

# CARROTS AND STICKS DON'T WORK

Build a Culture of Employee Engagement with the Principles of RESPECT™

BY PAUL L. MARCIANO, PH.D.

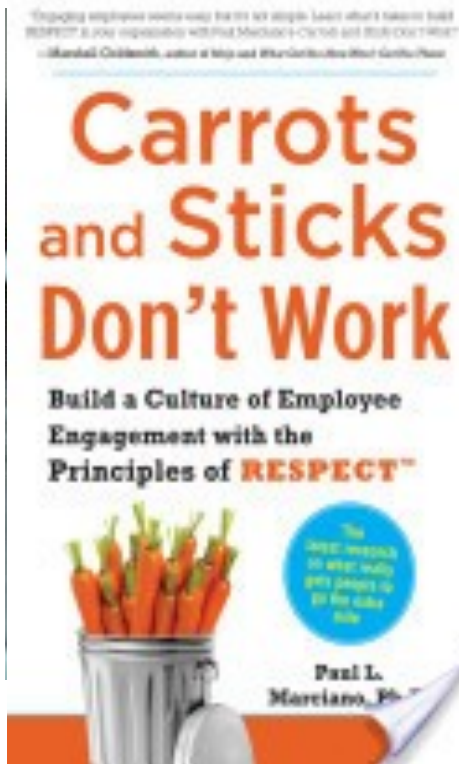
Executive book summary prepared by Dawn Koethler

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Drs. Walker  
and Bayles

## CH. 1 A BRIEF HISTORY OF HUMAN MOTIVATION



### RESEARCH AND RESEARCHERS

Frederick Taylor, Frank and Lillian Gilbreth, Elton Mayo, B.F. Skinner, Henry Murray and Abraham Maslow .. all have one thing in common: in the last one hundred years, they have all been influential researchers in attempting to determine what motivates employees to work!

Frederick Taylor(1911), the father of Scientific Management, and the Gilbreths, pioneered studies on efficiency and productivity in the workplace. Though important, their studies focused entirely on increasing the productivity of manual labourers, Intellectual capacity was not a factor.

Elton Mayo's(1932) research centered around the environmental variables in the workplace. He was confounded when he systematically removed comfort variables from the sample workplace, and was rewarded with increased productivity! When it was determined that the workers were responding to increased attention, not the unfavourable conditions, his findings became known as the Hawthorne effect.

B.F. Skinner(1938) used reinforcement and punishment methods to prove that animals can be conditioned to respond to stimuli, and the threat of negative consequences. Like Taylor, however, this was focused on behaviour, not intelligence.

Henry Murray(1938) approached his research from the personal perspective. He theorized that people are motivated by relationships and achievement. He recognized the importance of fulfilling emotional needs in addition to physical needs. This dichotomous relationship continues....

In 1943, Abraham Maslow added to Murray's perspective on human motivation, by proposing the Hierarchy of Needs. This model outlines a five level framework for meeting needs, starting with the most basic human needs of food and water, and building a layered hypothesis that evolves to the intellectual needs such as esteem and respect. The levels scaffold on each other, each being a prerequisite for the next.

Though Maslow's Hierarchy remains constant, human expectations for work, have changed dramatically in the last 40 years. So, *how do we continue to motivate a changing workplace?*

## MEET THE AUTHOR



Paul L. Marciano is an entrepreneur, a consultant, a public speaker, and president of Whiteboard, a human relations consulting firm that helps organizations effectively grow human resources. He earned his master's and doctorate degrees in clinical psychology from Yale University, where he specialized in

behavior modification and motivation. He has served on the faculties of Davidson College and Princeton University. He created the RESPECT™ Model, which transforms an organization's culture and leads to sustained increases in employee engagement. "Carrots and Sticks" is Dr. Marciano's first book.

Source: <http://paulmarciano.blogspot.com>

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### Benefits of Engaged Employees

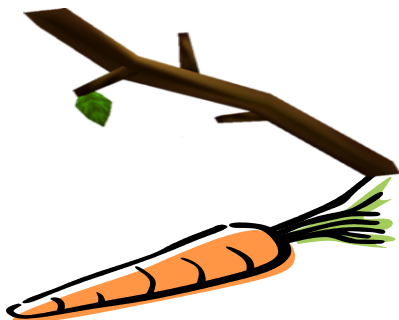
- Increased productivity, efficiency and profitability
- Lower turnover and absenteeism rates
- Higher employee and customer satisfaction rates
- Less employee theft and fraud
- Fewer accidents
- Higher-quality work



## CH 2-REWARD AND RECOGNITION PROGRAMS DON'T WORK

Though the evidence against this method exists in dwindling productivity and lower rates of efficiency, organizations are **still** convinced that extrinsic reward programs are the answer to employee motivation! Because employees join the work force at different stages of Maslow's Hierarchy of needs, there is no one-size-fits-all package to increase motivation and engagement. Overall, reward programs actually cause a decrease in productivity and motivation!

**Marciano outlines the 20 reasons he believes these programs continue to fail:** 



1. They are *programs* not a change in lifestyle.
2. Rewards are not necessarily reinforcing.
3. Programs are too narrowly focused.
4. Programs focus on the wrong dependent variable.
5. Goals can limit performance
6. Inconsistent and unfair administration.
7. Added stress for supervisors.
8. Programs foster cheating.
9. Programs destroy teamwork.
10. Programs are cover-ups for ineffective supervisors.
11. Programs offer a weak reinforcement schedule.
12. Giving gifts is not a reinforcement program.
13. Programs reduce creativity and risk taking.
14. Extrinsic reinforcement reduces intrinsic motivation.
15. Wrong behaviours are rewarded.
16. Everybody's a winner.
17. Programs are manipulative.
18. Program architects are generally not experts.
19. Programs have no impact on workplace culture.
20. Reward programs decrease overall motivation



### THE TRUTH ABOUT REWARDS!

Here's the truth about how effective reward and recognition programs really are:

- Programs don't fundamentally change employees' beliefs or commitment to their job; they just change their behaviour during the course of the program (p. 19).
- Even those rewards that might appear to be most obviously desirable do not necessarily work for everybody (p. 20).
- One of the major reasons that reward and recognition programs are unfairly administered is that the program guidelines are unclear and are open to interpretation (p. 24).
- Whether individual or team-based, reward and recognition programs almost always hurt teamwork (p. 27).
- Traditional recognition and reward programs based on the principles of operant conditioning like Skinner's experiments in the 1930's, are doomed before they commence. They tend to reward only those employees that are already the most engaged and productive (p. 37).
- Organizations invest a great deal of money and resources in these programs, and realize virtually no return on that investment...so, what **does** work?

Whether the reward is a title, money, or stock options, employers fail to recognize that it only appeals to some employees.

## CH. 3 EMPLOYEE (DIS)ENGAGEMENT

### Engagement VS. Motivation

So, what is the difference between motivation and engagement? The terms are often used interchangeably, so there is no wonder that they get confused. Engagement refers to the internal, intrinsic factors like commitment and pride that keep employees working at high levels of productivity, often despite negative conditions. Motivation is usually influenced by external factors, especially some kind of perceived reward, but it is not consistent, nor long-lasting. Motivation is a fickle fiend, while engagement is deep-rooted.



There is an intrinsic need to improve oneself, as though one is never a finished product.

These employees are the ones that become the backbone of collaborative groups; whose passion and enthusiasm often breathe new life into teamwork. They remain dedicated to goals, as they often are able to look at the final destination, and have internalized the journey to get there.

A smile goes a long way, and a positive attitude is often in short supply at the workplace. Often, an engaged employee will be the one who other seek out for their optimism.

Their levels of loyalty and commitment are second to none. They care...about the people, the work and the spaces. This is exactly the kind of employee organizations need and would like to clone when they have them! Productivity levels stay high, motivation is internalized and the return investment on every employment dollar is huge. No doubt employers want more of them!

**They are the secret to success!**



An **engaged employee** is one who brings new ideas to work. These are the people who show up to work excited to be there, and to be a part of something they believe in very strongly. They are passionate and eager to attend to their duties.

The idea of professional growth and continued education is fundamental to an engaged employee.

## FACTORS THAT AFFECT EMPLOYEE (DIS)ENGAGEMENT



**Regardless of the type of work, there are factors that can both negatively and positively affect work and workers. They are listed here:**

1. Respect is key. It must be given both ways.
2. Trust.
3. Pride
4. Empowerment
5. Freedom
6. Honesty
7. Belief in self
8. Belief and trust in management
9. Room for advancement
10. Opinions count
11. Regular feedback
12. Collaborative teams
13. Opportunities for continued learning and training.
14. Goal setting and achievement
15. Ability to contribute
16. Clear goals and objectives
17. *Underappreciation and devaluing*
18. *Purposeless tasks*
19. *No recognition*
20. *Lack of pleasantries like "hello"*
21. Constructive criticism
22. *Destructive criticism*
23. *Derogatory comments*
24. *Unrealistic expectations*
25. *No follow up*
26. *Lack of coaching and feedback*
27. *Obstacles and barriers*

## CH. 4 R.E.S.P.E.C.T™

Marciano's Circle of RE-SPECT encompasses 5 different areas that have an impact on feelings of respect, or the lack thereof. These are the fundamental areas that have a strong influence on our motivation and engagement at work.



**Organization** refers to the business itself, and the protocols and policies that it stands for. Branding is the new jargon for the concepts of loyalty and pride when employees demonstrate their desire to be a part

of the organization.

**Leadership** speaks to the trust and perceived competence of the supervisors. When this direct link to the company is perceived to be unethical, unjust or incompetent it creates an atmosphere of uncertainty and fear, preventing employees from being their best on the job.

**Team members'** ability to cooperate, be trustworthy and supportive, is a fundamental aspect of engagement. The idea that every member pulls their own is key to collaborative teamwork.

The idea of **work** being challenging is not new. Employees need to feel that they can bring something to their work that is unique and valuable. It creates intrinsic motivation for solving problems and increasing productivity.

**Individual** feelings of respect and pride in work done well, and healthy relationships with colleagues provide the platform for continued growth and reward. Ultimately, it is this area where employees find basic reasons to either remain with an organization, or look elsewhere for employment.

Respect for self and organization are the tenets of all employees' work experiences. Organizations that are true to their mission, vision and values are highly respected, both in reputation and production. People truly want to be involved in businesses that demonstrate their values. Respect is not easily given, but is easily lost. Care for reputation of organizations, and employees, needs to be evident in action and words.



## THE MODEL OF RESPECT™

### 7 Drivers of the RESPECT Model

Though respect is the fundamental driving force behind employee engagement, there are other specific factors that cause employees to feel (or not feel) respect. All seven factors are combined to create the acronym R.E.S.P.E.C.T.:

**R**-ecognition. Employees need to feel appreciated. Supervisors must be capable of and diligent with praise.

**E**-mpowerment. Provisions of tools, resources and training are requirements for employment success. These encourage employees to take risks.

**S**-upportive feedback. Timely, situation specific and sincere: feedback must be constructive and delivered for reinforcement and improvement.

**P**-artnering. Information and communication enable employees to feel ownership of work. There is strong encouragement of growth and development.

**E**-xpectations. Clarity in direction, goals and priorities must be established. Employees can hit targets they see or are aware of.

**C**-onsideration. Thoughtfulness, caring and consideration have tremendous mileage when personal lives intersect professional lives.

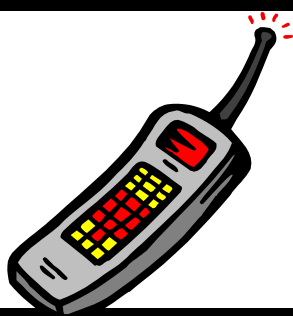
**T**-rust. Responsible leaders demonstrate trust, and get it return. Employees know and understand that supervisors have employees best interests at heart.



One of the most important aspects of any employee's work relationship is **trust**. The remaining drivers of RESPECT™ are listed:

## CH. 5 RECOGNITION

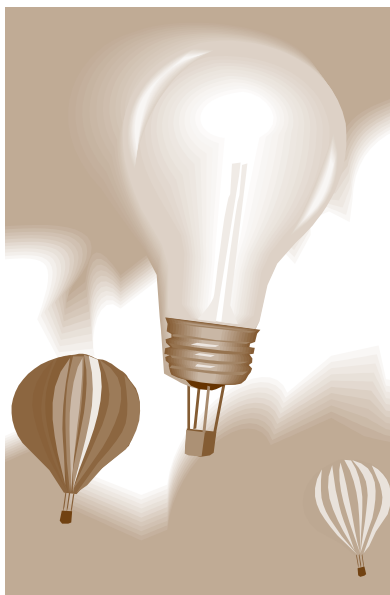
Who's got the time to recognize each employee? You, that's who! Employee recognition is the single most transferable method to get from engagement to productivity. Moreover, employees that were surveyed said that often it's just a "thank you" from a supervisor that makes all the difference. It should be part of a supervisor's job description to give praise, but the training manuals don't include this advice. Marciano includes a series of self-assessment checklists, that will encourage supervisors to honestly assess their skills in this area and others.



**THANK YOU  
FOR THE CALL!**

### Common Excuses for not praising:

1. **I don't have time**-wrong. You have to make time. No single action can match the positive repercussions of a few well-placed words of thanks.
2. **I shouldn't have to thank my employees for doing their jobs**-why not? Employees are human. They want and need to feel appreciated.
3. **It's not my personality**-that's irrelevant. You want results, so let others know that their work helps you get there.
4. **I don't want to manipulate people**-our actions have impact on others. Accept that, and accept the positive impact and results.
5. **We are at different locations**-with email, phone and interoffice couriers ready to carry your message, location doesn't matter.
6. **I have too many employees**-so, make a schedule, respond to groups, address department heads, or call while en route to meetings. What else will you do with that time?
7. **Nobody recognizes me**-so, start a new trend. Your results should get you praised, too!
8. **I don't know how**-training sessions on giving effective praise should be standard practice for organizations. If not, research best practice!
9. **I don't catch the good behaviour**-change your mindset to look for positives, not problems. Remind yourself to look for good works during the day.
10. **My employees never do anything worth praising them for**-if that's how you feel, you're not looking hard enough. Part of a supervisor's job is to help build others' capacity. Thanks for a job! well done is a great start!



**Great ideas should be encouraged.  
Have a spot on the work floor  
where employees can post new  
ideas...when they're used, spread the**

## POWERFUL PRAISE

There are 4 basic rules to follow when you are praising employees. First, the timing is so important. Just like consequences, if you wait to deliver the message, the impact is lessened or lost. Secondly, be specific about the praise you deliver. Next, whenever it is possible to do so, place yourself in close proximity to your worker. The closer you are personally, the more powerful the message. Lastly, show enthusiasm! If an employee has been noticed for a job well done, be excited! When you are, they will be!

There are a number of suggested ways to increase the amount of recognition that you implement. Simple is invariably effective. Send thank you cards to employees to let them know that somebody noticed their

efforts. Another suggestion is to let others in your organization know by mentioning the employee at a staff meeting. Create opportunities for growth for those who are up to a challenge, or arrange for a local newspaper to run an ad thanking your team for excellent work! Document, document, document,...in this case, keep track of good work in files. When it comes time for employee performance review, the file will be your inspiration! Other ways to make sure employees know you're watching for and rewarding good work is to make examples of them. Let your crew see you doing this, and while you're at it, post some great ideas in your work area, too. Each person will see that you value good work, and that innovation comes from everyone!

## CH. 6 EMPLOYEE EMPOWERMENT

The benefits of having an empowered workforce can be measured in terms of engagement and motivation. Empowerment can often equate to more highly skilled, cross-training, independence and autonomy. Supervisors can count on them to be the “go to” people, and trust that the company is in good hands. Empowerment means greater respect, and more employees taking the initiative—often that results is increased productivity, and intrinsic rewards.

Once an employee is part of the team, it is in the organization’s best interests to train them. An investment at the outset of an employment opportunity translates into future productivity. It is money well spent! Unfortunately, it is rare that a new employee receives training to make them more than minimally successful at their jobs. This sets the precedent for lower expectations, so good work really shines!



**Empowerment** is the action of providing employees with all the tools they need for success, including encouragement. Taking risks is the most empowering factor of all. When trust in management is evident, work is approached like a new challenge or opportunity. With trust, even failed ideas are learning opportunities!



**Working together to increase empowerment almost always results in a positive return on the initial investment!**

## HOW DO I DO THAT?

**There are a number of best-practice ways to help empower employees.**

They aren’t expensive, and they don’t take a lot of time, but the results speak for themselves. Try these:

1. Improve training for new recruits and ask for suggestions after the initial meetings. Sometimes, the best fixes are easier to spot from the outside!
2. Ask your crew to suggest things they believe would make them more effective in their positions. Small changes can make a big impact, but the most important factor is that workers feel they’re listened to.
3. Increase opportunities to train employees in more than one area. Make it interest-based for a high impact approach.
4. Sharing information from department to crew, and across other departments helps employees feel connected to the big picture, and makes their impact more evident.
5. Committees formed from within the ranks are able to look at protocols, policies and procedures that impact employee productivity. Volunteers?
6. Create “lead” worker positions for employees to develop leadership roles and coaching opportunities for staff.
7. Where it is possible, set up tasks that allow for individual choice aligning with interests and perceived learning needs.
8. Encourage autonomy among the staff. Distributed leadership removes some of the decision-making responsibilities from the supervisor, but there is trust that staff can handle decisions and maintain productivity. It’s a win-win situation!

## CH. 7 & 8 SUPPORTIVE FEEDBACK AND PARTNERING

**Partnering** is the first step in a sequential process that fosters collaborative teamwork. Teams not only work well together, but they also encourage individual growth and achievement.

Define the goals of your partnership clearly at the outset, set and fill the agreed-upon roles, and adhere to group norms, mission and vision.

Employees will commit to growth and achievement, especially when they see initial success.



**Support and feedback** must go hand in hand to be successful. Feedback should help employees focus their ambitions toward methods of increasing effectiveness at work.

Feedback should be constructive, and be clearly communicated. Employees must feel secure that the supervisor's only intent is to make them more successful.

The most successful supervisors encourage risk taking, provide thoughtful insight, and are trusted and sincere with their feedback. It's a lot like coaching! Everybody's best interests are represented, and communication is transparent.

## WHAT CAN THIS LOOK LIKE AT WORK?

### STRATEGIES FOR FEEDBACK

The most important piece for effective feedback, is to make it about the behaviours, not about the employee. Actions do not make the man! Make feedback specific and focused on exactly what is important for change. Organizationally, it is a great idea to schedule some feedback times,. It will keep the conversations timely, and at the forefront of your mind. In this way, whatever supports are needed for the employee aren't far from mind. After all, what gets monitored, gets done! Don't underestimate the power of a role-play to really get the point across. Whether it is the team member himself, or a mock situation on video, it is a powerful medium for conveying the message. Supervisors must walk the walk...if behaviours differ, it creates role confusion. Model the behaviours you endorse. Feedback from employees is powerful, too!

### STRATEGIES FOR PARTNERING

Fostering partnering is easier than may be expected. There are a number of strategies that a lot of organizations practice without being aware of their impact! One of the best motivators is a benefits package, but make sure it's equal for all members. Increase the opportunities for staff to feel ownership in the company: financial disclosure, department reps, employee stock programs, breakdowns on major issues that impact the company and encouraging self-directed development and training. Other successful methods of partnering include blogs, websites, mentorship programs, team input reports and employee councils. A "sunshine" council is a great way to recognize milestones like anniversaries and birthdays, These promote family values, and add personal touches to the workplace.



**Partnering combined with effective and supportive feedback can provide the missing puzzle pieces for organizations.**

## CH. 9 GREAT EXPECTATIONS

Sam Walton of Walmart mega-fame, once said that "high expectations are the key to everything". The second piece of that is to ensure that the expectations are clearly understood at the outset of employment, and at every period of change.

Setting clear goals has benefits in the workplace. Staff know their jobs, and can excel. Team members can prioritize tasks to be most efficient and effective. Most importantly, what you ask for, you receive. If supervisors are happy, they are more inclined to give rewards and

recognition. At the other end, if the job is not being done, the employee needs to be accountable. When it's transparent, it becomes clear who is, and who isn't, working up to expectations. If you are practicing the feedback and support methods, have those conversations now. It is always a more beneficial option to allow the worker to correct performances than to recruit and hire new staff. Realistically, it's also easier for the worker to stay and increase his performance, than for him to seek out new and different employment.

Spend time to save time later.



### EXPECTATIONS

VS.

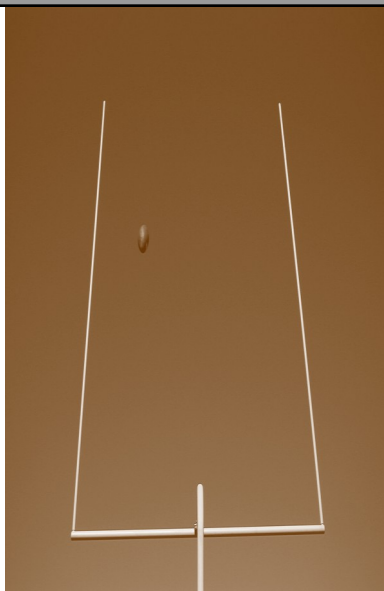
### OBSTACLES

If your staff members don't have clearly communicated goals and objectives, expectations are too difficult to understand, and even more difficult to overcome. Be transparent.

### SETTING GOALS AND EXPECTATIONS

.Keep a few basic ideas in mind when you are setting goals and expectations for your organization:

- give the potential employee the most accurate job description you have. It does no one any good to embellish the duties.
- set your expectations early and measure achievements against some benchmarks.
- have a manual, and write down the expectations. Keep these handy for reference, and check for



**He shoots, he scores! Goals are a fundamental part of achievement.**

understanding.

- co-create the goals. Get input from the team and compare your expectations with theirs.
- manage your expectations: supply feedback and support.
- above all else, **expect great things!** As Ghandi so eloquently stated, "be the change you want to see".

A target is only as good as the marksman. Make sure everyone sees it and aims high.



## CH. 10 & 11 CONSIDERATION AND TRUST

Imagine if you will, a skydiver like the ones pictured below. If you had never participated in this sport, you'd want a good teacher. You'd need a great leader to show you the ropes before you ever took the leap, right? **Trust** is taking that risk, and understanding that you have someone to back you up. Organizations should have processes in place that help employees feel they have the right training, the right skills, and a parachute packed correctly! In the absence of those factors, you have discontent,

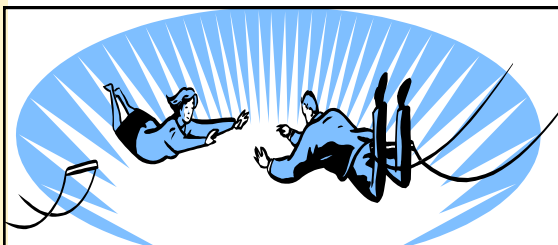


When we define what it means to be **considerate** of others, we often think of courtesy and altruism. But true **consideration** is more than that. Consideration includes being empathetic and understanding

of factors that impact work. Empathy might be the most effective technique available to managers and supervisors, but it is a skill that is innate, not learned and is highly coveted.

Consideration involves small gestures that translate into large rewards. An afternoon off to take a family member to an appointment, an hour to speak at a child's class, a few days to deal with trauma and loss. These are but a few examples of situations that require an empathetic ear and consideration of circumstances. Truly, if a family member is in crisis, you're not in any condition to be productive at work anyway!

At its most basic level, consideration may be no more than a greeting by name each new day of work. It is a very personal touch to a big business world, and it should be an expectation, not a hardship.



### INCREASING CONSIDERATION AND TRUST FOR DUMMIES

Consideration is a trait supervisors exhibit through their actions. Here are some actions that can boost your consideration score:

- know your employees. What's important to them?
- have meetings, often, and communicate...but make it count, not viewed as a waste of valuable time.
- allow time for feedback and do some meetings one-on-one.
- celebrate the special days: birthdays, anniversaries, births...



A little consideration goes a long way at work. Employees need to trust that circumstances beyond their control do not endanger their employment or well-being.

-discover and appreciate common interests.

-early weekends! Leave an hour or two early one Friday a month!

-buy coffee...who doesn't like a treat from Tim Horton's?

Trust is not as easy to come by, but with hard work and perseverance, it happens. Here's some tried and true methods to build the trust relationship:

-keep your word. Above all else, if you've committed to it, do it.

-admit to mistakes. We are all human.

-give credit where it is due.

-take the blame. Be the shield.

-tell it like it is, be transparent.

-communicate, but be confidential. Nobody needs to have dirty laundry aired.

-encourage input on spending. That shows a high level of trust!

-allow for more autonomy in employee departments.

-ask and act. Find out what needs to be done or changed, and do it!

-admit ignorance. If you don't know, say so, but commit to finding out and reporting.

-support, support, support. Employees figure they were hired for a reason, so be supportive of choices and decisions they've made.

-show that you trust your employees with your actions.

-say it! "I trust you!"...not so hard, was it?

## CH. 12 IMPLEMENTING THE RESPECT™ MODEL



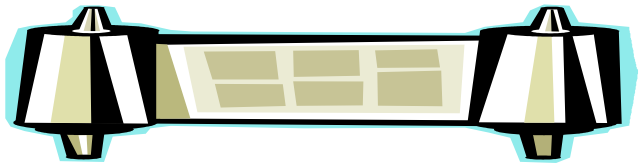
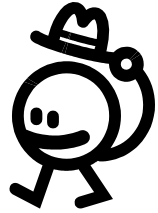
### **FYI!**

- the Gallup organization estimates, based on surveys of about 17,000,000 employees, that over 300 billion dollars a year is shelled out for lost productivity.
  - “Actively disengaged employees erode an organization's bottom line while breaking the spirits of colleagues”.
  - organizations that are globally successful have a ratio of 8:1 for engaged employees : disengaged employees.
  - “engagement is more than a human resources initiative -- it is a strategic foundation”.
  - average businesses have a ratio of about 1:2 for the same ratio. That means for every engaged worker, two are not!
- When money is the bottom line, this is a waste of resources.

Source: [www.gallup.com/consulting/52/Employee-Engagement.aspx](http://www.gallup.com/consulting/52/Employee-Engagement.aspx)

Great leaders understand that respect cannot be given without there being in place a reciprocal agreement. Trust is a two-way street. In order to win trust from employees, they first must feel that they are the recipients of your trust. After all, an aspiring leader must have loyal followers, or he is great in his own mind alone! Leaders need followers...and followers are often just looking for the best leader to follow.

Marciano suggested that most people are reluctant, or resistant, to change. Recognizing that we need to change our practices or perspective means we must have been “faulty” to begin with. That’s not the case, though. Recognizing need for change is simply a recognition that everything changes and we need to change with it. That acceptance of necessary change is the first stage in becoming ready to change. Supervisors must review their own practices in order to get the most of their employees. This book and the model of RESPECT™ help change the atmosphere of work, and are the first step in motivating employees. If one follows the lists and suggestions from the book, Marciano suggests engagement in work will increase, as well. The steps are easy to follow, and are in a logical, sequential order. The idea of employee motivation and engagement is not new, and neither are the ideas presented. But, if an organization is committed to making positive change, this is a great way to start.



### **Personal Evaluation of Carrots and Sticks Don't Work**

I found this book to be a very easy read, but packed with logical, and easy to follow lists and suggestions to increase the motivation and engagement of an organization's employees. Don't let the simplicity with which Marciano writes fool you. This is good stuff!

Our school division has made the connection that employee engagement and satisfaction are key to a happy, healthy workforce. This book is required reading in every school, and will be used as a resource and a foundation for a number of improvement plans for the next few years. As a school administrator, this is especially interesting for me, not just as Principal, but also as an employee myself.

As I read, I was making mental notes about my behaviours, and already looking at ways to incorporate the RESPECT™ model in my school. Marciano's caution is to go slow. It makes for a more effective, and long-lasting change. If an organization is going to be truly successful, the investment into employee engagement and motivation is one of the best. The return on this investment only has the limits we place upon it.

If a supervisor is honest in his responses to each chapter's Assessments, the information gives a good, if generic, picture of the person in that role. As a tool for evaluation, it would be ineffective. The individual themselves must recognize the areas of weakness before they can internalize the pieces to changing them. As a byproduct, though, strengths are also clear. Pat yourself on the back, and then read the next chapter!

**Dawn Koethler**

Marciano, P. L. (2010). *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT (TM)*. New York: McGraw-Hill .