

YOUR KINDLE NOTES FOR:

Payoff: The Hidden Logic That Shapes Our Motivations (TED Books)

by Dan Ariely

Free Kindle instant preview: <http://a.co/994IE8X>

10 Highlights | 1 Note

Highlight (Yellow) | Location 203

human motivation is actually based on a time scale that is long, sometimes even longer than our lifetimes. We're motivated by meaning and connection because their effects extend beyond ourselves, beyond our social circle, and maybe even beyond our existence. We care deeply about meaning, we care about it more as we become aware of our own mortality—and if we have to go to hell and back in a search for meaning and connection, we will, and we will get deep satisfaction along the way.

Highlight (Yellow) | Location 293

These results show that when we are acknowledged for our work, we are willing to work harder for less pay, and when we are not acknowledged, we lose much of our motivation.

Highlight (Yellow) | Location 361

when trying to intuit the outcome of these different conditions, participants predicted that the effect of meaning would be much smaller than it actually was. They greatly underestimated the power of meaning.

Highlight (Yellow) | Location 404

Another company came up with an even more brilliant idea that nobody could “own” their own cubicle, designing the system such that those who showed up to work earliest in the morning could claim the ones closest to the windows. None of the cubicles has anything but a desk, a place to connect a computer, and a chair. No one could establish a sense of connection to their workspace. Ultimately, by setting the atmosphere this way, the company communicated to the employees that they are valued only for their direct productivity and that they are easily replaceable.

Highlight (Yellow) | Location 560

In another experiment, this time involving five-year-olds, researchers asked each child to dream up a story (for example, “Make up a story about a dragon and a little boy”). After the child invented the story, another adult entered the room, and the experimenter repeated the child's story by saying, “Tommy just told me the best story . . . !” In the “no-credit” condition, the experimenter told the other adult, “I have the best story . . . !” In this

case, the children vociferously objected, saying, “That was my story!”¹² What all of this means is that by a very young age, we already care about our ideas and are attached to them.

Highlight (Yellow) | Location 731

Instead, we saw that monetary bonuses resulted in the sharpest decrease in productivity, while rewarding people’s performance with a compliment increased engagement even on the days when there was no bonus. These results suggest that there is a lot more to work than merely the opportunity to earn money in exchange for labor.

Highlight (Yellow) | Location 736

The more a company can offer employees opportunities for meaning and connection, the harder those employees are likely to work and the more enduring their loyalty is likely to be.

Highlight (Yellow) | Location 747

In short, these findings suggest that when we are in the midst of a task, we focus on the inherent joy of the task, but when we think about the same task in advance, we overfocus on the extrinsic motivators, such as payment and bonuses.

Highlight (Yellow) | Location 814

The point is that good relationships aren’t transactional; our need for connectedness anchors them on a longer time scale. You won’t bother putting a lot of energy into a short-term relationship, whether with a romantic partner, employer, colleague, or apartment. But if you think of that relationship as a long-term investment, then you will be motivated to deposit more of your love, trust, energy, and time.

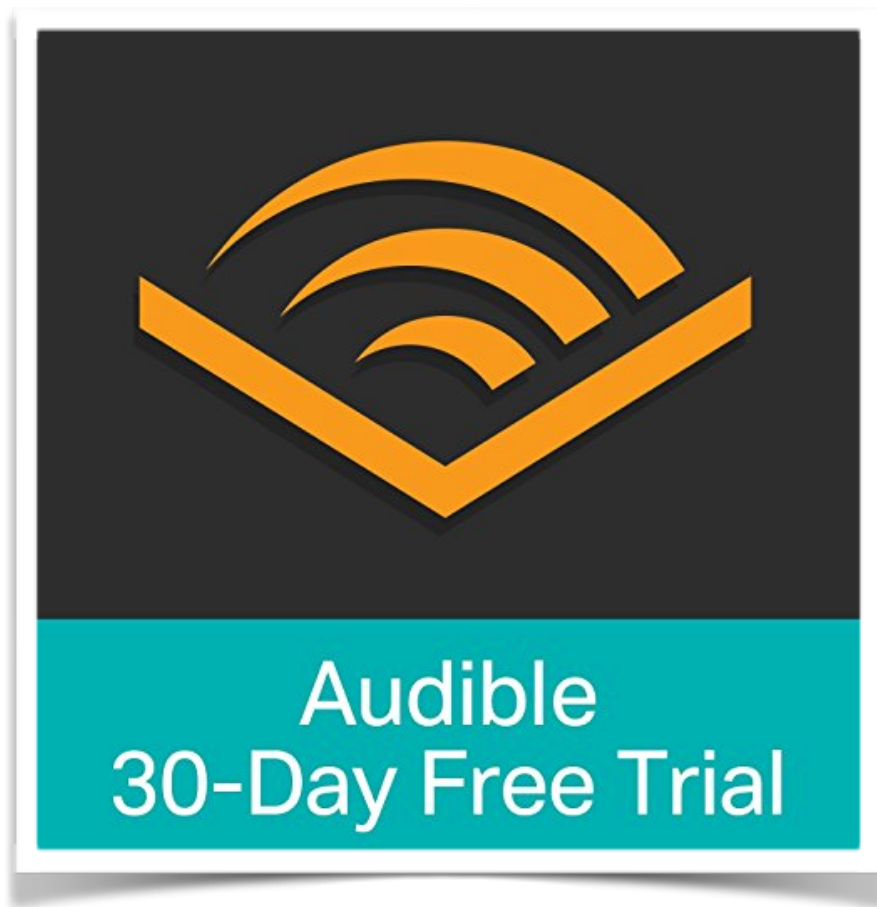
Highlight (Yellow) and Note | Location 884

Unfortunately, there are many ways to kill trust and goodwill. The simplest is to pay people directly for their performance. Imagine, for example, that you worked for me and I asked you to stay late three times over the next week to help complete a project ahead of deadline. At the end of the week, you will have not seen your family but will have come close to a caffeine overdose. As an expression of my gratitude I present you with one of two rewards. In option one, I tell you how much your extra hard work meant to me. I give you a warm and sincere hug and invite you and your family to dinner. In option two, I tell you that I have calculated your marginal contribution to the company’s bottom line, it totaled \$27,800, and I tell you that I will give you a bonus of 5 percent of this amount (\$1,390). Which scenario is more likely to maximize your goodwill toward the company and me, not just on that day, but moving forward? Which will inspire you to push extra hard to meet the next deadline? As the compliment condition at Intel and our other experiments on social norms show, my thanks, hug, and our family dinner would make all the difference in your feelings of current and future engagement. The bonus, however, would put a numerical value on something that wasn’t countable to begin with: your commitment. And while you might appreciate the cash, the next time I ask you to help me with a deadline, you will most likely ask “How much?”

Yeah, this is huge

What's the best way to learn on the go?

Accept my invitation for a 30-day FREE trial of Audible, plus two audiobooks for books FREE...



[Start Your 30-day FREE trial*](#)