

Fill in the blanks with the word(s) you hear!

So, we think we know how _____, right? Offer them a reward. Do this and you'll get this. Do this faster, earn more money. Do this better than everyone else, here's a promotion. We offer _____ when we want people to do things. We do it at work, at school, even at home with our kids. Tidy your room and you can watch TV.

But when _____ test whether incentives work, they get surprising results. Sam Glucksberg, from Princeton University, America, set people a problem to solve and told them he was going to time them to see how long they _____. Then he put them in two groups. He offered one group a reward for finishing fast. Five dollars for anyone finishing in the top 25 per cent and 20 dollars for the person who finished _____ of all. To the other group he offered no incentive, but he told them he was going to use their times _____ an average time.

The first group, the ones with _____, solved the problem faster, you'd think, right? Well, no, they actually took _____ longer than the group who just thought they were being timed. Incentive didn't work. In fact, it made them slower. This experiment has been repeated, with the same results, many times. But in _____ we still offer bonuses, promotions and rewards to staff.

That's fine if we want them to do something simple, like chop wood. We'll pay you more if you chop the wood faster. An incentive works then. But if we want someone to do something _____, something creative, something where they have to think, rewards don't work. They might even have the _____ result, and make people perform worse. Another study, by Dan Ariely, showed that the bigger the reward, the worse the subjects performed on a complex task. The reward made them _____ so hard on the result that they couldn't think _____ any more.

And this all matters because more and more simple jobs will become _____. We'll be left with creative, _____ jobs that computers will never do. And we need to find a way to motivate people to do those jobs when we've proved the traditional incentives don't work.

So, what does work? Giving your workers _____; freedom to work on the things they want to work on, freedom to choose when, where and how they work. Want to work from home three days a week, get up late and work into the night instead? Fine. Just do the job well. And _____ shows people who choose the way they work get results. _____ that give employees time during the week to work on things that interest them and are not part of their regular job achieve amazing things. Some of the big tech companies are good examples of this, with ping-pong tables and areas to relax in ...

Source: [A talk about motivation](#) | [LearnEnglish](#)