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

In **"Tribal Leadership" by David Logan:** Tribe - 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
Winslow Taylor
Abraham Maslow
Ryan Deci
Mihaly Csikszentmihalyi
Mark Lepper
Alfie Kohn
Karl Duncker
Sam Glucksberg
Meyer Friedman
Ray Rosenman
Cali Ressler
Jody Thompson

Business Thinkers Who Get It:
Peter F. Ducker
Jim Collins
W.Edward -Deming
Frederick Herzberg
Jim Collins
Cali Ressler
Jody Thomson
Gary Hamel

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 that 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 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)

Tribe Stage 5
-Expressing view: **"life is great."** There is no **"they."**
-Forming ever-growing networks with those that have similar values
-In corporate settings, exists only if a tribe is so far ahead of its competitors that they are irrelevant. Otherwise, the culture regresses to Stage Four
-The behavior of Stage Five expresses innocent wonderment.

Tribe Stage 4
-Forming structures called triads (building values-based relationships between others)
-Expressing view: **"we're great"** (in the background: "they are not")
-In clusters, people radiate tribal pride

The longest evolutionary step that leads to developing **Kaizen Culture** and **Transitioning to Agile**

Required for Transition

Tribe Stage 3
-Connecting to others by in a series of dyadic (2-person) relationships.
-Expressing the view: **"I'm great"** (in the background: "you are not")
-In clusters, attempts to outperform others
-Everyone is striving for dominance
-Individuals' behavior expresses a "lone warrior" ethos
-Culture becomes the "wild, wild west."

Tribe Stage 2
-Separating from others
-Lacking power that others have
-Expressing the view: **"my life sucks."**
-Feel themselves as being apathetic victims

Tribe Stage 1
-Personal alienation from others
-Expressing the view: **"life sucks."**
-Despairing hostility towards society

Advanced

Primitive

Evolution of Tribal (Organizational) System

Primitive — **Evolution of Human Operating System** — *Advanced*

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