

**This document contains three articles on the value of incentives. Please read all three.**

**Article 1**

**Title:** Why incentive plans cannot work.

**Source:** Harvard Business Review, Sep/Oct93, Vol. 71 Issue 5, p54, 7p, 2 charts, 4c

**Author(s):** Kohn, Alfie

**Subject(s):** INCENTIVES in industry  
EMPLOYEE motivation

**Abstract:** Discusses reasons for the failure of incentive programs. Use of rewards to institute and maintain reforms; Securing temporary compliance; Studies showing the ineffectivity of incentive plans to boost productivity; Lack of basis for money's worth as motivator; Rewards as manipulative in nature; Employee relationships as casualties of rewards.

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Section: In Questions

## **WHY INCENTIVE PLANS CANNOT WORK**

**When reward systems fail, don't blame the program — look at the premise behind it.**

It is difficult to overstate the extent to which most managers and the people who advise them believe in the redemptive power of rewards. Certainly, the vast majority of U.S. corporations use some sort of program intended to motivate employees by tying compensation to one index of performance or another. But more striking is the rarely examined belief that people will do a better job if they have been promised some sort of incentive. This assumption and the practices associated with it are pervasive, but a growing collection of evidence supports an opposing view. According to numerous studies in laboratories, workplaces, classrooms, and other settings, rewards typically undermine the very processes they are intended to enhance. The findings suggest that the failure of any given incentive program is due less to a glitch in that program than to the inadequacy of the psychological assumptions that ground all such plans.

### **Temporary Compliance**

Behaviorist theory, derived from work with laboratory animals, is indirectly responsible for such programs as piece-work pay for factory workers, stock options for top executives, special privileges accorded to Employees of the Month, and commissions for salespeople. Indeed, the livelihood of innumerable consultants has long been based on devising fresh formulas for computing bonuses to wave in front of employees. Money, vacations, banquets, plaques—the list of variations on a single, simple behaviorist model of motivation is limitless. And today even many people who are regarded as forward thinking—those who promote teamwork, participative

# Why Incentive Plans Cannot Work Harvard Business Review

**Harvard Business Review, Mary  
Shapiro**



## **Why Incentive Plans Cannot Work Harvard Business Review:**

*Human Resource Management* Derek Torrington, Laura Hall, Stephen Taylor, 2008 This text seeks to help students understand the dynamic and exciting environment of human resources HR management and the complex decisions that all managers must make when managing employees

**Joel on Software** Avram Joel Spolsky, 2004-08-12 Joel Spolsky began his legendary web log [www.joelonsoftware.com](http://www.joelonsoftware.com) in March 2000 in order to offer insights for improving the world of programming Spolsky based these observations on years of personal experience The result just a handful of years later Spolsky's technical knowledge caustic wit and extraordinary writing skills have earned him status as a programming guru His blog has become renowned throughout the programming world now linked to more than 600 websites and translated into over 30 languages Joel on Software covers every conceivable aspect of software programming from the best way to write code to the best way to design an office in which to write code All programmers all people who want to enhance their knowledge of programmers and all who are trying to manage programmers will surely relate to Joel's musings

**Human Resource Management: Strategy and Practice** Alan R. Nankervis, Marian Baird, Jane Coffey, John Shields, 2016-09-15 In its 9th edition AHRI endorsed Human Resource Management continues to provide a strong conceptual and practical framework for students of human resource management The successful integrative strategic HRM model is retained and the most recent developments in human resource management theories and practices are explored A multitude of contemporary regional and international examples are integrated throughout alongside an expanded coverage on ethics and a focus on critical analysis Thoroughly revised and updated with the latest research findings this edition incorporates a wealth of new material including corporate social responsibility ethics sustainable management practice leadership talent management industrial relations and retains its focus on core human resource elements Accompanied by online study tools which help to reinforce concepts apply critical thinking and enhance skills this 9th edition of Human Resource Management offers the complete learning experience required to succeed in human resource management

**Encyclopedia of Information Science and Technology, First Edition** Khosrow-Pour, D.B.A., Mehdi, 2005-01-31 Comprehensive coverage of critical issues related to information science and technology

Harvard Business Review Guides Ultimate Boxed Set (16 Books) Harvard Business Review, Nancy Duarte, Bryan A. Garner, Mary Shapiro, Jeff Weiss, 2019-02-26 How to guides to your most pressing work challenges This 16 volume specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics negotiating business writing and coaching This set includes Persuasive Presentations Better Business Writing Finance Basics Data Analytics Building Your Business Case Making Every Meeting Matter Project Management Emotional Intelligence Getting the Right Work Done Negotiating Leading Teams Coaching Employees Performance Management Delivering Effective Feedback Dealing with Conflict Managing Up and Across Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from

leading experts the HBR Guides provide smart answers to your most pressing work challenges Armstrong's Handbook of Reward Management Practice Michael Armstrong, 2019-02-03 Armstrong's Handbook of Reward Management Practice is the definitive guide to understanding developing and implementing effective reward strategies This book covers all the essential aspects of improving organizational team and individual performance through reward processes including financial and non financial rewards job evaluation grade and pay structures rewarding specific employee groups and ethical considerations This revised and updated sixth edition incorporates the latest research and developments and contains updated coverage of equal pay and the gender pay gap employee benefits and total reward and a new chapter on employee financial wellbeing As with all of Armstrong's texts Armstrong's Handbook of Reward Management Practice bridges the gap between academic and practitioner and is ideally suited to both HR professionals and those studying for HR qualifications including master's degrees and the CIPD's intermediate and advanced level qualifications Tips and checklists and can be found throughout alongside case studies from organizations including General Motors the UK National Health Service and Tesco Online supporting resources include lecture slides and comprehensive handbooks for lecturers and students which include learning summaries discussion questions and exercises literature reviews and glossaries **Encyclopedia of Information Science and Technology** Mehdi Khosrow-Pour, Mehdi Khosrowpour, 2009 This set of books represents a detailed compendium of authoritative research based entries that define the contemporary state of knowledge on technology Provided by publisher

**An Introduction to Human Resource Management** Nick Wilton, 2025-02-07 Grasp the fundamentals of Human Resource Management with this engaging and accessible text ideal for undergraduate and postgraduate students Covering the key aspects of HRM this bestselling book will prepare you for the strategic decisions and issues you may face in your HR career This updated 6th edition includes current discussions on topics such as the gig economy gender equality and AI and is packed with useful learning features including Case studies from a cross section of global industries such as Netflix Uber and Lego A running case study throughout allowing you to relate theory to practice as you solve the challenges faced by the HR Manager of a hotel HRM in Practice Ethical Insight and Global Insight boxes which look at HRM in a practical context and stimulate critical debate Self test questions and a key terms glossary to allow you to check your understanding as you learn Nick Wilton is Professor of Applied Human Resource Management and Associate Dean of People Accreditation and Reputation at Oxford Brookes Business School **Eight Steps to Sustainable Organizational Learning** Theresia Olsson Neve, 2015-05-06 This book describes the journey of developing and implementing a global knowledge sharing strategy at the multinational project development and construction company Skanska The strategy described is based on a people to people approach and covers four different strategic business units with more than 50 000 employees It shows how the introduction of knowledge management has led to improved collaboration on customers and increased sales as well as quality improvements and higher employee satisfaction The book introduces a 8 step framework for achieving sustainable

organizational learning and provides a theoretical introduction to the field of knowledge management and cognitive pedagogy

**A Handbook of Employee Reward Management and Practice** Michael Armstrong, 2007 The first edition of this book emerged as the definitive guide to reward management and also became an established reference work on human resource management courses around the world It is not hard to see why Covering everything you need to know about reward management in a company the handbook is both highly readable as well as containing an impressive programme of tried and tested techniques for running efficient and motivational reward programmes The techniques covered include establishing job values and relativities developing grade and pay structures how to reward and review contribution and performance how to reward special groups running employee benefit and pension schemes and so much more This new edition contains new research conducted by E Reward as well as over 30 new case studies and brand new coverage of key topics such as engagement and commitment bonus schemes and rewarding knowledge workers If you are involved in developing reward schemes for staff or are studying human resource management then this book will open your eyes to the latest thinking in staff motivation and reward

Introduction to Human Resource Management Paul Banfield, Rebecca Kay, Dean Royles, 2018 Using their extensive experience teaching and working in HRM Banfield Kay and Royles succinctly convey the reality of contemporary HRM through expert academic and practical insights Their balanced approach ensures students are able to fully grasp both the theory and practice of HRM paving the way for success in their academic studies and future careers With its engaging writing style this book is the ideal introduction to HRM for students at both undergraduate and postgraduate level Key terms research insights and review questions help students understand the key theoretical concepts and think critically about the issues discussed Mini case studies HRM insights longer end of chapter case studies and practitioner insights from real HR professionals at a variety of organizations present different scenarios and challenges experienced in the world of business This range of learning features ensures students are exposed to both the theoretical foundations and the real life practices of HRM The book takes a holistic approach to the subject presenting HR operations and considerations as an integral part of any business The authors begin by introducing the reader to the challenges and the evolution of the HR function before addressing key operational areas such as talent management ethics leadership recruitment and misconduct They go on to explore how these challenges are managed with an emphasis on practicality

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Strategic Reward Michael Armstrong, Duncan Brown, 2006-12-03 Strategic reward is the process of deciding what route to take in developing appropriate reward arrangements and dealing with the issues which arise in making that journey Armstrong and Brown hold great faith in strategic reward and present here their new realism philosophy and breadth of experience on the subject They examine the

essence and context of strategic reward and the processes involved in developing and implementing strategies along with a clear overview of the opportunities and risks of pursuing a reward strategy demonstrating how critical it is to the dual agenda of successful organizational performance and the motivation and engagement of staff      *Shaping the Future of Work* Chandrasekhar Sripada,2024-07-30 The future of work will largely be shaped by demographics and technology Essentially how we work determines who gets to work The more flexibility that exists both in timing and workspaces the more people can join the workforce In this regard policymakers employers and industry bodies need to come together and create a new ecosystem to foster tech enabled work models across the country This book not only addresses the challenges of building an inclusive human capital framework for India but also highlights some unconventional ideas around work and models of employment which can create this much needed inclusion It is imperative that we adapt and shape the future of work possibilities around flexibility By doing so we can considerably address India's jobs and employment challenges

Managing with Total Quality Management Adrian Wilkinson,Tom Redman,Ed Snape,Mick Marchington,1998-01-01 In this book the authors relate Total Quality Management TQM to the broader organisation and environment in the context in which TQM is located bringing in consideration of organisational culture and structure of employee relations and the balance of power between management and employees and the role of Human Resource Management This involves a critical appraisal of TQM considering both the way in which employees perceive its operation in practice and the question of who gains what from TQM      *Armstrong's Handbook of Human Resource Management Practice* Michael Armstrong,Stephen Taylor,2014-04-03 Armstrong's Handbook of Human Resource Management Practice is the classic text for all students and practitioners of HRM Providing a complete resource for understanding and implementing HR in relation to the needs of the business as a whole it contains in depth coverage of all the key areas essential to the HR function including performance reward employee engagement and HR policy This fully revised and updated thirteenth edition contains an entirely new part covering the increasingly important subject of international human resource management Other new chapters have been added on rewarding special groups and on employment law and the chapters on HRM motivation and engagement have been completely revised Armstrong's Handbook of Human Resource Management Practice has also been brought up to date by reference to the findings of a number of significant research projects and other investigations of how HRM operates in practice Comprehensive online support material for the instructor student and practitioner is provided offering a complete resource for teaching and self learning Online supporting resources include lecture slides an instructor's manual a student's manual complete with multiple choice practice questions and case studies and a glossary of terms      **Strategy Execution** Andrew MacLennan,2010-09-13 Strategy Execution is a core text combining the rigour of advanced research with the accessibility of practical experience and application to guide readers through this challenging yet essential subject

**Radiology Business Practice** David M. Yousem,Norman J. Beauchamp,2007-11-19 To succeed in radiology you not only

need to be able to interpret diagnostic images accurately and efficiently you also need to make wise decisions about managing your practice at every level Whether you work in a private group hospital and or university setting this practical resource delivers the real world advice you need to effectively navigate day to day financial decisions equipment and computer systems choices and interactions with your partners and staff Equips you to make the best possible decisions on assessing your equipment needs dealing with manufacturers purchasing versus leasing and anticipating maintenance costs and depreciation Helps you to identify your most appropriate options for picture archiving systems and radiology information systems security issues high speed lines storage issues workstation assessments and paperless filmless flow Offers advice on dealing with departments clinicians who wish to perform radiological procedures and provides strategies for win win compromises drawing the line inpatient versus outpatient considerations cost and revenue sharing and more

*Valuing People and Technology in the Workplace: A Competitive Advantage Framework* Hughes, Claretha, 2012-03-31

*Valuing People and Technology in the Workplace* A Competitive Advantage Framework introduces a more proactive strategic approach to bring employees into and develop them within an organization Interpreting and accepting this concept requires managers to think of employees as they would think of technology Technology equipment and systems are strategically aligned within organizations Integrating the literature from strategic technology management strategic human resource management and human resource development and exploring how this integration can provide competitive advantage to organizations for better implementation of people and technology development initiatives is a potential solution

*Valuing People and Technology in the Workplace* A Competitive Advantage Framework provides a comprehensive framework that can be used to develop and design case studies that could measure the identified values that people technology and strategy can provide to the organization This book aims to serve as a guide for managers and leaders as they develop strategies to introduce new people and technology into the workplace

Employees and Corporate Governance Margaret M. Blair, Mark J. Roe, 2010-12-01

Most scholarship on corporate governance in the last two decades has focused on the relationships between shareholders and managers or directors Neglected in this vast literature is the role of employees in corporate governance Yet human capital embodied in the employees is rapidly becoming the most important source of value for corporations and outside the United States employees often have a significant formal role in corporate governance This volume turns the spotlight on the neglected role of employees by analyzing many of the formal and informal ways that employees are actually involved in the governance of corporations in U S firms and in large corporations in Germany and Japan Examining laws and contexts the essays focus on the framework for understanding employees role in the firm and the implications for corporate governance They explore how and why the special legal institutions in German and Japanese firms by which employees are formally involved in corporate governance came into being and the impact these institutions have on firms and on their ability to compete They also consider theoretical and empirical questions about employee share ownership The result of a

conference at Columbia University the volume includes essays by Theodor Baums Margaret M Blair David Charny Greg Dow Bernd Frick Ronald J Gilson Jeffrey N Gordon Nobuhiro Hiwatari Katharina Pistor Louis Putterman Edward B Rock Mark J Roe and Michael L Wachter Margaret M Blair is a senior fellow in Economic Studies at the Brookings Institution and author of *Ownership and Control Rethinking Corporate Governance for the Twenty first Century* Brookings 1995 Mark J Roe professor of business regulation and director of the Sloan Project on Corporate Governance at Columbia Law School is the author of *Strong Managers Weak Owners The Political Roots of American Corporate Finance* Princeton 1996

**Leading Beyond the Ego** Greg Young, John Knights, Danielle Grant, Duncan Enright, 2024-07-23 Building on the concept of Transpersonal Leadership *Leading Beyond the Ego* offers a practical approach to becoming an authentic ethical caring and more effective leader Rooted in the experience of senior organisational leaders and mentors readers embark on a personal journey to innovate and enhance their leadership skills Reflections are rooted in recent advances in neuroscience and acknowledge the challenges faced by leaders in light of new organisational and commercial structures in a volatile and uncertain world The reader is supported to transcend individual ego to develop beyond emotional intelligence to a higher level of consciousness and ethical behaviour able to build strong collaborative relationships and to create a caring sustainable and performance enhancing culture Emboldened by the changing world and inspired by leaders around us this new edition is enriched by new chapters on leading with purpose managing and benefitting from diversity health resilience and well being sustainable leadership and leading in complex adaptive systems Every other chapter has been thoroughly updated and upgraded in the light of experience and feedback from readers including a new section in key chapters challenging readers to put theory into practice Learn how to lead beyond the ego An essential manual for current and aspiring organisational leaders HR professionals executive coaches and mentors *Leading Beyond the Ego* is a vital reference source for anyone in a position of leadership



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