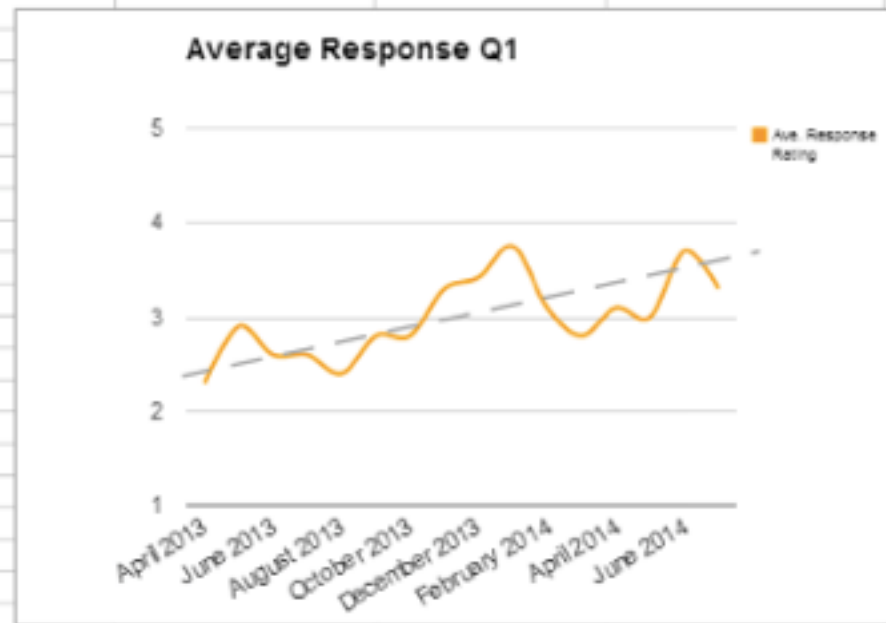
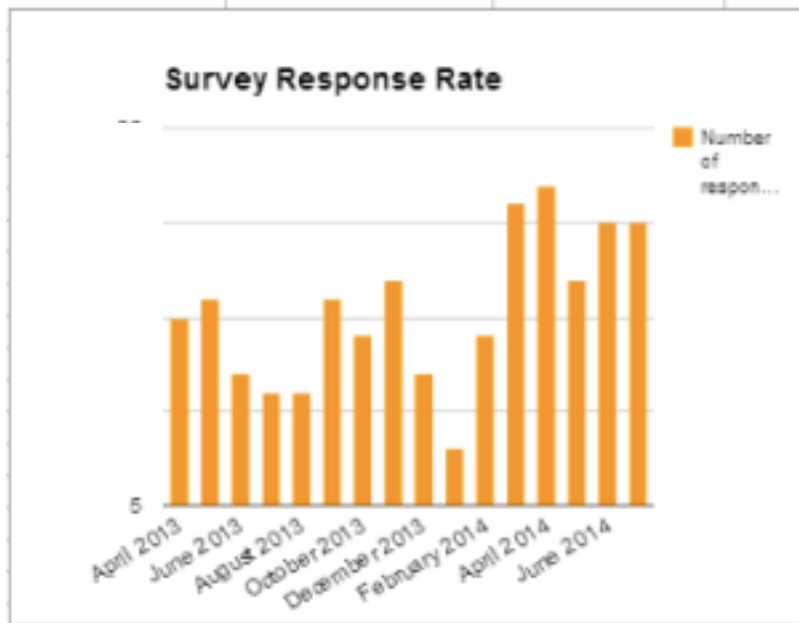
**4... work in a group/squad where people support and challenge each other?**

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

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

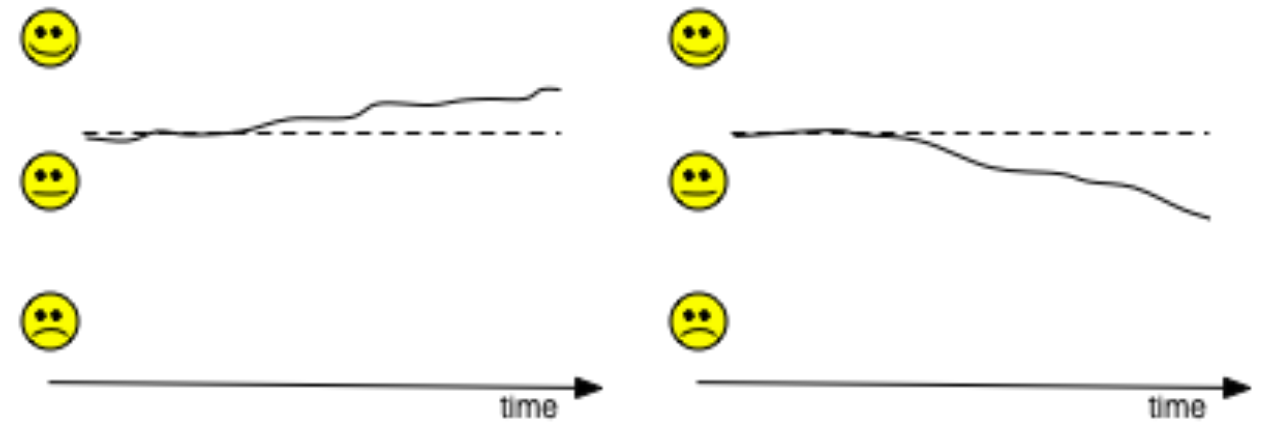
**7... Is there anything specific that has affected your scores?**

# **Survey Questions**



# Increasing Motivation and Happiness

SEPTEMBER 2011							
	1	2	3	4	5	6	7
BERND							
MARIKO							
ALEX							
MEIKE							
STEFAN							



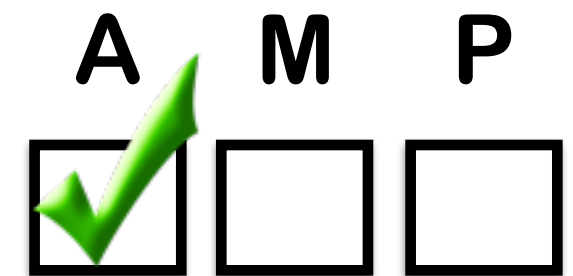
# Other Techniques





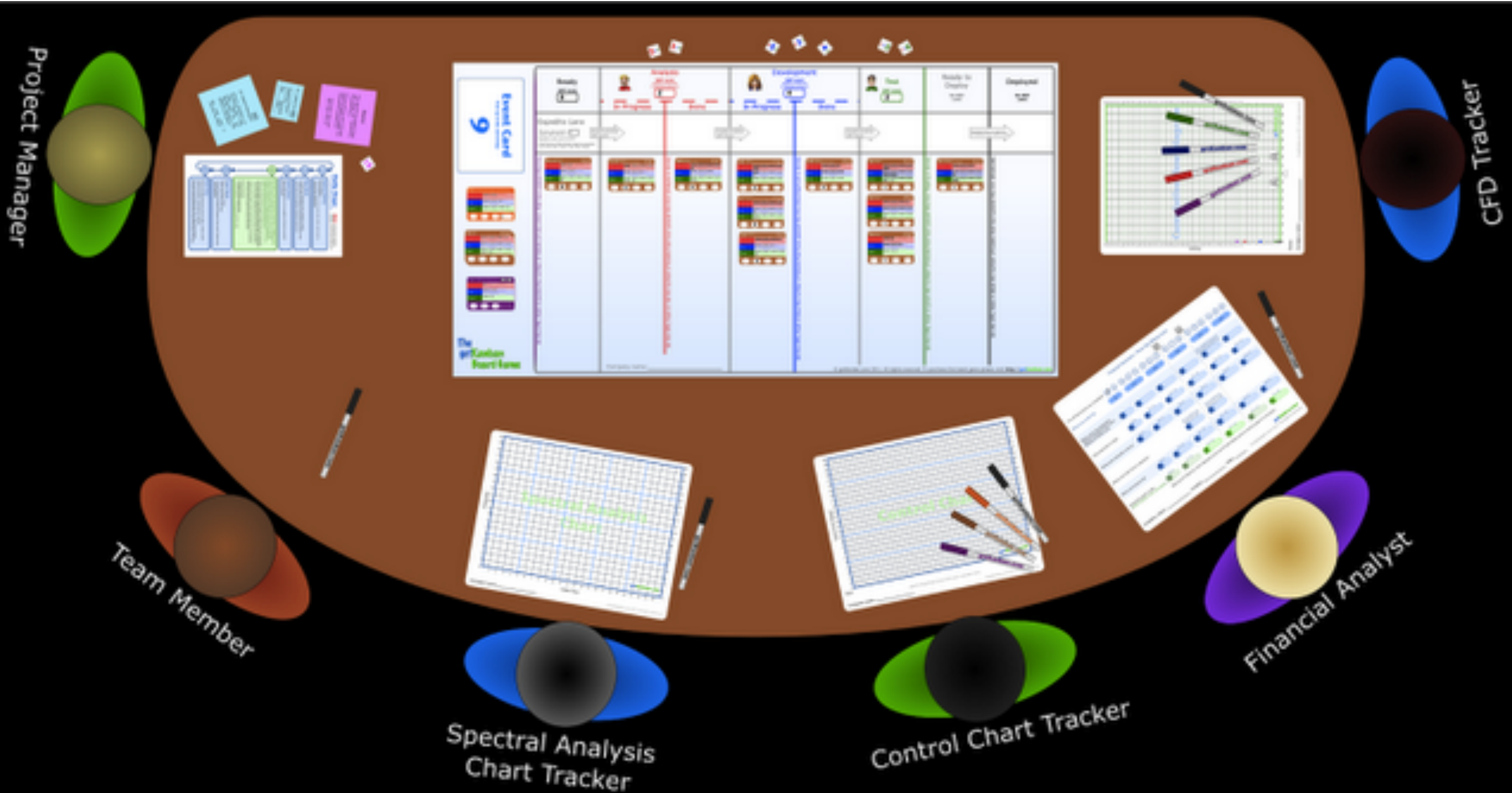
**10 Things that worked...**





**I. Environment - Make the office fun!**





A M P

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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## 2. Use Games and Training Simulations





### 3. Teams that pick themselves

A	M	P
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## 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

A	M	P
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



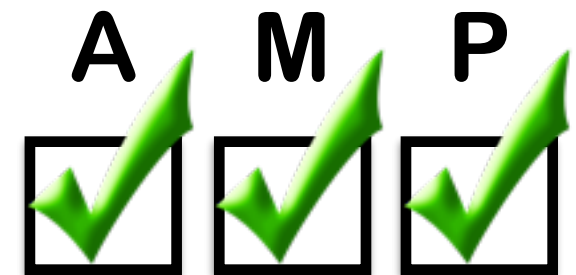


A	M	P
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**6. Give Feedback ‘On the field’**

# 11 THINGS WE LEARNED

AT



## 7. Going on tour... and hosting



OPEN  
MIC

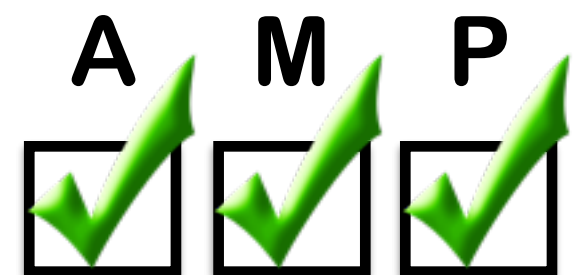
A	M	P
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**8. Fortnightly 'Town Hall'**





**9. Expand your mind**







A M P



# 10. Learn a New Skill



# DICTATING-DATES

# IĎEĀŠ-SESSIONS-CEO

# HACKDAY-ON-THE-WEBSITE

## NAPS-IN-THE-OFFICE

## FALSE-AUTONOMY

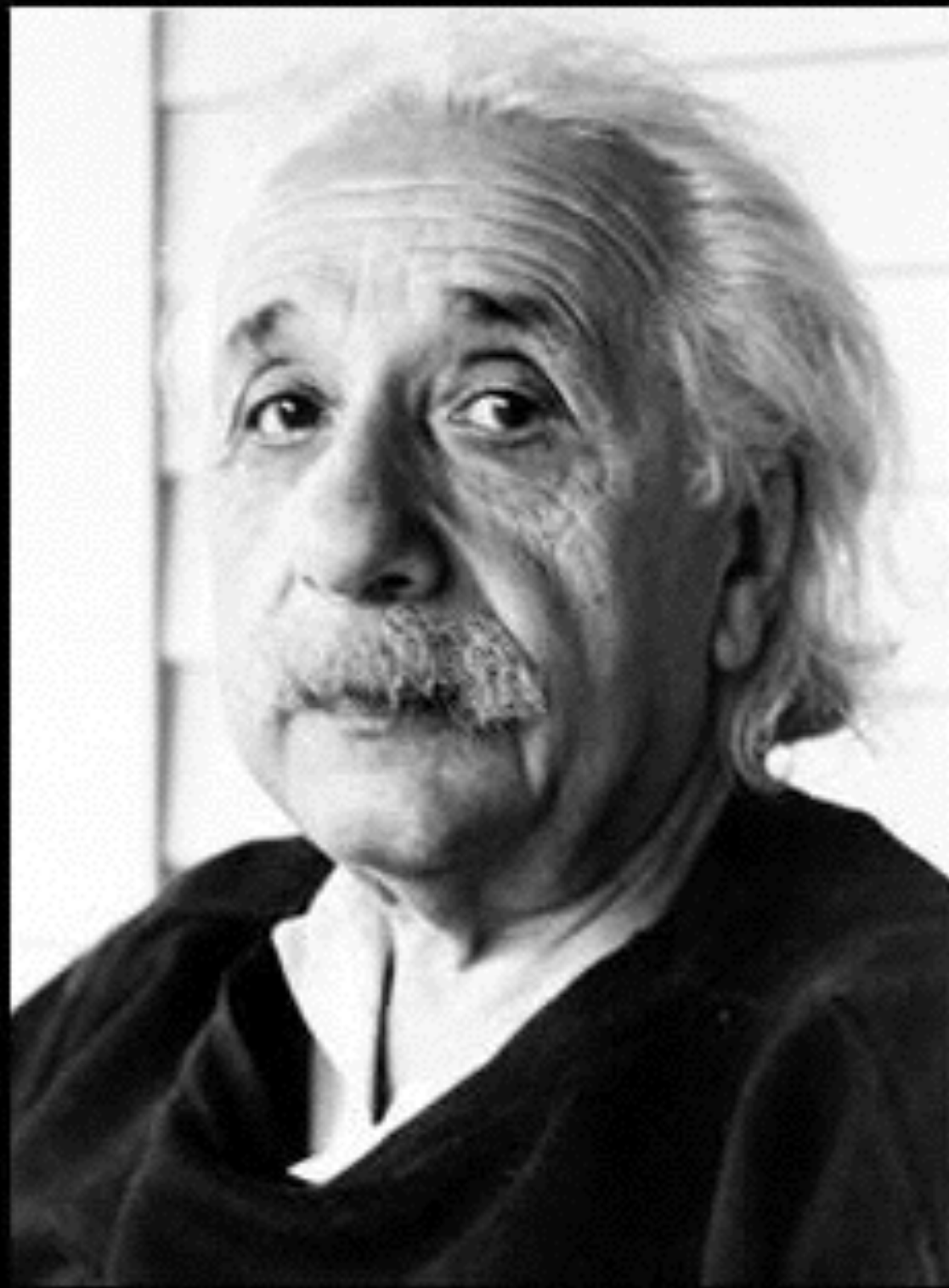
## ALCOHOLIC-REWARDS

# PUNISHMENT

## FINANCIAL-BONUSES

# ROADMAPS

# 5 Things that Failed...



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

~Albert Einstein

A M P



# I. Avoiding punishment



A M P



## 2. Dictating Dates





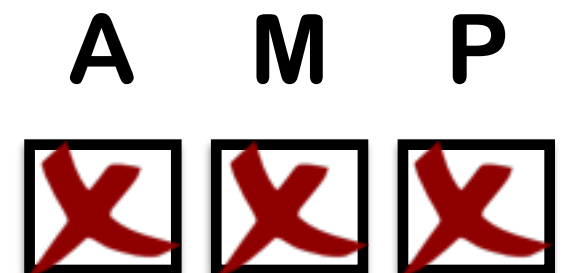
### 3. Naps in the office



A	M	P
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## 4. Pitch your idea to the CEO





## 5. Whiskey for breakfast

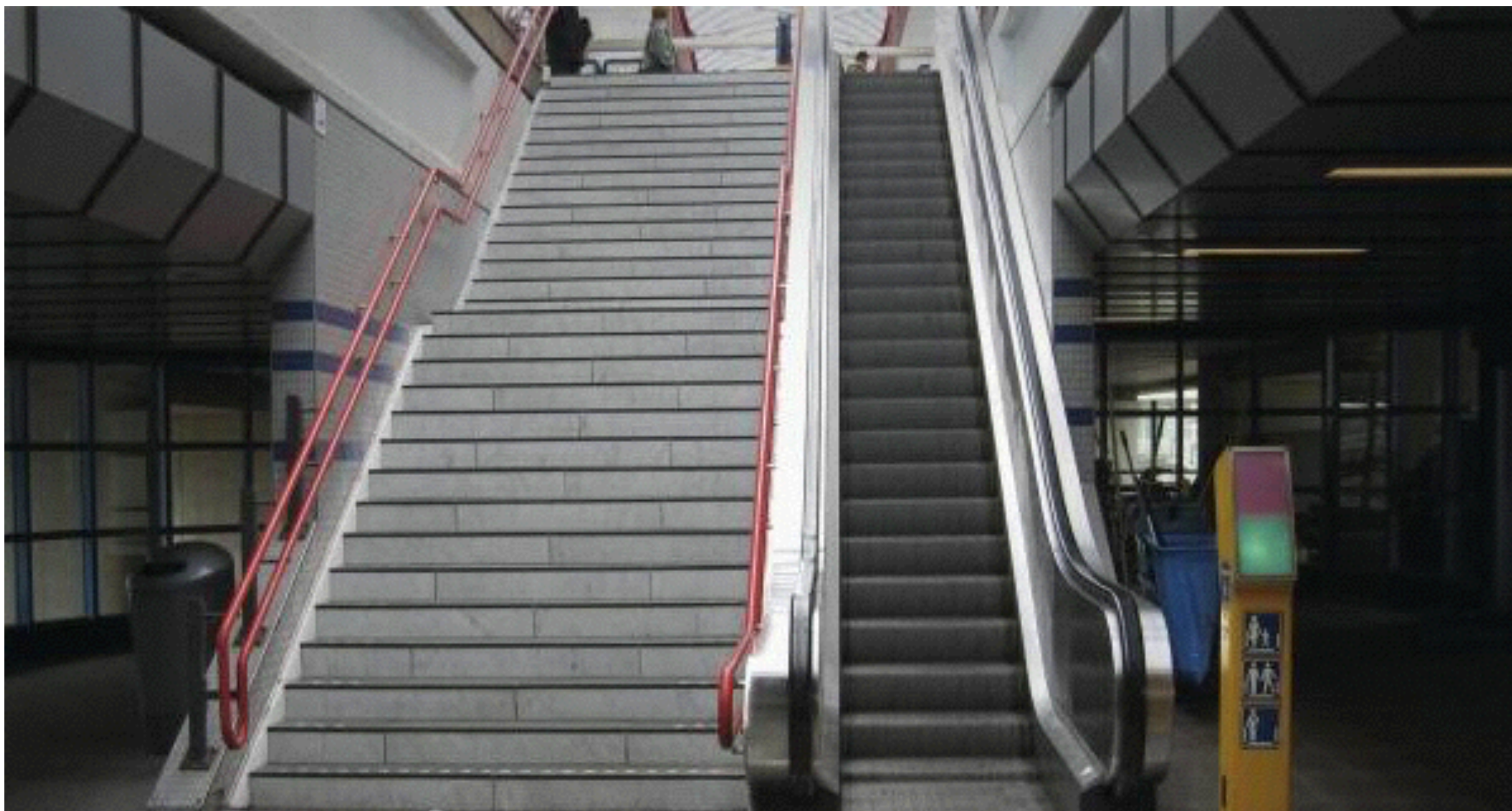


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urgency into them?**

**3 Common Questions from Managers...**



**How would you ‘Motivate’  
people to use the stairs?**



[natgeotv.com](http://natgeotv.com)



CROWD CONTROL  
NEW EPISODE  
MONDAY 9/8C



#CrowdControl







**What is missing from Daniel  
Pink? ...and what is next?**





**What will you do?**



**“There is **NO** mismatch  
between what science  
knows and business does”**

**You, 2016**

# DRIVE:

**How we used Daniel Pink's work to create a happier, more motivated workplace**



**David Mole**



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