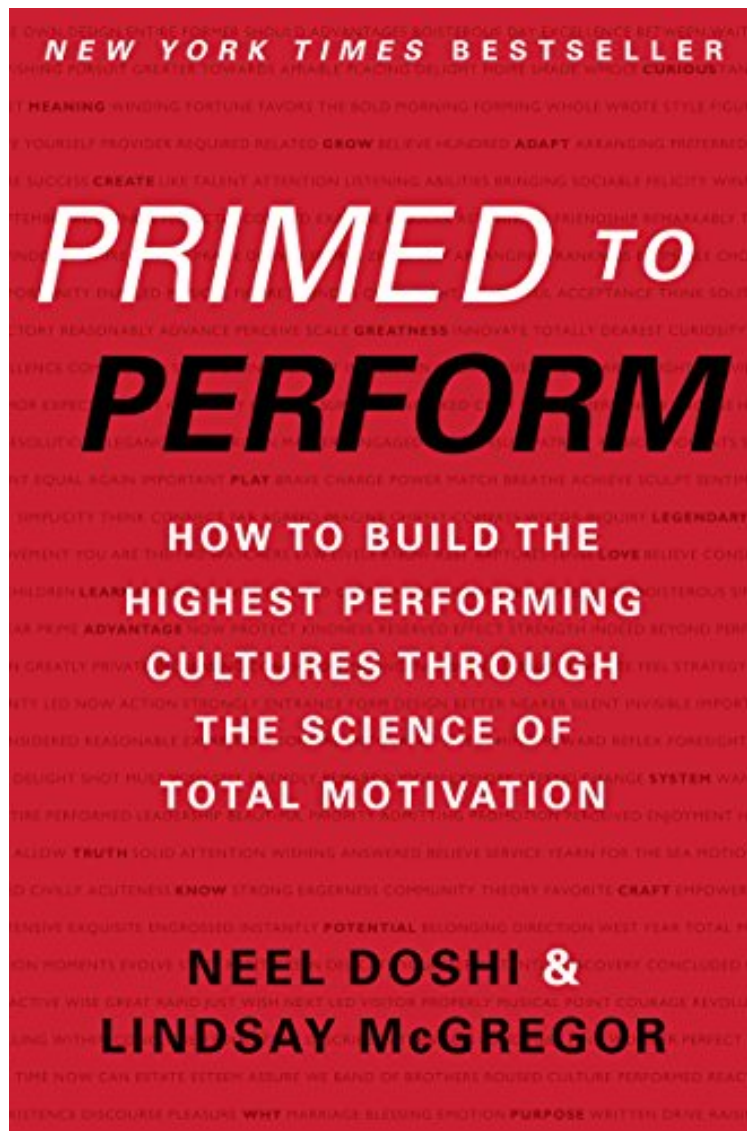


(Free and download) Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation

# Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation

Neel Doshi, Lindsay McGregor  
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Neel Doshi, Lindsay McGregor : Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation before purchasing it in order to gage whether or not it would be worth my time, and all praised Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation:

28 of 28 people found the following review helpful. Good, but I was hoping for a little more.By MarkoA good book

that at the very least adds incrementally to the literature. Definitely worth reading. The ToMo survey instrument seems fairly well developed and probably useful, as is the 6-dimensional ToMo motivational model. A downside for me is that the book is written in the business genre, with lots of case study type examples. Unfortunately, case study examples may be of dubious value, other than perhaps to motivate enthusiasm in readers. (Lots of business books that make extensive use of case study examples contain claims that have proven to be very wrong over time, so the studies don't prove much.) The book gets better as it progresses, broadly peaking towards the end in Part IV. A good deal of attention is paid to Fundamental Attribution Error (appropriately so, but I would have liked to have seen a bit more complex model such as is used in Attribution Style). Other important cognitive bias issues are inadequately covered (I would suggest Daniel Kahneman's, *Thinking Fast and Slow*, for an excellent background on that subject). Free riders are discussed a little, but more detail about that issue can be found in Jonathan Haidt's, *The Righteous Mind*. The tribe, band, hunting party, clique breakdown of groups was new to me, and very thought provoking. Also useful was the frequently overlooked observation that people in many jobs are so busy with tactical work, they have no time available for adaptive development. The Fire Watcher idea is good, but certainly not foolproof. I would also say some of what is covered in this book about adaptive work culture seems closely related to what is known from the Positive Psychology movement. It has been observed by various researchers that there is a tipping point in positivity when the ratio of positive to negative reinforcers is somewhere between 4:1 and 6:1. Above that people can get so positive they may get a little too out of touch with reality and insufficiently risk averse for their own good. Still, perhaps to arrive at a stable adaptive culture it might be necessary to maintain people somewhere above the minimum positivity tipping point, but I don't know if anybody has studied the issue in a business context. Sadly, the book doesn't go into any of that, but maybe the authors' next book will have some more to add.

7 of 8 people found the following review helpful. Our head of software development picked this book up after ...By CustomerOur head of software development picked this book up after hearing it discussed - and mentioned it to me (I'm in HR). The book astutely and credibly speaks to 6 ways in which we tend to be motivated - 3 of them producing a positive effect, and 3, while still motivating us to do something, bring along some baggage with the achievement. Through empirical research, and identifying with my own experiences of what works and what doesn't in my own career, and in the workplaces I've been part of - I'd say they nailed it.

1 of 1 people found the following review helpful. A DISCIPLE'S REVIEWBy Graham CooperThis topic is mandatory study for all organisations. Examples given are a bit too numerous - more proof than is needed. I was hoping for a section on implementation - strategies for various size of teams and their stage of cultural evolution. Never-the-less, the Authors prove the wonders that result from a "primed" team. Thank you both. I'll now redouble my efforts to persuade and demonstrate the mutual benefits of high Total Motivation to our team.

The revolutionary book that teaches you how to use the cutting edge of human psychology to build high performing workplace cultures. Too often, great cultures feel like magic. While most leaders believe culture is critical to success, few know how to build one, or sustain it over time. What if you knew the science behind the magic? a science so predictive and powerful that you could transform your organization? What if you could use cutting edge psychology to unlock people's innate desire to innovate, experiment, and adapt? In *Primed to Perform*, Neel Doshi and Lindsay McGregor show you how to do just that. The result: higher sales, more loyal customers, and more passionate employees. *Primed to Perform* explains the counter-intuitive science behind great cultures, building on over a century of academic thinking. It shares the simple, highly predictive new measurement tool - the Total Motivation (ToMo) Factor - that enables you to measure the strength of your culture, and track improvements over time. It explores the authors' original research into how Total Motivation leads to higher performance in iconic companies, from Apple to Starbucks to Southwest Airlines. Most importantly, it teaches you to build great cultures, using a systematic and sustainable approach. High performing cultures can't be left to chance. Organizations must create systems that shape and maintain them. Whether yours is a five-person team or a startup, a school, a nonprofit or a mega-institution, *Primed to Perform* shows you how.

Getting organizational culture right is as difficult as it is critical. Doshi and McGregor provide numerous real-world recommendations for how to do this. They bring to bear years of hands-on experience that will prove invaluable to leaders in all sectors - corporate, non-profit, and public. (-Joel Klein, CEO Amplify, former Chancellor NYC public schools.) A truly revolutionary book, *Primed to Perform* shares the very important link between a company's culture and their performance. Eye opening and addicting, this book is on the path of kick starting the culture movement! (-Tom Doctoroff, CEO Asia Pacific, J. Walter Thompson, author of *Twitter is Not a Strategy*) A winning strategy requires a winning organizational culture to carry it forward. In *Primed to Perform* former McKinsey consultants Neel Doshi and Lindsay McGregor give us practical guidance and proven practices to effectively transform our organizations through the science of motivation and performance. (-Jeff DeGraff, The dean of innovation, professor, Ross School of Business, University of Michigan, author of *Leading Innovation*) A fresh, ambitious look at the science and practice of motivation, with big implications for leaders to fuel high-performing, high-energy cultures. *Primed to Perform* is an excellent companion to *Drive*. (-Adam

Grant, Wharton professor and New York Times bestselling author of *Give and Take*)ldquo;A grand tour of the science of culture, filled with awe-inspiring experiments and surprising, real-life case studies. Smart, deeply researched, and incredibly practical, leaders will turn to this book again and again whether they're building an organization from scratch or transforming an established company.rdqquo; (-Shawn Achor, happiness researcher and New York Times bestselling author of *The Happiness Advantage*)ldquo;This book is loaded with fascinating, thought-provoking and actionable advice that could transform a workplace from drudgery to real engagement. Take notes.rdqquo; (-Patrick Lencioni, president, The Table Group, author of *The Five Dysfunctions of a Team* and *The Advantage*)ldquo;Primed to Perform doesn't just provide tactics for motivating a few superstars; it offers a proven system for motivating an entire workforce. If you want to get your team off yesteryear's career ladders and onto new learning curves--stretching, growing and contributing at their best--read this book.rdqquo; (-Liz Wiseman, President, The Wiseman Group, bestselling author of *Multipliers* and *Rookie Smarts*)ldquo;Whether you work at a startup or run a global company, build and sustain your own great culture by using Doshi and McGregor's innovative Total Motivation Factor.rdqquo; (-Jeremy Eden and Terri Long, Co-CEOs, Harvest Earnings Group and Co-authors of the New York Times bestseller of *Low-Hanging Fruit*)

**From the Back Cover**Why do some workplace cultures inspire energy and innovation, while others fuel anxiety, boredom, or cynicism? Until now, such legendary cultures have seemed like magic beyond our control. However, behind every culture is a surprisingly elegant science. *Primed to Perform* proves that the highest-performing cultures are built on a simple truth: why people work affects how well they work. Great organizations inspire the three most powerful motives for work--play, purpose, and potential--and eliminate the three most destructivemdash;emotional pressure, economic pressure, and inertia. They create total motivation (or ToMo, for short). Total motivation cultures create the highest-performing employees and the most adaptive organizations. Authors Neel Doshi and Lindsay McGregor show that extraordinary performance at companies like Southwest Airlines, Starbucks, Apple, and Whole Foods comes from cultures that inspire total motivation. They describe how investment professionals, salespeople, teachers, and CEOs perform better when driven by total motivation. And, most important, they share how you can build a culture that inspires total motivation in every moment of every day. *Primed to Perform* builds on over a century of academic thinking as well as the authors' original research into how ToMo drives performance at iconic companies. It introduces the authors' highly predictive new measurement tool, the total motivation factor, which allows leaders to measure the strength of their culture and understand how it changes over time. It gives leaders the tools to transform their own workplaces. High-performing cultures can't be left to chance; organizations must create systems that shape and maintain them. Whether you're a five-person team or a start-up, an elementary school or a university, a nonprofit or a mega-institution, *Primed to Perform* shows you how.

**About the Author**Neel Doshi and Lindsay McGregor have twenty years of combined practical experience transforming cultures at iconic institutions. They are the cofounders of Vega Factor, a company that helps organizations build high-performing, adaptive cultures through technology, learning programs, and coaching. Previously, Neel Doshi was a partner at McKinsey Company, a founding member of a tech start-up, and an uninspired employee of several megainstitutions. Lindsay McGregor was a consultant at McKinsey Company, where she led projects with Fortune 500 companies as well as school systems and nonprofits.