# DRIVE - Surprising truth about what motivates us

Based on the book DRIVE by New York Times best selling author Daniel H. Pink





# Invitation to participate in a world leading process

PwC's Academy is delighted to offer training programme in line with the Drive Employee Engagement and Motivation 3.0 (Intrinsic Motivation) process based and endorsed on the work of New York Times best selling author, Daniel H. Pink.

Daniel Pink has lifted the subject of motivation and engagement out of the self-help section and into the forefront of people's minds. His philosophy is centered on the belief that 'there is a mismatch between what science knows and business does.' This is where we believe we can focus your senior leaders and organization's attention.

In a world of increasing complexity, uncertainty and rapid change, the most successful organizations know that improving employee engagement and motivation are critical to their future success. No matter where you are in the world, or what you do, organizations need to build a new organizational operating system to prepare their workforce to be more resilient, agile and responsive.

The Drive suite of offerings contains a facilitated process (more than "just training") that helps people thrive in this new leadership operating system. With the Drive suite, people can learn how to work according to Purpose (contributing to something that matters — why we do what we do), Mastery (continuous improvement on what matters most to the company) and Autonomy (working independently and focused on how to add more value).

What follows is an opportunity to participate in a global movement to not only work smarter but also with more meaning, higher performance, more recognition and most importantly, create a more fulfilling life.

This training offers a set of solutions for your organization. We look forward to working with you on this amazing initiative – Drive Workshop<sup>TM</sup>.

Sincerely yours

Miro Smolović

PwC's Academy Leader

PricewaterhouseCoopers d.o.o. Beograd

### What engages people?

Percentage of highly engaged people who experience this		Percentage of low and non-engaged people who experience this
92%	Someone has talked about their progress	13%
97%	Someone encourages their development	10%
88%	They were praised recently	13%
98%	They have opportunities to learn and grow	13%
74%	They have a best friend at work	19%
98%	Their manager cares about them	20%
98%	Their opinions count at work	22%
91%	They view their job as important to the company	19%
93%	Their colleagues are committed to quality work	44%
99%	They are able to do their best every day	<b>53</b> %
98%	They have the equipment to do their job	70%
99%	They know what is expected of them at work	89%

90%

Have a manager that lets them do their job



**82%** Have set clear goals



Have a manager who inspires the



## Why Drive?

The world's best organizations have either implemented or are implementing strategies to introduce Motivation 3.0 within their culture. This new operating system can help improve performance, pride, culture, do better at attracting and retaining people, and improve and deepen customer relationships.

The Drive suite will demonstrate that there are immediate (and simple) ways to create highly performing organizations that are more responsive and agile to suit today's business environment. This is a contemporary form of organizational leadership that is practiced by the best organizations around the world. From the largest organizations to small family businesses, whether privately held or publicly owned, from the most complex economies to emerging markets, there are potential solutions to create a culture of Motivation 3.0.

From New York Times Best Selling Author Daniel H. Pink and Andrew R. Greatrex (Greatrex Global Learning LLC, strategic partner of PwC's Academy) comes a series of practical solutions that will increase engagement and motivation in work places, increase organizational performance, enhance change and innovation and enable us all to lead a truly motivated workforce.

With well over 26 million internet views, this is a philosophy that resonates with the hearts and minds of anyone who works. We know what it takes to get people excited to jump out of bed and contribute to something that matters, to make progress and to bring the energy for a highly motivated and engaged workforce.

Organizations that succeed at implementing Motivation 3.0 outperform other organizations at every level. We would love for you to join us to become one of these high performing organizations.

The Drive Workshop has been awarded the Most Useful and Innovative product from the World HR Congress and is considered to be the world's best Employee Engagement and Motivation workshop. The US Air Force in May 2015 also awarded a special award for 'Driving Innovation'.



# Benefits of a highly engaged workforce



**84%** of the most admired companies said their efforts to engage employees had strengthened employee relationships.



Organizations with engagement scores in the top quartile averaged 18% higher productivity than other organizations.



Highly engaged workforces report higher sales and stronger customer interactions.



Engagement lowers absenteeism by half (disengaged workers take 6.2 sick days per year, while engaged staff take just 2.7 days).



**59%** of engaged employees say their work brings out their most creative ideas, while only **3%** of disengaged employees agree.



Engaged employees are more likely to search for new methods, techniques and transform innovative ideas.



The bottom **10%** of engaged organizations had twice the turnover of more engaged companies.



Engaged companies had 62% fewer accidents.



Organizations with more engaged employees report 18% higher productivity.



Companies in the top **25**% of engaged employees had twice the annual net profit than other companies.



# About the workshop

Drive is the leading motivation and engagement workshop and implementation support process for organizations around the world. Decades of research have demonstrated that people tend to do their best work when motivated by a feeling of Autonomy (self direction), a desire for Mastery (to get better and better at things), and a sense of Purpose (to contribute to something greater than themselves).

This workshop and support process will demonstrate practical concrete steps you can take to tap into these motivators. By doing so, you can improve your own performance as well as your organization. Organizations such as the U.S. Department of Defense, Orbital Science Corporation/NASA, Disney, Intel, EBay, US Air Force, Capital One, the U.S. Navy, Philip Morris, North Eastern Fine Jewelry, Novo Nordisk, Garmin, and the UK Chartered Institute of Personnel Development have used the Drive process to improve engagement and achieve greater results. This workshop is also being utilised in the USA, Canada, Brazil, Mexico, United Kingdom, Greece, the Netherlands, Portugal, Sweden, Serbia, China, UAE, Malaysia, Singapore, Philippines, Indonesia, Australia and New Zealand.

# Workshop outcomes

- Provide a series of tools to increase intrinsic motivation in your organization
- Deliver insights into your current organizational culture, as well as how to enhance your culture to increase intrinsic motivation
- Demonstrate techniques to improve employee engagement and motivation
- Align personal and organizational purpose
- Demonstrate leadership that inspire trust and communication, innovation and change
- Showcase leadership that creates the conditions for Motivation 3.0
- Teach how to provide your own and your team's rich, regular and robust feedback
- Teach how to structure work that increases motivation, engagement and performance
- Deliver a plan for continuous implementation of ideas that can motivate, guide and improve performance



Within organizations, people need to have purpose: In goals that use profit to reach purpose; in words that emphasize more than self-interest; and in policies that allow people to pursue purpose on their own terms.

~ Dan Pink ~

### Benefits of Drive

- Get people to volunteer to become even better producers
- Keep people operating in a "flow" state, thereby enhancing performance and motivation
- Create an environment where more people can contribute to the continual success of the organization
- Discover how to provide challenging work that generates more loyalty
- Tap into the well of innovative talent that exists in your organization
- Provide an implementation strategy for achieving lasting change and success for your organization, designed by your people
- Achieve higher levels of attracting and retaining people
- Transform your organization through Purpose, Mastery and Autonomy





# Learn the surprising truth about what motivates us

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

*Mastery:* The urge to get better and better at something that matters

**Autonomy:** The desire to direct our lives

# Three domains and outcomes of Motivation 3.0

Committing to Motivation 3.0 can occur at three levels, each of which requires increasing levels of commitment and support. *The Individual domain* requires an individual understanding the elements of Motivation 3.0, and the making of personal commitments to improve one's personal working environment. *The Manager domain* considers the use of the Motivation 3.0 model in interactions with others. This includes formal and informal leadership activities. Finally, *the Organizational domain* supports both the Individual and Manager domains and considers additional needed changes in the organization, including systems, structure and culture.

#### Individual domain outcomes

Commitments made to improve the engagement value of personal working environment.

"Things I can do to embrace the Motivation 3.0 and engagement model with little or no interference with, or influence on others or systems."

### Manager/Team domain outcomes

Commitments made to share the Drive Motivation Model with others (up, down and laterally).

"Things I can do with my team to share and embrace the Motivation 3.0 model and incorporate it into my leadership and influence practices."

### Organizational domain outcomes

Commitments made to change system's level architecture to support intrinsic motivations.

"Where the leadership team can commit to creating the conditions that affect the larger system-level integration of Motivation 3.0."

# Representative examples of outcomes to be targeted

This section highlights representative examples of outcomes to be targeted - subject to further and deeper understanding of existing organizational conditions. This is not intended to be a complete list of outcomes and would be jointly modified as a starting point for creating measurable success indicators.

Please note: When implementing Motivation 3.0 at the organizational level, we will start with Purpose (to establish a clear sense of organizational direction and individual alignment), then move to Mastery (to define ideal conditions for increasing Flow and working with a sense of meaning) and finally, will consider Autonomy (contingent upon individual levels of Mastery combined with clear goals and meaningful feedback systems). This is implemented within the context that the operating system in which most organizations work require an upgrade.

We will follow this process up with action plans, a Drive Implementation wheel (and discussion guide) and Drive Engineering (coaching your best advocates for Motivation 3.0).

#### Purpose outcomes – examples

- Everybody can concisely articulate the purpose of the organization
- We invite our clients and key stakeholders to talk to our people about their experience with us
- Expression of purpose is intentional and visible in daily working environment
- Connections between team member contribution organization's purpose is visible in our goals, words and policies
- People feel like they are really contributing to something that matters

#### Mastery outcomes – examples

- The organization focuses on the highest skills, knowledge and decision making by all staff
- Feedback systems provide rich, regular, robust and meaningful in a timely manner about their performance
- Jobs are challenging and people consistently feel a sense of accomplishment in a fun filled environment
- True clarity and alignment exists between performers' goals and their leader's and organization's expectations
- The organization is willing to make structural changes to systems of feedback and ensure people know they are making a contribution
- Mastery needs are assessed and job design varied accordingly to challenge and skill

## Representative examples of outcomes to be targeted continued

#### *Autonomy outcomes – examples*

- · Leaders create the conditions to enable staff to have autonomy.
- The organization creates events to provide and celebrate autonomy (e.g. provides the ability to work on interesting projects that serve self-improvement, change and innovation)
- The organization has systems which encourage increasing autonomy where warranted
- Employees are able to job craft to promote individual and team strengths
- Job design allows for staff to work with other team members within and outside the organization
- The culture allows for cross-functional work teams and ability to innovate best practice with work tasks

#### Organizational upgrade outcomes – examples

- The organization's remuneration packages are considered fair and takes money off the table to allow for more intrinsic motivation
- We reward and recognize staff without the need for monetary incentives (carrots and sticks)
- The workplace provides a fun environment supporting people's best work and organizational values
- Our culture supports growth, innovation and change
- · People are proud of their organization

The following pages schematically describe the various levels for Individuals, Managers and the Organization and simplified tools we utilize. We fully understand there is a need for Senior Leaders and Managers to own the implementation of these tools and techniques.

Put simply, we create better workplaces for everyone.



### Drive certified trainer



Miro presently holds a position of a Senior Manager responsible for managing PwC's Academy in Serbia and coordination of PwC's Academies in South-East Europe.

He is a professional with over 20 years of experience in providing services within corporate, private and non-governmental sectors.

In the past he was working in the emerging markets of Central and Eastern Europe where he has gained a reputation for the quality of his management, organization and leadership of international, interdisciplinary project teams on both private sector and donor funded development projects. His current focus is on business development and helping clients in various aspects of people development.

He worked with clients in various industry sectors including banking, production, FMCG, public sector, IT industry, construction industry, etc.

Miro delivered large number of trainings in Serbia, Croatia. Bosnia and Herzegovina, Montenegro, Macedonia, Slovakia, Czech Republic, Romania, Bulgaria, Albania and other countries in the region.

He graduated from City University of Seattle and he is certified PMP (Project Management Professional).

Miro is certified trainer for PMP PREP by RMC and certified trainers for Daniel H. Pink's Drive (The surprising truth about what motivates us).

### Fee

Price: EUR 400+ VAT

Date: 3 March 2017

Venue:

PricewaterhouseCoopers d.o.o. Omladinskih brigada 88a 11070 New Belgrade PwC's Academy 4<sup>th</sup> floor

Upon completion of training, all participants will receive a PwC certificate\*

\* Requires full attendance on the training





















#### Workshop

Time: 1.0 days

Focus: Learning

Includes: Learning Guide, Desk Top Guide, Self Directed Feedback and Action Guide, Case Study

### "Engagement needs an upgrade – we need a new operating system."

This workshop starts with understanding the need for organizations to upgrade their operating system, then moves to cover:

- The three motivation drives humans possess
- The difference between Intrinsic and extrinsic behavior
- · Why reward systems need to be reviewed

The Three intrinsic motivation elements

- 1. Purpose yearning to do what we do in the service of something larger than ourselves.
- Mastery working while making progress toward something meaningful, and creating work environments where flow, goal clarity and feedback are always evident.
- 3. Autonomy working with a sense of influence over what we do, when we do it, how we do it and with whom we do it.
- Exploring the 4 T's of Autonomy (Task, Time, Technique and Team).
- Creating a clear line of sight connection between the work people do and a larger sense of Purpose.
- Self directed feedback opportunities for workshop participants to provide self-directed feedback on the work they do.
- Case study an opportunity for folks to explore the Three elements of engagement and motivation and to put ideas into practice.

### Drive Workshop™ is based on the book by best selling author Daniel H. Pink

We trust you find this initiative for Drive Workshop<sup>™</sup> demonstrates the value of this program to your organization and its staff.

It provides you with the opportunity to deliver a world-renowned process that will undoubtedly enhance performance, employee engagement, workplace motivation and recognition by staff on the work they do.

In addition, it provides significant opportunities for your organization to be show cased as a leading organization in this area globally.

Further information:

#### PwC's Academy

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