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# Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT (Business Skills and Development)

*Paul L. Marciano*

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"Engaging employees seems easy, but it's not simple. Learn what it takes to build RESPECT in your organization with Paul Marciano's Carrots and Sticks Don't Work!"  
—Marshall Goldsmith, author of *Mojo* and *What Got You Here Won't Get You There*

# Carrots and Sticks Don't Work

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



**Paul L.  
Marciano, Ph.D.**

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**Paul L. Marciano : Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT (Business Skills and Development)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Carrots and Sticks Don't Work: Build a Culture of Employee Engagement

with the Principles of RESPECT (Business Skills and Development):

2 of 2 people found the following review helpful. Best Book I've Read to Date on Organizational Management By Mike D'I've been a manager in one form or another for the past 20 years, and I completed my MBA three years ago. This book is truly head and shoulders above all others I've read on management and productivity. Before I read it, I had not even heard of the concept of "Employee Engagement" and the impact it has. Nor did I realize that the methods I've been using for years are a waste of everyone's time. Simply stated: the "Carrot and Stick" method of management is over a hundred years old. Whether or not it was effective back then is questionable; but it is clear that it is totally ineffective today, not to mention counterproductive. Each chapter on the RESPECT model starts out with a self-assessment (where you can frankly evaluate your own behavior and leadership approach) and ends with turnkey strategies for fostering the topic of the chapter (Recognition, Empowerment, Supportive Feedback, etc.). I have already bought three copies of the book for other managers at my company and have encouraged others to read it as well. I'll probably end up buying five more copies. This is NOT the type of book you read and then loan out to others. I'm going to hold on to my copy and refer to it frequently throughout the next year. I also like the real examples used to describe the type of environment that is destructive to engagement and deadly to productivity. The ONLY negative I found in this book (and it's minor) was the contradiction in examples of giving Positive Praise. On page 95 (under "Specificity"), Dr. Marciano says not to use weak praise like "Good job!" as it is way too vague. Instead, he says (rightfully) that you should be specific about what the person did, how they acted, and the positive impact to the company. Then just two pages later (97) he gives an example of David Bayes (as an example of well done positive feedback) telling people "The reason I brought you in today is to let you know you're doing a really great job..." (without any real specificity). Finally, on the next page (98) he talks about the power of a Yellow Sticky and how an employee would feel positive about finding a yellow sticky note on their computer (from their boss) saying "Good Job!" Am I being nitpicky? Yes. Is that truly the ONLY problem I had with the book? Absolutely! If you are a business owner, executive, manager, or supervisor, you owe it to yourself to buy this book. After reading it, you will very likely conclude that others in your organization need to have their own copy. I give it my highest recommendation.

0 of 0 people found the following review helpful. Incredible Resource Concerning Employee Engagement By MT We stumbled upon Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT when we were looking for a resource to help us understand employee engagement and give us a step-by-step guide we could implement. We immediately recognized that the principles of RESPECT were exactly what we needed. Each chapter provides self-assessment questions, detailed information about the principle being discussed, and specific solutions to consider. We purchased copies of Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT for all of our facilities' supervisors and managers, then scheduled group meetings every other week to dialog about it. Each group meeting focused on one chapter, with the beginning of the discussion talking about what "turnkey solutions" each person implemented since the last group meeting and the outcome. By using this structure, it allowed our leadership team an opportunity to grasp the concepts and build skills with each of the RESPECT principles. This process has been so beneficial that we are repeating it with our hourly leadership team. Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT is truly a 5 star book on the topic of employee engagement.

2 of 2 people found the following review helpful. I'm glad I found this excellent tool before I implemented our ... By Customer I'm a new HR Manager and I'm only a few chapters into the book. So far I've learned so much already! I'm glad I found this excellent tool before I implemented our very first employee recognition program! I'm excited to test the RESPECT model in our company.

Dr. Paul Marciano, a leading behavioral psychologist and business consultant empowers organizations and engages employees through his renowned RESPECT Model. Written for supervisors, managers, business owners, HR professionals and leaders at every level responsible for increasing the engagement of their employees. Filled with proven, real-world strategies to improve the seven drivers of engagement: Recognition, Empowerment, Supportive Feedback, Partnering, Expectation, Consideration and Trust. If you are responsible for increasing the human capital in your organization, this book is for you!

About the Author Dr. Paul Marciano is a leading authority on employee engagement and retention. He earned his Ph.D. in Clinical Psychology from Yale University where he specialized in behavior modification and motivation. Paul has served on the faculties of Davidson College and Princeton University where he has taught courses in Leadership, Industrial-Organizational Psychology, Survey Development, Research Methods and Statistics. Paul has worked in the field of Organizational Development for over 20 years and in 2003 founded the human relations consulting firm Whiteboard, LLC, a company committed to helping organizations cultivate, manage, and grow their human capital through executive coaching, training, facilitation, and team building workshops. Paul's book "Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT" (McGraw-Hill, 2010) provides

dozens of real world case studies and turnkey strategies to increase employee discretionary effort and reduce turnover in your organization. The book details his acclaimed RESPECTtrade; Model that has been embraced by schools, medical practices, pharmaceutical companies, manufacturing facilities, sales organizations, consulting firms, and government agencies. In addition to public speaking, writing, teaching, and consulting, Paul founded and runs ColorMe Company which produces children's arts and crafts. ColorMe was recognized in 2007 by the Wall Street Journal as a leader in for-profit companies which give back to their communities. --paulmarciano.com