



Any extrinsic reward should be

- Unexpected
- Offered only after the task is complete

Reward Prior to completion

- Holding out a prize at the beginning of a project
- Offering it as a contingency
- Will inevitably focus people's attention on obtaining the reward rather than on attacking the problem

Reward After completion

- After the job
- Less risky
- Where "if-then" rewards are a mistake
 - Shift to "now that" rewards
 - Now that you've finished the poster and it turned out so well, I'd like to celebrate by taking you out to lunch

Repeated "now that" bonuses

- Can quickly become expected "if-then" entitlements
- Can ultimately decrease effective performance

Consider non tangible rewards

- Praise and positive feedback
- Much less corrosive than cash and trophies

Provide useful information

- In the workplace
 - People are thirsting to learn about how they're doing
 - Only if the information isn't a tacit effort to manipulate their behavior
- Give people meaningful information about their work
- Provide focused feedback on specifics
- Great use of color
- Praise about
 - Effort and strategy
 - Rather than about achieving a particular outcome