



## Stanford eCorner

### Motivating Without Money

Astro Teller, X

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Video URL: <http://ecorner.stanford.edu/videos/4216/Motivating-Without-Money>

While Google's holding company, Alphabet, enjoys all the wealth of the search engine's success, Astro Teller insists that vast sums of money aren't needed to motivate people to do their best work. Teller, the director of Alphabet's moonshot factory, X, describes how incentives like pay raises are ineffective in the long run, and how what people want most is recognition.



#### Transcript

- When you don't have some of the classic structures for awarding people, like money or promotions, how can you do some of this culture engineering? People don't even respond the strongest to money. There's a ton of evidence out there that when you give people a raise in their salary, it has this ridiculously short life. You know, like they feel good for like a week maybe, and then they totally forget about it. What people want is recognition. They want you to say thank you. They want to believe that their manager, that their peers think they're cool, think they're interesting, think that they'd be worth having on the next project. Think about yourself, isn't that what motivates you the most in the end is being around people you trust and having them think that you're special to them? So if you can create any environment in which people can say to each other, hey I really appreciate that, that makes me think you're special. There's lots of ways, you just give out cool points. Like make little pieces of paper that say, you know, one cool point and then hand them out. Or you don't like that, do something else.

It doesn't matter what it is, but you don't need cash and you don't need promotions to do what I'm describing.