Suggested Readings

Here are some readings that we recommend for added depth and detail on several of the topics covered in *The Progress Principle*. If you have suggestions for additional readings, please send them along. We'd love to hear from you.

Inner Work Life

D. H. Pink, *Drive: The Surprising Truth About What Motivates Us* (New York: Riverhead Books, 2009).

> In this engaging, well-research book, Pink argues that leaders, managers, educators, parents, and societies would do well to focus more on the intrinsic motivators of interest, enjoyment, satisfaction, personal challenge, and sense of achievement and less on extrinsic incentives.

J. Pfeffer, "Building Sustainable Organizations: The Human Factor," *Academy of Management Perspectives* 24 (2010): 34–45.

> Pfeffer presents compelling evidence that long-term organizational performance benefits when leaders pay careful attention not only to attracting and developing talented employees, but also to meeting their needs as employees and human beings.

J. K. Harter, F. L. Schmidt, J. W. Asplund, E. A. Killham, and S. Agrawal, "Causal Impact of Employee Work Perceptions on the Bottom Line of Organizations," *Perspectives on Psychological Science* 5 (2010): 378–389.

> This study presents hard evidence that positive inner work life for individual employees translates into better bottom-line performance for companies.

A. Isen, "On the Relationship Between Affect and Creative Problem Solving," in *Affect, Creative Experience and Psychological Adjustment*, ed. S.W. Russ (Philadelphia: Brunner/Mazel, 1999), 3–18.

> This chapter reviews research showing that positive emotions can yield benefits for people's psychological well-being and creativity.

S. Cohen and S. D. Pressman, "Positive Affect and Health," *Current Directions in Psychological Science* 15 (2006): 122–125

> This brief, readable article reviews research showing the health benefits of positive affect – mood and emotion.

R. M. Ryan and E. L. Deci, "Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being," *American Psychologist* 55 (2000): 68–78.

> This article uses decades of research to show how children and adults learn better, perform more effectively, and enjoy more fulfilled lives when their environment gives them opportunities to experience autonomy and competence.

The Progress Principle

F. Herzberg, "One More Time: How Do You Motivate Employees?" *Harvard Business Review,* January–February 1968, 53–62.

> In this classic article, Frederick Herzberg presents evidence showing that, although employees are dissatisfied by inadequate pay and benefits, they are not motivated to do excellent work by such factors. Rather, they are motivated by having interesting, challenging work that allows them to achieve.

K. Weick, "Small Wins: Redefining the Scale of Social Problems," *American Psychologist* 39 (1981): 40–49.

> In Weick's seminal paper, he argues that social problems can be tackled in more innovative ways if they can be approached on a small scale initially. Suggesting that the enormous scale of most social problems causes paralyzing emotionality and overwhelms cognitive resources, he proposes that there are great advantages in the small wins that can be gained from breaking down such problems into manageable pieces.

R. F. Baumeister, E. Bratslavsky, C. Finkenauer, and K. D. Vohs, "Bad Is Stronger Than Good," *Review of General Psychology* 5 (2001): 323–370

> This fascinating article reviews research on how and why negative events generally capture attention, influence emotion, and drive behavior more strongly than positive events.

J. R. Hackman, *Leading Teams: Setting the Stage for Great Performances* (Boston: Harvard Business School Press, 2002).

> Hackman, one of the world's top experts on groups and teams, reveals what makes for consistently excellent team work, what can stand in the way, and what leaders can do about it.

Applying the Progress Principle

R. Sutton, *Good Boss, Bad Boss: How to Be the Best. . . and Learn from the Worst* (New York: Business Plus, 2010).

> In this fascinating book, Sutton shows how managers at all levels can make the difference between employee experiences of engagement, satisfaction, and achievement versus frustration, apathy, and failure.

A. M. Grant, "How Customers Can Rally Your Troops," *Harvard Business Review*, June 2011: 96-103.

> This readable, practical article shows how employees find greater meaning in their work, and are motivated to perform better, when they connect with end users. Examples come from both meticulous research inside organizations and stories of companies whose leaders effectively "outsource inspiration" to end users by collecting users' stories, inviting them to the organization, introducing them to employees, and recognizing employees who make a difference in customers' lives.

J. R. Hackman and G. R. Oldham, *Work Redesign* (Reading, MA: Addison-Wesley, 1980).

> This classic book offers clear guidance on how to design jobs and assignments so that individuals and teams can do their best work and enjoy the process.

L. A. King, "The Health Benefits of Writing About Life Goals," *Personality and Social Psychology Bulletin* 27 (2001): 798–807.

> The research presented in this article suggests that regular journaling about one's goals can lead to better health.