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BOOK REVIEW

A Review of *Driven: How Human Nature Shapes Our Choices*

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Driven: How Human Nature Shapes Our Choices, Paul Lawrence and Nitin Nohria, 2004, San Francisco: Jossey-Bass, 315 pp.

That decision makers might be portrayed as possessing many different biological and social "drives" is hardly new. However, in this well written book these Harvard Business School Professors focus on four biologically based personal drives which are hypothesized to be over arching because they increase evolutionary fitness. The four primary drives are:

1. The drive to acquire objects and experiences that improve one's status relative to others.
2. The drive to bond with others in long- term relationships of mutual care and commitment.
3. The drive to learn and make sense of the world and ones self.
4. The drive to defend ones self, friends, beliefs, and resources from harm.

After offering a brief evolutionary explanation of the human mind in the first third of the book, the authors proceed to a varied and rich explanation of each of the four primary drives. This exposition not only contains detailed discussion of the evolutionary benefits of various drive-induced behaviors but also the negative social, moral and economic consequences of a drive behavior/ environment mismatch. The third section of the book deals with the balancing of the conflicting drive behaviors in personal and group situations and examines in considerable detail the crucial role of emotion in bringing about swift and well- balanced decisions. For those readers who desire to examine selected topics in more depth, the book ends in an extensive bibliography.

A particular strength of this book is the conceptual framework it provides for organizing and synthesizing empirical results relative to a number of important financial market behaviors. For example, the four- drive structure appears to help explain empirical findings suggesting that risk perceptions have four attributes. Specifically, perceptions of investment risk appear to be a function of size of loss (drive to acquire), trust (drive to bond), knowledge (drive to learn), and uncertainty about loss (drive to defend).

In conclusion, these authors do not suggest that their four-drive model is a complete model of evolutionary influences on the decision process. They see it only as a starting point for discussion and investigation. In this regard the book is an appropriate inclusion in the Warren Bennis Book Series; a collection of books that is exclusively devoted to new and exemplary contributions to management thought.

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