

LIFE DESIGN – AMBITION AND DRIVE

Education – More Than the “Degree”

Steve Jobs (CEO/Apple Inc.)

Larry Ellison (CEO/Oracle Corporation)

Barry Diller, David Geffen, Bill Gates, Mark Zuckerberg, Tony Hsieh

A few “most likely to succeed” candidates:

- Oprah Winfrey
- Tom Cruise
- Tiger Woods

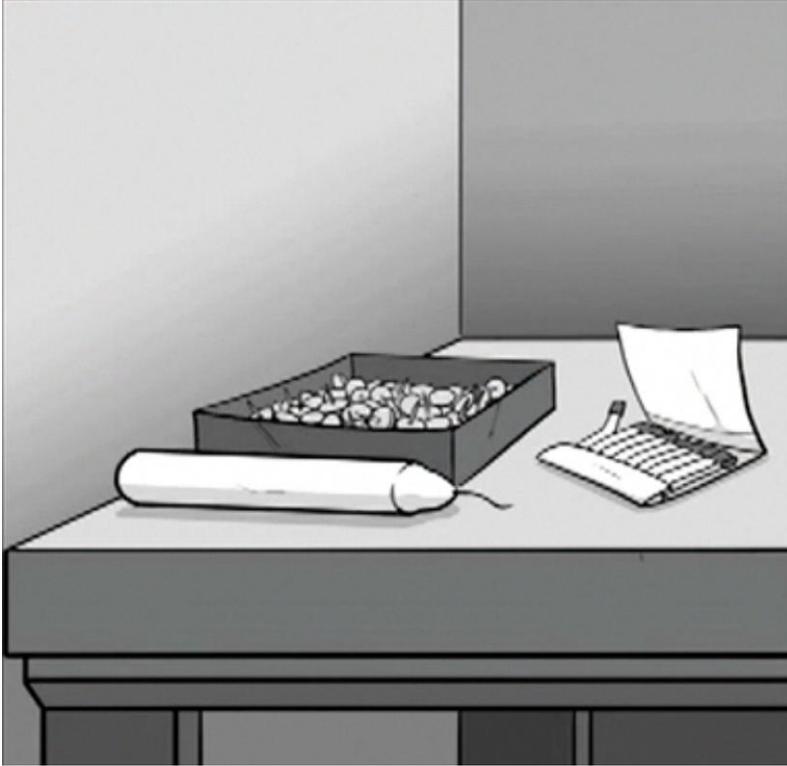
If humans are an ambitious species, it’s clear we’re not the only one.

But a yearning for supremacy can create its own set of problems.

Socioeconomics at Work

When measuring ambition, anthropologists divide families into four categories:

1. Poor
2. Struggling but getting by
3. Upper middle class
4. Rich



The Candle Problem

Sam Glucksberg, (Princeton University)

Question: How much faster did the second group solve the problem?

Daniel Pink

If you look at the science, there is a mismatch between what science knows and what business does.

“If then rewards” work really well for those sorts of tasks, where there is a simple set of rules and a clear destination to go to.

That reward actually narrows our focus and restricts our possibility.

In Western Europe, in many parts of Asia, in North America, in Australia, white collar workers are doing less of the narrow focus, routine kind of work, and more of the periphery kind.

Dan Ariely (MIT)

Small reward, medium reward, large reward.

In eight of the nine tasks, examined across three experiments, **higher incentives led to worse performance.**

London School of Economics - "We find that financial incentives can result in a **negative impact** on overall performance."

We need a whole new approach.

- 1. Autonomy**
- 2. Mastery**
- 3. Purpose.**

Atlassian - FedEx Days

Results Only Work Environment (ROWE)

Encarta (Mid 1990s/Microsoft)