The Risks of Rewards
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Many educators are acutely aware that punishment and threats are counterproductive. Making children suffer in order to alter their future behavior can often elicit temporary compliance, but this strategy is unlikely to help children become ethical, compassionate decision makers. Punishment, even if not considered a “consequence,” tends to generate anger, defiance, and a desire for revenge. Moreover, it models the use of power rather than reason and teaching children that bad things happen to good people.

Of those teachers and parents who make a point of not punishing children, a significant proportion turn instead to the use of rewards. The ways in which rewards are used, as well as the values that are considered important, differ among (and within) cultures. This digest, however, deals with typical practices in classrooms in the United States, where markers and stars, are sometimes used to induce children to learn or comply with an adult's demands (Fantuzzo et al., 1991). As with punishments, the offer of rewards can elicit temporary compliance in many cases. Unfortunately, carrots turn out to be no more effective than sticks at helping children to become caring, responsible people or lifelong, self-directed learners.

REWARDS VS. GOOD VALUES

Studies over many years have found that behavior modification programs are rarely successful at producing lasting changes in attitudes or even behavior. When the rewards stop, people usually return to the way they acted before the program began. More disturbingly, researchers have recently discovered that children whose parents make frequent use of rewards tend to be less generous than their peers (Fabs et al., 1989; Gruen, 1993; Kohn 1999).

Indeed, extrinsic motivators do not alter the emotional or cognitive sophistication and open-ended thinking that is required for a task, the worse people tend to do when they have been led to perform that task for reward.

There are several plausible explanations for this puzzling but remarkably consistent finding. The most compelling of these is that rewards cause people to lose interest in whatever they were rewarded for doing. This phenomenon, which has been demonstrated in scores of studies (Kohn, 1993), makes sense given that “motivation” is not a single characteristic that an individual possesses to a greater or lesser degree. Rather, intrinsic motivation (an interest in the task for its own sake) is qualitatively different from extrinsic motivation (in which completion of the task is seen chiefly as a prerequisite for obtaining something else) (Deci & Ryan, 1985).

Therefore, the question educators need to ask is not how motivated their students are, but how their students are motivated.

In one representative study, young children were introduced to an unfamiliar beverage called kefir. Some were just asked to drink it; others were praised lavishly for doing so; a third group was praised treats if they drew a picture of the children who received either verbal or tangible rewards consumed more of the beverage than other children, as one might predict. But a week later these children found it significantly less appealing than it did before, whereas children who were offered no rewards liked it just as much, if not more than, they had earlier (Birch et al., 1984). If we substitute reading or doing math or acting generously for doing kefir, we begin to glimpse the destructive power of rewards. The data suggest that the more we want children to want to do something, the more counterproductive it will be to reward them for doing it.

Deci and Ryan (1985) describe the use of rewards as “control through seduction.” Control, whether by threats or bribes, amounts to doing things to children rather than working with them. This ultimately frays relationships, both among students (leading to reduced interest in working with peers) and between students and adults (insofar as asking for help may reduce the probability of receiving a reward). Moreover, students who are encouraged to think about grades, stickers, or other “goodies” become less inclined to explore ideas, think creatively, and take chances. At least ten studies have shown that people offered a reward generally choose the easiest possible task (Kohn, 1993). In the absence of rewards, by contrast, children are inclined to pick tasks that are just beyond their current level of ability.

PRACTICAL IMPLICATIONS OF THE FAILURE OF REWARDS

The implications of this analysis and these data are troubling. If the question is “Do rewards motivate students?” the answer is, “Absolutely: they motivate students to get rewards.” Unfortunately, that sort of motivation often comes at the expense of interest in, and excellence at, whatever they are doing. What is required, then, is nothing short of a transformation of our schools.

First, classroom management programs that rely on rewards and consequences ought to be avoided by any educator who wants students to take responsibility for their own (and others’) behavior—and by any educator who places internalization of positive values ahead of mindless obedience. The alternative to bribes and threats is to work toward creating a caring community whose members solve problems collaboratively and decide together how they want their classroom to be.

Second, elementary and secondary school curricula should be designed with the understanding that failure is an integral part of learning. The principal goal of education is not the production of a compliant workforce, but rather the development of an insightful, interested citizenry.

Ideally, the school becomes a second home to students. Students not only want to succeed, they want to belong. As Robert Ornstein has said, “Success is a byproduct of the transformation of the learning environment.”

Students need to understand that failure can be a part of success. In the classroom, as in life, people learn by making mistakes and responding to them.

Rewards are no more helpful at enhancing achievement than they are at fostering good values. At least two dozen studies have shown that people expecting to receive a reward for completing a task (or for doing it successfully) simply do not perform as well as those who expect nothing (Kohn, 1993). This effect is robust for young children, older children, and adults; for males and females; for rewards of all kinds; and for tasks ranging from memorizing facts to designing collages to solving problems. In general, the more cognitive sophistication and open-ended thinking that is required for a task, the worse people perform.

Punishments are no more helpful at enhancing achievement than they are at fostering good values. Indeed, extrinsic motivators do not alter the emotional or cognitive sophistication and open-ended thinking that is required for a task, the worse people tend to do when they have been led to do that task for reward.

Finally, this distinction between reward and punishment might be applied to positive feedback as well. While it can be useful to hear about one’s successes, and highly desirable to receive support and encouragement from adults, most praise is tantamount to verbal reward. Rather than helping children to develop their own criteria for successful learning or desirable behavior, praise can create a growing dependence on securing someone else’s approval. Rather than offering unconditional support, praise makes a positive response conditional on doing what the adult demands. Rather than heightening interest in a task, the learning is devalued insofar as it comes to be seen as a prerequisite for receiving the teacher’s approval (Kohn, 1993).

In short, good values have to be grown from the inside out. Attempts to short-circuit this process by dangling rewards in front of children are at best ineffective, and at worst counterproductive. Children are likely to become enthusiastic, lifelong learners as a result of being provided with an engaging curriculum; a safe, caring community in which to discover and explore; and a significant degree of choice about what (and how and why) they are learning. Rewards—like punishments—are unnecessary when these things are present, and are ultimately destructive in any case.

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