

# The Carrot Principle: How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance

*By Adrian Gostick, Chester Elton*

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Newly updated to include information for the UK, The Carrot Principle illustrates how ordinary organizations have made themselves extraordinary through the use of strategic employee recognition. The authors show how great organizations and great managers succeed through living the Carrot Principle. Featuring case studies of effective recognition in some of the world's most successful organizations, such as DHL, Avis, Pepsi, etc and demonstrating how recognition has led to improved employee commitment and bottom line results in these companies, the book also shows how a Carrot Culture is not created by the CEO, senior leadership team or HR department, but manager by manager. The book provides examples of leaders - from around the globe - who lead through the Carrot Principle: providing plentiful how-to's for managers wishing to get started or hoping to enhance their recognition abilities. Overall, there has never been a book in the recognition or motivation space that has had this type of quantitative or case study support.

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### Editorial Review

Amazon.com Review

#### Book Description

Got carrotphobia? Do you think that recognizing your employees will distract you and your team from more serious business, create jealousy, or make you look soft? Think again. *The Carrot Principle* reveals the groundbreaking results of one of the most in-depth management studies ever undertaken, showing definitively that the central characteristic of the most successful managers is that they provide their employees with frequent and effective recognition. With independent research from The Jackson Organization and analysis by bestselling leadership experts Adrian Gostick and Chester Elton, this breakthrough study of 200,000 people over ten years found dramatically greater business results when managers offered constructive praise and meaningful rewards in ways that powerfully motivated employees to excel.

Drawing on case studies from leading companies including Disney, DHL, KPMG, and Pepsi Bottling Group, bestselling authors Gostick and Elton show how the transformative power of purpose-based recognition produces astonishing increases in operating results--whether measured by return on equity, return on assets, or operating margin. And they show how great managers lead with carrots, not sticks, and in doing so achieve higher

- \* Productivity
- \* Engagement
- \* Retention
- \* Customer satisfaction

*The Carrot Principle* illustrates that the relationship between recognition and improved business results is highly predictable--it's proven to work. But it's not the employee recognition some of us have been using for years. It is recognition done right, recognition combined with four other core traits of effective leadership.

Gostick and Elton explain the remarkably simple but powerful methods great managers use to provide their employees with effective recognition, which all managers can easily learn and begin practicing for immediate results. Great recognition doesn't take time--it can be done in a matter of moments--and it doesn't take budget-busting amounts of money. This exceptional book presents the simple steps to becoming a Carrot Principle manager and to building a recognition culture in your organization; it offers a wealth of specific examples, culled from real-life cases, of the ways to do recognition right. Following these simple steps will make you a high-performance leader and take your team to a new level of achievement.

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**"The Carrot Principle: How Great Managers Use Employee Recognition"**  
**An Essay by Adam Gostick and Chester Elton**

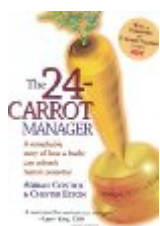


For organizations that do it right, it's a bit like discovering gold in your backyard. Employee recognition, long considered a benefit that *costs* money, can actually be a management tool that *makes* money. At first blush, the idea is counter-intuitive. As leaders, we've become accustomed to viewing recognition programs as a cost of doing business. But employee recognition is evolving. A groundbreaking research study of 200,000 employees, unveiled in our new book *The Carrot Principle*, presents a new paradigm: Applying employee recognition techniques within a context of goal-setting, open communication, trust and accountability, (what we have come to call the Basic Four) accelerates the impact of all of these critical management skills.

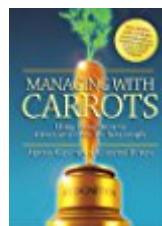
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*Managing with Carrots*

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## From Publishers Weekly

Gostick and Elton, consultants with the O.C. Tanner Recognition Company, have made a career out of promoting the idea of employee recognition as a corporate cure-all. (Their previous books include *Managing with Carrots*, *The 24-Carrot Manager* and *A Carrot a Day*). Here, they cover familiar ground, showing how many managers fail to acknowledge the special achievements of their employees and risk alienating their best workers or losing them to competing firms. They advocate creating a "carrot culture" in which successes are continually celebrated and reinforced. Dozens of recognition techniques include the obvious ("When a top performer is going on a particularly long business trip, upgrade her ticket to business class") to the offbeat ("Hire a celebrity impersonator to leave a congratulatory voice-mail message on an employee's phone"). But the authors pad the pages with unsurprising survey results, the umpteenth recapitulation of Abraham Maslow's hierarchy of needs and long anecdotes of questionable relevance (e.g., three pages about Charles Goodyear's rubber-vulcanizing technique in order to introduce the notion that a transforming force—like employee recognition!—can produce surprising results). Gostick and Elton's philosophy is appealing, but could have been explained in a long magazine article. (*Jan.*)

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## Review

"To succeed in today's ultracompetitive workplace, it is imperative that you have highly motivated people. "The Carrot Principle" provides managers with an exceptional tool to recognize people for their contributions to your success while outlining a process to perpetuate a culture of recognition throughout your

entire organization." --Corey A. Griffin, Chairman and Chief Executive Officer, The Boston Company Asset Management LLC (A Mellon Financial Company)

"Gostick and Elton are the undisputed thought leaders in employee motivation and recognition. In *The Carrot Principle*, they not only provide the statistical proof that recognition will drive business results, but show how great organizations are using these tools to inspire performance." --John Mullen, Global Chief Executive Officer, DHL Express

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**Wayne Hankinson:**

Is it anyone who having spare time after that spend it whole day simply by watching television programs or just resting on the bed? Do you need something totally new? This The Carrot Principle: How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance can be the answer, oh how comes? A fresh book you know. You are consequently out of date, spending your extra time by reading in this brand new era is common not a nerd activity. So what these ebooks have than the others?

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