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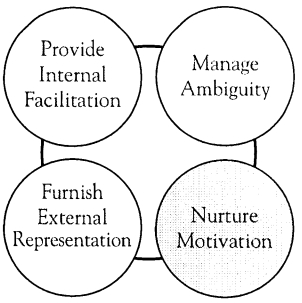

Nurturing Motivation

At some level, all leaders aspire to inspire. Everyone wants a motivated group: they're fun to be around, productive, and validating. If a leader has a motivated group, that must prove that she is a good leader, right? In fact, most business leaders are so desperate for staff with motivation that an entire industry has grown up around selling the abstract commodity of motivation. Platform speakers pack stadiums to extol its virtues. Rafts of posters display inspirational images. Libraries of books offer sappy parables. Lifetimes of commuter tapes and CDs drone on and on and on. Ironically, the seemingly endless supply of motivational material testifies to its futility. The industry attempts to fill a bottomless pit of apathy that stubbornly refuses to be filled. At the same time, the proliferation of these products speaks to the importance of the issue.

Even if you find this characterization of the value of motivational products harsh, different people respond differently to these generic messages. Each of the takes on motivation must resonate with some group of people, or it wouldn't survive in the Darwinian marketplace. But few, if any, of the well-worn messages resonate with geeks.

Imagine taking a group of geeks to a motivational sales meeting. The speaker at the front of the room engages the three hundred highly paid, extroverted, and successful salespeople in the room in a call-and-response on competition, challenge, success, and

winning. The crowd is up on its feet, having a great time enjoying the company of comrades and competitors and reviewing ideas about how to go out and sell. There is electricity in the room, and you know that the glow will endure after they leave.

But the geeks you brought aren't on their feet. They aren't screaming back to the speaker. At first, they sit in the back, pondering the scene, mesmerized. Then someone starts sniggering and giggling. Eyes start to roll, and the judgment is in. They can't believe that this is even happening, that anyone is taken in by such vacuous content, and they're appalled that the objects of their disdain probably make more money than they do.

From what you already know about the cynical and independent nature of geeks it shouldn't be surprising that they wouldn't respond to this sort of message or presentation style. Geeks are just not rah-rah people.

The first of the four responsibilities of the geek leader is nurturing motivation. It can't be done in the traditional manner. You've got to help geek groups get motivated in a way that's compatible with their personalities and the constraints of geekwork.

Can You Motivate Geeks?

One of the major failings of the motivation industry is its failure to account for differences in those who would be motivated. Most of what's being peddled is designed as a one-size-fits-all approach, as if all people are exactly alike. What little targeted material exists focuses mostly on salespeople, so when you're trying to motivate geeks, you're pretty much on your own.

Clearly, geeks *can* be motivated. Engaged, enthusiastic teams turn out exciting products all the time. New software hits the streets every day. Web sites are updated regularly. Although the general project success rate in the IT industry is rather dismal, products do ship, and it's usually a motivated team that manages to beat the odds and complete a project successfully.

So the difficult question to answer is not whether geeks can be motivated, but whether there is anything you as a leader can do to

motivate a team engaged in geekwork. What actions can you take? What statements can you make? Is there anything you can do to win over their hearts and minds?

The answer is yes . . . and no. Although it is difficult to motivate someone to contribute to a creative effort like geekwork, it is very easy to demotivate them. There are significant barriers to motivating geeks, but you can create the conditions under which motivation can thrive.

To make sense of this we must first take a closer look at nature of motivation itself and its sources.

Sources of Motivation

For millennia, people have recognized the centrality of motivation to the human experience and have attempted to explain its presence or absence in individuals or groups. Nevertheless, this complex phenomenon remains illusive, even now resisting comprehensive explanation. Various theories attribute levels of motivation to one or more of the following:

- Biological imperatives—the drives for food, shelter, and reproduction
- Personality—the patterns of behavioral dispositions that remain relatively static within each person over time
- High-level cognitive needs such as self-expression and fulfillment
- Social environmental factors

If nothing else, this list helps clarify the difficulty of motivating others in the workplace (or anywhere else, for that matter). Leaders have limited influence over most of these factors that are theorized to affect motivation, reminding us that it is an internal emotional state not easily touched by others.

When looking at the workplace, psychologists have found it useful to categorize a person's motivation to perform a specific task as one of two distinct types: intrinsic or extrinsic. According to

Harvard Business School professor Teresa Amabile, a pioneer in the research of motivation for creativity, "People are *intrinsically motivated* when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in work. People are *extrinsically motivated* when they engage in the work in order to obtain some goal that is apart from the work itself." [1]

An intrinsically motivated person engages in a task based purely on factors internal to the person, the task, and the person's feelings about the work and reasons for doing it. It may be that it's interesting, challenging, or exciting, or it may be that the person is engaging in it for self-expression or personal growth. The factors affecting intrinsic motivation are completely contained within the work and the person doing the work. No outside incentives are involved.

An extrinsically motivated person engages in a task to achieve something beyond the work. Extrinsic motivators originate outside the work but may be tied to it (examples are incentives, rewards, recognition, and deadlines). Bonus programs are the classic example of an extrinsic motivator. One does the work not because of the rewards of the work but for the rewards the work may bring—the big payoff.

Most people find that motivation for a particular task is formed by a combination of intrinsic and extrinsic factors, creating a complex of reasons that provide the drive to engage in and complete a particular task. For example, you might assign Sally to a project that she is particularly interested in, that provides the opportunity to learn about a new technology that she has not been exposed to. Her intrinsic motivation to do a good job on the project would be rather high. When you offer her the assignment, she's probably not going to ask how it will affect her annual bonus. She just wants to dig into the fascinating material. But no matter how interesting or exciting the project may be, Sally's probably not going to be too excited about writing weekly status reports. There's no intrinsic motivation for that, only compliance with policy and rules, an extrinsic motivator.

As a manager, you have more control over extrinsic motivators than intrinsic ones. You can try to create the conditions under which intrinsic motivation occurs, but you have rather limited

direct control over those factors. However, you do have significant control over incentives such as contingency payments, recognition, and rewards. Many managers confuse manipulating extrinsic motivational factors with being a motivational leader. They are quite different. Providing incentives alone is not leadership. It is bribery.

Motivating Geeks

Which matters more when trying to motivate geeks: intrinsic or extrinsic factors? Which should you as a leader focus on developing? And how can you do it? To answer these questions, it's important to recognize the unique nature of geeks and geekwork and to accommodate it when developing your strategy for motivation.

Most geekwork is essentially creative problem solving, so when you consider how to motivate geeks, it's important to examine the effect of different types of motivators on the impulse toward creativity and productivity.

Traditional management approaches focus almost exclusively on providing extrinsic motivators, assuming that incentives properly aligned with organizational or project goals will always elicit desired behaviors from employees. If you clearly identify a goal and provide an explicit incentive (money, time off, promotion, or recognition, for example), then employees will do what you want them to do.

Unfortunately with geekwork, you're trying to do more than elicit behavior; you want to encourage creativity. Can extrinsic motivators alone engage the focused mental energy of a group of geeks? No. Amabile has found that most creativity springs from intrinsic motives. Intellectual and emotional engagement with a problem breeds creative problem solving, not externally defined enticements. Incentives cannot create engagement. True engagement with a problem must come from within.

Extrinsic motivators may have helpful, detrimental, or inconsequential effects on creativity depending on how they are structured. If a geek is uninterested in a problem, even massive incentives, such as potentially high-value stock options, cannot make the problem

interesting. Even if the geek agrees to work on an uninteresting problem with only the hope of attaining a grand reward, don't expect stellar work. If instead he is initially interested in working on a problem, some extrinsic motivators may intensify commitment, while others may diminish engagement by drawing attention away from the problem and onto the incentive itself. Providing extrinsic incentives alone is insufficient for building a high-performance creative team.

But what can you as a leader do to create intrinsic motivation? Nothing directly. You can't create intrinsic motivation, but you *can* create the environmental conditions under which it develops, just as you can provide conditions under which it is killed. *Your challenge is to encourage intrinsic motivation and support it with appropriate extrinsic motivation.*

To create the environment in which creativity and energy thrive, you should:

- Select wisely
- Manage meaning
- Communicate significance
- Show a career path
- Projectize
- Encourage isolation
- Engender external competition
- Design interdependence
- Limit group size
- Control resource availability
- Offer free food . . . intermittently

Select Wisely

The most important thing you as a leader can do to encourage intrinsic motivation is to choose the right people to be on the right projects. It may seem obvious, but the most effective way to help a

team build intrinsic motivation is to pick people who want to be on the team in the first place. Since you can't imbue geeks with internally generated enthusiasm, select for it. There are many other factors that must be considered, but initial interest in the technology, the business, or a role on a project should be one of the primary considerations when making assignments.

Chapter Eleven covers additional factors to consider in properly balancing the skills of team members.

Manage Meaning

The second most important thing that a leader can do to support the development of intrinsic motivation is to frame reality, to actively manage meaning in the workplace. In their frustratingly ambiguous world of questions, assumptions, and provisional facts, geeks constantly need to make sense of their environment and the meaning of their work. They need some fixed point in the distance to help guide day-to-day decisions and provide a coherent context to the nearly endless stream of confusion.

Without some sense of the larger meaning of their work, it becomes nearly impossible to generate consistent intrinsic motivation to slog through the implementation of a complex solution to a complicated problem. Although the nature of the problem may be compelling at the outset, no project provides uninterrupted interest. Pushing through the tedious and frustrating parts requires some sense that it's worth the trouble.

That's where you as a leader come in. You must deliver the meaning of all the disparate facts, framing the situation and defining reality. If you don't take explicit control of the meaning of situations, they will either remain ambiguous or be defined by others. In the absence of clarity, rumor and innuendo often take over. A group of smart geeks can develop some wild theories about why no one is telling them what's going on, and, trust me, most of those creative ideas are not productive.

Geeks develop a sense that their work has meaning by viewing their individual work through the lens of their personal values. If

work fulfills their most important personal values, then it has meaning. If it does not, then it has considerably less meaning. In order to make this evaluation, they need to be able to view their work in its broadest context, making sense of how it relates to others' work, the organization as a whole, and even society in general. Without the ability to understand the context of work, it's very hard to evaluate its connection to personal values.

For geeks, I've observed that the most commonly held values are these:

- Developing knowledge
- Creating intricate and beautiful systems
- Proving potential
- Making money
- Helping others
- Enhancing career growth

Communicate Significance

Although the meaning of a situation provides the context for geekwork, it doesn't necessarily convey the importance or urgency of a project. The frame provided by meaning may or may not indicate the importance with which leadership regards the work.

Too often, a leader will explain what role a new technology plays in a business and assume that everyone naturally shares the same understanding of its significance. It's vital to be explicit since some will misunderstand the centrality of their work, and others may develop delusions of grandeur. Clearly, it's much easier to develop intrinsic motivation for significant work than marginal or irrelevant work.

Show a Career Path

Given the ambiguity of geekwork and the complexity of how geeks perform it, one's career path can often be difficult to understand.

Geeks are exposed to two primary messages about career progress, both of them misleading: you can further your career by building technical skills or by acquiring power, that is, by becoming a manager. Many geeks have a vague sense that there's more to advancing their careers than just acquiring new technical knowledge, but they often don't know what it is. So they assume that the business cultural focus on management must be the right way, no matter how disinterested in management or temperamentally unsuited they may be.

Most geeks are motivated to advance in their careers, but have little information about how to do it. If you can help them see how to grow, to enhance the value they deliver in ways that are compatible with individual interests and skills, and then link that to current work, geeks will often develop intrinsic motivation for the work.

You can use the twelve competencies outlined in Chapter Five as a guide to help decide potential career paths for geeks.

Projectize

One of the simple things that most of the motivational gurus get right is goal setting. They extol the virtue of setting explicit goals to focus attention and energies on specific, measurable, and achievable targets. In geekwork, the best way to set a goal is to define a project to address it.

The alternative, working on an endless treadmill where one day is the same as the next, and without any measurable achievements, is not engaging. Projects help turn work into a game, and geeks love games with objectives that delineate goals and success criteria.

Chapter Ten will discusses projectizing in more detail.

Encourage Isolation

In the age of ubiquitous communication and cross-functional teams, it seems a bit ironic that isolated groups have an easier time developing intrinsic motivation than do more interconnected ones.

Although geeks need free-flowing communication within their own work groups, collective seclusion provides fertile soil for motivation, cultivating cohesion, and concentration. For example, when Steve Jobs wanted to focus and motivate the original Macintosh development team at Apple Computer, he moved the group to an entirely different building to isolate them.

Physical isolation works in several ways to enhance motivation. Isolation from other parts of the organization provides an opportunity to focus on the geekwork at hand without the distractions of other projects or office gossip. Given that individuals vary widely in their ability to concentrate in the presence of common workplace diversions, distance balances the group by limiting access to those distractions. Uneven concentration can reduce productivity and sap motivation.

In addition, remoteness offers the opportunity to develop group cohesion and identity that imparts a sense of distinctiveness and pride, enhancing intrinsic motivation. Groups are more strongly inspired when they feel that their work is important and they are part of a privileged elite to take on such vital work.

Finally, removing the group from the local political environment can help create intrinsic motivation. Geeks are typically not politically savvy and find engaging in the push and pull of politics both distracting and demoralizing. They want to feel that everyone is behind their efforts. The natural jockeying of decision making may leave them feeling otherwise.

Isolation can be counterproductive if the group is completely disconnected from the rest of the organization. Not only can their work diverge from the needs of the organization, but they can lose the sense of importance without consistent communication and reinforcement. You need to make sure that someone within the project team plays the role of advocate for and interface to the rest of the organization to maintain productive links without sacrificing isolation.

Encouraging isolation is especially difficult when using virtual teams spread across time zones, office complexes, and even inter-

national boundaries. Individual isolation works against the creation of group identity, interdependence, and elitism, challenging group creativity and motivation.

Engender External Competition

Geeks love a good fight—not the fisticuff variety, but a good contest. It brings out their macho competitive spirit and love of games, allowing them to engage their seldom-expressed enthusiasm. Most of the highly motivated and productive groups that I've encountered have found meaning in battling some form of bogeyman. The joy of creation is considerably enhanced by the thrill of participating in the defeat of evil with ingenuity. A good competition also helps to develop group cohesion. Nothing is so unifying as the presence of a common enemy. Intragroup rivalries are set aside, and power struggles are subordinated to the common goal of winning the competition.

Just make sure that the competition does not set up destructive internal rivalries between different units within the same organization. This can lead to long-term animosities, wasted emotion, and duplicated efforts. Occasionally, it is possible to create temporary competition, but make sure that it takes on more of the character of a foot race than a war.

Design Interdependence

An old cliché says that in battlefield foxholes, soldiers don't fight for their country, they fight for each other. Fear and self-preservation pale when confronted with the needs of others. So deeply rooted are psychological bonds of human pack animals that even now, many of our most cherished stories express the nobility and heroism of self-sacrifice for the benefit of comrades.

This primal drive to fulfill the needs of others is present on the frontlines of geekwork too. This powerful narrative is much more than a curiosity of rare circumstances. It plays itself out daily in all

of our self-constructed, heroic, Walter Mittyesque narratives that comprise our lives.

The personal bonds of loyalty that develop between peers are often more important in developing intrinsic motivation than are those between a geek and a leader. When a colleague is relying on you to complete your work, it's much easier to put in the extra effort for that person than it is just to meet some externally imposed deadline.

Limit Group Size

The larger the work group is, the less conducive is the environment for developing intrinsic motivation. As group size grows, colleagues become less individuals and more an undistinguished mass of anonymous faces. If a geek feels like a cog in a giant machine, the pull of interdependence weakens substantially.

In fact, at some point, a group can grow so large that it discourages motivation. I think of it as being like the income tax effect. Many people who consider themselves to be honest and upstanding citizens, people who would never think of picking someone's pocket, are perfectly comfortable lying about their income on their tax returns. They don't feel that they're doing anything dishonest since they can't see or identify with the victim. The fact that the victim is some distant monolith somehow absolves them of the sin. Large, abstract groups don't elicit the same feelings of obligation or loyalty.

Control Resource Availability

Another way to encourage intrinsic motivation is to carefully control the resources available to a project team, whether money, people, time, or training. There's a delicate balance of resources that will encourage a group's enthusiasm. Too many resources or too few can diminish interest in the work.

Limiting resources too tightly can cause significant problems. If a team believes that deadlines are tight, that's fine, but if they feel

that they are impossible, they will not commit to meeting them and won't really try. If a group lacks necessary technical skills to complete a project but is denied training, they will withdraw and try to learn while ignoring schedules.

More counterintuitively, lavishing a team with resources can also diminish engagement too. Limitations of time and budget force a group to think carefully about a problem and to forge a creative solution that meets as many of the constraints as possible. With too many resources, there's no challenge. Geeks find no joy in overly simplistic puzzles.

You've got to strike the balance by gauging what resources are absolutely necessary and which constitute luxuries.

Occasionally, it's okay to make seemingly unreasonable demands of a group. It focuses their creativity and challenges them to deliver, creating a sense of excitement. Just don't do it too often if you don't want every time estimate padded and every budget bloated.

Offer Free Food . . . Intermittently

Never underestimate the power of free food. I can't offer any rational explanation, but for geeks, even those making sizable incomes, free food offers major support to motivation development—far more than an equivalent amount of cash. It may be due to the long hours or to some primitive instinct related to feeding together, but if you occasionally fill the office with free sodas, subsidized snacks, pizza, and beer, the productivity boost far exceeds the cost. However, if you always have free food around, it seems to lose its motivating value. Geeks start to view it as a fundamental human right rather than a motivational perk.

Demotivating Geeks

Unfortunately, in many ways, it's easier to sap the enthusiasm out of a group of geeks than it is to inspire them. I'm not suggesting that these are fragile groups that need to be treated with kid gloves. On

the contrary. Intrinsic motivation, once developed, is quite resilient, but its initial formation can be tenuous. Unless the problem is so compelling, the technology so fascinating, or the meaning so deeply important that everyone on a project is instantly enthralled with participation, you've got to be careful about inadvertently demotivating a group.

Many things that managers commonly do damage intrinsic motivation by either diminishing the quality of the work environment or misusing extrinsic motivators. Maintaining an optimal environment for motivation for geeks requires careful thought, since some traditional motivational management techniques that work well for others do not here.

These are the common pitfalls:

- Exclusion from decision making
- Inconsistency
- Excessive monitoring
- Focus on tasks, not goals
- Unqualified evaluation
- Misaligned extrinsic motivators
- Artificial deadlines
- Changing deadlines
- Organizational disinterest
- Teams without skills

Exclusion from Decision Making

Geeks hate being left out of decision-making loops, receiving directives after all the discussions and deliberations are finished. In their technocentric worldview, it's inconceivable that good decisions could be made without their being consulted. But more than calling into question the value of the decisions, it also undermines their feelings of competence and independence, limiting their sense of

control over their environment necessary to develop intrinsic motivation. Leaving them out also invites insecurities about the level of trust and esteem in which a leader holds geeks. Although not every decision can include everyone, using key geek representatives will be helpful, and in the absence of that, explanations of decisions can help alleviate problems.

Inconsistency

Geeks are equipped with exquisitely tuned hypocrisy detectors that sound an alarm whenever any sort of inconsistency or double standard may be present in a leader's behavior. The strength of belief in fairness and meritocracy combines with distrust of hierarchy to leave leaders in a bit of a sensitive spot. Every comment, every action is monitored for consistency and coherence and will be challenged if it fails to stand up to the test. Inconsistency undermines motivation by distracting from the engaging nature of the work. The more attention and emotional energy a geek invests in monitoring a leader's behavior, the less there is available for engagement with the work.

Once seen as inconsistent, a leader will have to struggle to regain confidence. Geeks tend to view inconsistent managers as either dumb or duplicitous, and sometimes both. Once categorized as either, it isn't easy to rebuild relationships. The only easy way out of this trap is to avoid it altogether.

Excessive Monitoring

Geeks expect their expertise to confer on them the benefits of professionalism equal to those of any lawyer or doctor, with one of the most cherished benefits being independence to determine one's own work pattern. Having someone look over their shoulder feels too much like being an apprentice. More important, it is taken as a sign of mistrust or lack of confidence. Naturally, managers feel that their job is to direct and monitor the work of their subordinates, which sets

up a continual problem within technical organizations. One of the greatest insults a geek can hurl at a manager is "micromanager." The feeling of being mistrusted quickly subverts intrinsic motivation.

Focus on Tasks, Not Goals

Since a great deal of intrinsic motivation is drawn from the context, the meaning of a task, it shouldn't be surprising that when a leader gives direction only through specific task assignments, enthusiasm diminishes. Without any understanding of the goals for a task, geeks start to feel like technology vending machines, dispensing solutions on demand. Under these circumstances, they engage in the creative work task with the same excitement as a soft drink vending machine dispensing a drink. It may work, but don't expect anything more than you ask for, and you may not get anything at all.

Unqualified Evaluation

One of the great human dilemmas of all time, "Who is qualified to judge me?" plays out in its own small way in technical groups. Rather than being a moral question of righteousness, here it becomes a practical problem related to the unusual knowledge inversion, where subordinates know more about their work than their supervisors do. Most bad performance reviews that I have delivered over the years are followed by the "you don't understand what I do" conversation. Specialists feel that only other specialists are qualified to evaluate their work, and the fear of being unfairly criticized undermines commitment.

You need not surrender your responsibility to evaluate the work of those with specialized technical knowledge. The key is being very clear about both technical and nontechnical expectations of the job. Few geeks are ever given clearly articulated guidelines for the nontechnical components of their work, but if you look closely at Chapter Five on performing geekwork, you'll notice that only one of the twelve ways geeks add value relates directly to technology. Spell out complete expectations for both technical and non-

technical contributions, and geeks will not only better understand how to be successful in their jobs, but you'll be qualified to judge their performance.

Misaligned Extrinsic Motivators

One of the most common mistakes managers make is trying to use extrinsic motivators with geeks in the same ways that they use them for salespeople. Contests, commissions, plaques, and pens don't carry the same weight and often undermine interest in the task at hand by trivializing geeks' sense of meaning.

Reward systems that emphasize personal over group performance can impair group cohesion, limiting information flow and creativity. You can also end up in a situation where an overall project failed, but many individuals are considered successes. In extreme cases, individual awards or bonuses can pit geeks against each other in a zero-sum game that turns colleagues into competitors.

On the other end of the spectrum, some extrinsic motivators are tied to overall company goals over which individuals and even whole groups feel that they have no control. If geeks believe that they have no control over the measures of success, the incentives offer little motivation and can even demotivate.

Finally, even when properly aligned, some inducements can be of such magnitude (for example, stock options potentially worth millions of dollars) that their presence is a distraction from work and reduces intrinsic motivation. When you're too busy trying to decide which Caribbean island to buy for your retirement, the details of programming can seem petty and uninteresting.

Artificial Deadlines

Although deadlines are important for helping bring a project to completion, patently artificial deadlines can undermine motivation to meet them. Geeks hate it when someone picks a random date out of the air and expects them to work night and day to meet it, especially when they can see that nothing else in the organization

will change if the deadline slips. Schedules are most effective when everyone involved in a project accepts it as both reasonable and necessary. Whereas good deadlines are a powerful motivational tool, artificial ones undermine commitment.

One of the most effective ways to make a deadline real to a group is to tie it to some sort of external event or commitment, such as an industry trade show, a product launch event, or a major holiday. Deadlines that are tied to immovable events are much more likely to be accepted as real than those that are seemingly selected with a dart and a calendar. The more public the failure to meet a delivery date will be, the more likely that it will be met.

Changing Deadlines

Little else confirms suspicious geeks' disbelief in random deadlines as much as the changing deadline. The more often a due date is changed, the less commitment any deadline will elicit. Not only does a group lose the opportunity to gain motivation from a credible date, the constantly shifting date itself becomes a distraction from the work.

Organizational Disinterest

If meaning is one of the primary stimulants of intrinsic motivation, then lack of meaning is one of its most significant barriers. Unless the work itself is completely engrossing, it's very hard for anyone to get excited about working on a project that has been deemed unimportant by either word or action. Although few leaders intend to communicate the unimportance of a project, it's very easy to give that impression through disengagement or omission.

Teams Without Skills

Feeling helpless or adrift diminishes motivation. Only Chicago Cubs fans seem excited by being associated with a perpetually losing team. An underdog with a chance is exciting; a guaranteed loser

is not. When project teams are constructed without the requisite technical or management skills, the first to know are the geeks on the team, and if they feel helpless to acquire the necessary expertise, the work will receive little energy.

Summary

Fundamental Questions

- How do geek leaders nurture motivation?
- How is nurturing motivation different from providing incentives?
- What is different about motivating geeks from motivating other employees?
- How do many traditional approaches to motivation demotivate geeks?

Key Ideas

- Most leaders attempt to motivate employees with incentives designed to elicit particular behavior, but because geeks don't deliver most of their value with behavior but through thought, these traditional incentives are often inappropriate.
- There are two distinct categories of sources for motivation to complete geekwork: extrinsic, where one is motivated to perform a task because of something beyond the task, and intrinsic, where one is motivated to perform a task because of something integral to the task itself. Intrinsic motivation is more important for productivity in completing geekwork.
- Leaders cannot force others to generate intrinsic motivation for creative thought, but they can create the conditions under which motivation flourishes. And they can create the conditions that are likely to kill intrinsic motivation.