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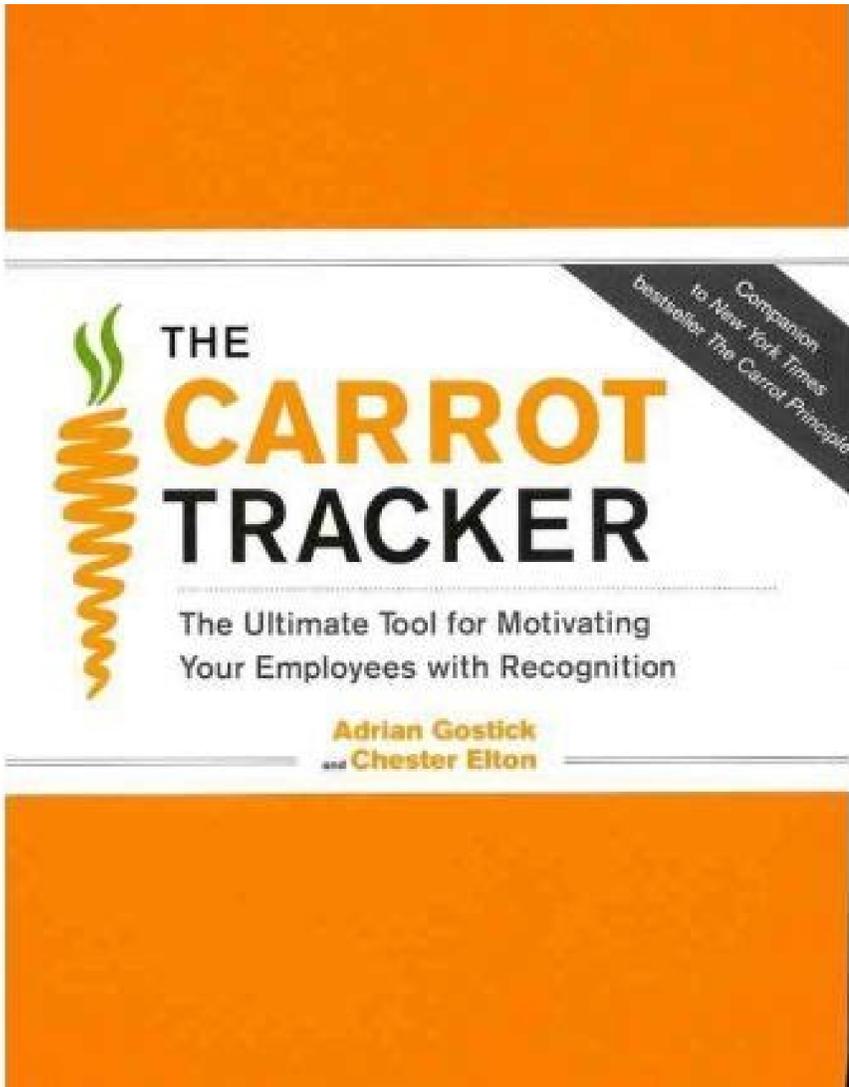
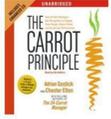
Part III Managing By Carrots



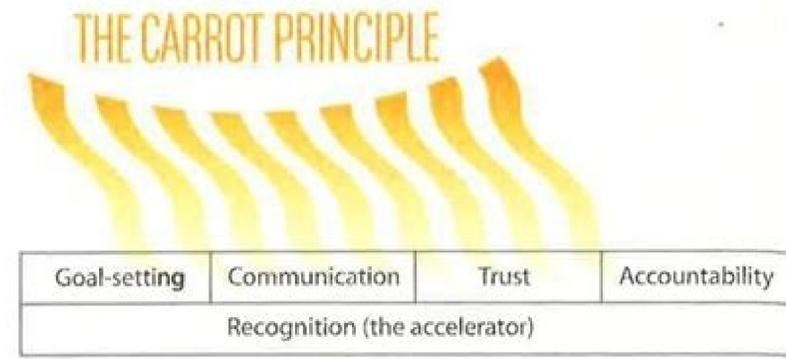
The Carrot Calculator

Day-to-Day (Thank you Level)	• \$0; \$100 to \$200
Above- and Beyond Awards (Bronze, Silver, and Gold Levels)	• \$250 to \$500 annually
Event Recognition	• \$100 annually
Service Awards (Celebration events)	• \$200 annually

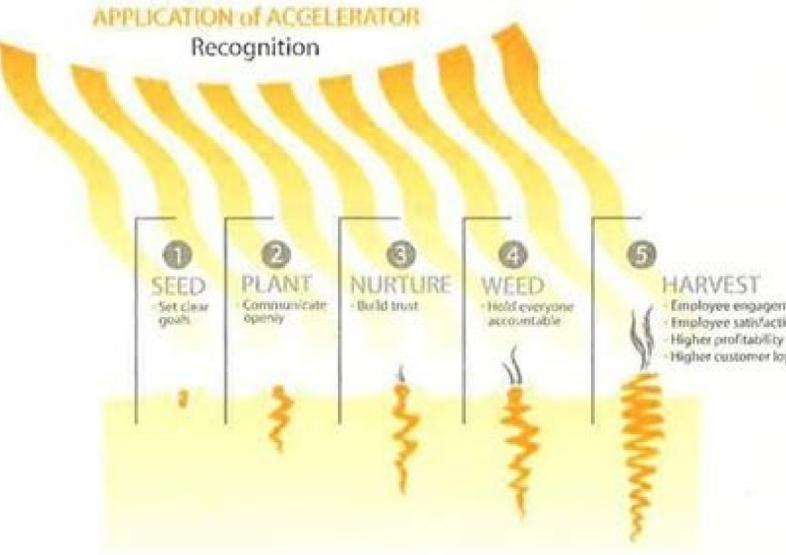
Recognition
Part of the book cover
Small text describing the book's content and authors.



leadership. This is the Carrot Principle. It is a simple concept, but one that works every time.



In other words, when recognition is applied to the Basic Four of good management (goal setting, communication, trust, and accountability), it serves as an accelerator of employee performance and engagement.



We see it as a process of growing a person and an organization toward vital goals.

On average at least every two years, an employee should receive a tangible performance award for above-and-beyond behavior. Transfer one to the left each time you reward an employee for a behavior that is critical to your goals, customers, employees, and company. (3-50) see book ...more I want to know what you think we do best." By this point, the conversation should really be rolling. Employees are eligible for these awards if they consistently demonstrate your values by taking on challenging customer issues, work late weeks in a row, develop sophisticated changes to improve important processes, demonstrate outstanding leadership, improve the way you pitch prospective clients, mentor a new employee to productivity, provide exceptional customer care, and so on. At ninety days, one year, three years, five years, seven years, ten years, and then every five years thereafter, it's important to recognize loyalty with a lasting award appropriate to their achievement. Awards with money to spend and an idea of the behaviors to recognize, it's time to begin handing out praise and recognition awards. Thank-you recognition is the most frequent type offered by effective managers. Here's a breakout of anticipated annual spending per employee: Day-to-Day (Thank-You Level)- \$0 annually. You do this with a tangible merchandise award, publicly presented, and typically valued from \$100 to \$500.4) Gold awards recognize behaviors that produce bottom-line results. With independent results from HealthStream Research, and analysis by bestselling leadership experts Adrian Gostick and Chester Elton, this breakthrough study of 200,000 people over ten years found dramatically greater business results when managers offered constructive praise and meaningful rewards in ways that powerfully motivated employees to excel. If the idea saves millions of dollars, they the sky is the limit when it comes to how much you will spend to recognize this person or team. Consider documenting- Career aspiration- What is most important to this person- Strengths to develop- What forms of recognition and awards does this person value most- Motivation ideas focusing on improving above-and-beyond awards, it's best to focus on three words: value, impact, and personal (VIP). Value: awards should be presented for- Significant achievements: Great performances, excellent results, and actions that further your team or organization's core values- Ideas: Generating a cost-saving or improvement idea that provides real financial benefit to your organization- Sales: Achieving overall or area sales targets, winning new accounts, retaining your best customers, upgrading existing customers, selling a specific product, and so on impact: to have impact, an award should fairly represent the impact of the achievement (Italian dinner appropriate for employee who restores phone system in minutes rather than hours; not appropriate for employee who just completed an arduous year-long ISO registration process, working long hours and mastering difficult processes in achieving this important milestone for your firm) Personal: find an award that matches the employee's interests, tastes, and sensibilities. Here are a few suggestions on employee recognition that are low cost, but go a long way in motivating and encouraging employees. Have you thought of some creative way to motivate and engage the employees in your office? Choose someone to present the award who knows the employee well and works with her regularly (direct supervisor usually the best option). Move the notes frequently so they are always unexpected. Great recognition can be done in a matter of moments—and it doesn't take budget-busting amounts of money. At least semiannually, you should be celebrating team victories with a gift, party, or outing Service Awards- \$200 annually. Now, most companies won't have customers who lifetime value equals near \$200,000, but in any industry that amount is scalable. Of course, there are many outstanding employees in your organization who will receive several performance awards annually. Event Recognition- \$100 annually. Be confident. Involving nearly 200,000 people over a ten-year period, it showed that the most central characteristic of a successful manager is that they offer frequent and effective recognition to their employees on an ongoing basis. This so-called ingredient is supposed to bridge the gap between untapped potential within teams in the workplace. If you know that at 5:05 PM, after closing, Susan doesn't hesitate in opening the doors when a frantic customer shows up, she's worthy of a silver award. This updated edition couldn't come at a better time, as the economic downturn requires us all to come up with creative and cost-effective ways to stimulate growth and productivity. Productivity skyrocketed when managers took a hands-on approach to constructive praise and gave small, yet meaningful, rewards that motivate employees. Motivating and encouraging employees to be successful in their role is just a small part of activating your workplace to obtain the highest level of productivity. Having a yearly review doesn't make the cut if that's all you offer your employees. Give them the training, resources, and contacts they require to succeed.12) Recognition is a great vehicle to help achieve results and propel your people to greater things - but only if you remember. According to this in-depth study, 56% of those who say they have low morale give their manager a failing grade regarding recognition. Your employees will be more satisfied to stay. It's low cost, and useful when wanting to engage peers to vote on who they think deserves the recognition and why. The Carrot Principle, the use of purpose-based recognition to spur company success, is a great start for managers. See downloadable forms at carrots.com When recognition is considered effective, managers:1) Have lower turnover rates2) Achieve enhanced business results3) Are seen as much stronger in the Basic Four areas of leadership: a) goal setting b) communication c) trust d) accountability Goal setting- My manager gives me measurable goals to achieve Communication- I can rely on my manager to answer my questions- My manager listens to employees in our department- My manager keeps me informed of the progress of my performance- My manager shares all the information my coworkers and I need to feel part of the team- My manager encourages me to suggest new ideas and methods for doing things- I feel completely free to express my views to my manager- My coworkers' ideas are often accepted by my manager- My opinions matter to my manager- My manager encourages and supports my learning and growth Trust- I trust my immediate manager- I trust my department's head- My manager is fair to all employees- My manager treats employees as more than "just a member" or a "cog in the wheel"- My manager treats me with respect- I believe my manager cares about me as a person- My manager stresses the importance of teamwork Accountability- My manager holds everyone in our department accountable for their work Management concepts- Help the organization succeed by getting everyone on board with meaningful goals and then rewards for achievement- Maintain an open and consultative communication style that provides an environment where employees have the opportunity to do what they do best every day- Build trust by being ever vigilant to "find someone in the act of caring," and then share the credit by recognizing this person publicly and in a timely manner- Believe that people can create and succeed, and hold them accountable for great results Leaders who openly communicate- set clear guiding values and goals- discuss issues facing the company and the team - not just the big decisions and announcements- pass on all useful bits of information to employees, especially those that involve change initiatives or that personally affect employees- make time for employees and listen intently when they express opinions and concerns- welcome open discussions My opinions seem to matter to my manager5) My manager shares all the information my coworkers and I need to feel part of the team6) I receive the information I need to do my job7) The organization has developed work/life policies that address my needs8) I trust my immediate manager9) During the past year, communication between leadership and employees has improved10) My manager does a good job of recognizing employee contributions11) I have recently received praise for my work Carrot Principle managers build employee engagement and satisfaction by answering three of the most common questions employees have about their work environment:1) What's important around here?2) How can I make a difference?3) What's in it for me when I do make a difference? The 4 Building Blocks of Recognition1) Day-to-day recognition. We said you would do cool things, work with fascinating people on fun projects. Share your thoughts with us. Let me ask you, have we lived up to our promises to you? These celebrations reinforce your brand and thank everyone in a team, division, or an entire organization. This is often low-cost but always high-touch recognition.2) Above-and-beyond recognition. Read this book and thousands more for a fair monthly price. Unavailable in your region Book - PDF How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance Adrian Gostick, Chester Elton Stick Management is out. Put a note on your bathroom mirror to see before you leave for work. And you are rewarding the person for the knowledge he or she brings to the job.4) "Have we done anything in the past ninety days that might cause you to leave us?" Right up front, you are asking: Are you going to stay? Celebration events: important moments in your company history can build employee commitment and loyalty, and focus employees toward the next accomplishment. Make sure your recognition program is - Strategic: Aligned with your core values and goals- Simple: Easy to use and understand- Measured: Providing a return on your investment- Owned: By your managers and senior leaders Level: What level of award is appropriate for what behavior? Spending: How much should you budget for recognition? Awards: What creative rewards can you offer for excellent performance? Levels1) Thank you: Small step toward living your values2) Bronze: One-time above-and-beyond award, linked to your values, which makes you more successful3) Silver: Ongoing above-and-beyond demonstration of your values in action, which is making your organization more successful4) Gold: Action, project, or behavior that has a significant impact on the bottom line1) Thank you recognition is for daily, ongoing encouragement of the small steps that lead you to success. Things such as giving out a certificate for a 2 hour lunch, bringing souvenirs back from a trip for employees, hiring a limo to pick up employees and take them to lunch, improving working conditions with new office furniture, or if you want to get real creative, hiring a maid for an outstanding employee for a month. During a private meeting, discuss how these lists compare with and contrast to the company mission and value statements.3) Take exercise 2 a step further by encouraging employees to post their values list conspicuously at the office or on the job site. At the beginning of each day, put three coins in your right pocket. Imagine having 5,000 lifetime customers, which equates to over a trillion dollars. Gostick and Elton walk readers through exactly how to use the simple but powerful methods they have discovered all great managers use to provide their employees with this effective recognition, which can be learned easily and will produce immediate results. Remember that what is out of sight is out of mind.4) As a reward, bring in a fortune-teller to tell positive fortunes that relate to your core work goals.5) The next time your employee scans the "What They're Doing Now" section of his or her college alumni publication, make sure he sees a familiar face...his own. Attract talent. After all, when we recruited you, we told you that this would be a great place to work. The level of award will depend on the impact. Get their salary right so they can focus on doing a good job. Carrot management is! The Carrot Principle offers proven strategies to help recognize and motivate your valued employees. Since its original publication in 2007, the New York Times bestseller The Carrot Principle has received rave reviews in The Wall Street Journal, Fortune, and The New York Times, and has helped a host of managers to energize their teams, and companies to dramatically boost their business results. Why not ask? Drawing on case studies from leading companies including Disney, DHL, KPMG, and Pepsi Bottling Group, Gostick and Elton show how the key to recognition done right is combining it with four other core traits of effective leadership. Invite coworkers to stop. By a result, the productivity of your company affects every area of your business, from stability to public opinion. Out of the Box Rewards. If you don't believe your team can achieve a goal, it's almost certain they won't.8) Invite an employee to take his spouse along on a business trip. These are the pats on the back, the handwritten notes, the team lunches, on-the-spot award certificates, the gifts of thanks, and other ways you regularly praise and express gratitude to employees. The award presentation should be personal too. Get pay right and show them how you did it. Retain employees. As Generation Y slowly makes its way into the workplace, this accelerator is not just a way to drive company success, but it's necessary in order for this generation to feel appreciated. With know-how to talk about comp with anyone. Explain in detail what qualifies the employee for this important assignment.7) Tell employees frequently and sincerely: "I know you can do it." Victor Vroom's expectancy theory teaches that employees work toward goals that they 1) want and 2) believe they have a realistic chance of obtaining. Events to celebrate include the successful completion of a key project, achievement of record results, company anniversaries, or new product launches. Day-to-day recognition must be - Frequent- Specific- Timely Make it frequent: try making a list of direct reports and record the number of times you recognize each of them (this will make it a habit and it will become natural). Be specific: tell the employee exactly what it is that he did that deserved praise. Make it timely: immediate recognition is the best. Four to six times a year on average, you will award with something of tangible but often de minimis value - a gift from a selection, movie tickets, a basket of food, or dinner or coffee certificates, for example. Above-and-Beyond Awards (Bronze, Silver, and Gold Levels)- \$250 to \$500 annually. According to the book, the missing ingredient in the workplace is an accelerator: Of course, that spending can vary, but we think \$1000 is a good basic starting point that will help move the needle on employee performance, engagement, and satisfaction. What are you waiting for? Set the example. To keep things fresh, you'll probably need some idea of what to give and a few good ways to remember to recognize. Pay for the spouse's airplane ticket and extend the trip by one day for some sightseeing.9) When employees have to work on a weekend, provide a catered lunch for them. The reward in itself doesn't have to be big, but putting thought into rewarding your employees goes a long way. Try not to put it off more than a day at the latest. Get to know each employee and what motivates him. If your company is listed as one of Fortune's Top 100 Places to Work For, I'd be willing to bet that they have a great culture that is full of recognition. Drive performance. You are showing how open you are to new ideas. Employee of the Month awards is one of the most common types of reward programs. Every seven business days (or thirty five times a year) you will thank with something free - a handwritten note, verbal praise, or an email of thanks, for example. \$100 to \$200 annually. This award can also combine several different areas such as customer services, sales goals being met, attendance, and leadership. These are great open-ended questions as long as you keep an open mind.3) "At your other jobs, I'm sure you saw some things that worked really well. Make it even better by inviting their families to join them for lunch.10) Surprise your people by taking them to a blockbuster film matinee on opening day. Rewarding employees based on this criterion doesn't take much and has a lasting impact on your business. These managers lead with carrots, not sticks, and in doing so achieve higher- Productivity- Engagement- Retention In a new chapter, Gostick and Elton report on the results of an extensive study, conducted by leading research authority Towers Perrin, that confirms the extraordinary effectiveness of the Carrot Principle approach all around the globe. After 3 months of service, ask new employee these questions:1) "You've been here for three months now. Customer Service. Creating a workplace culture full of recognition is not only beneficial to the success of your company, but it is a known factor to reduce employee turnover. Are we what we told you we would be?" Then listen. Choose a flick that won't offend anyone, and, if possible, double the impact by choosing a movie that shows a team working together to achieve a difficult goal.11) Variety is the spice of life. Fortunately, we've got a few ideas for you: 125 to be exact. Goal Setting1) On a new employee's first day, set expectations high by planning a small celebration. Ask more probing questions if necessary, but no rebuttals allowed.2) "What do you think we do best here? You are asking the person to be actively involved in solving the problems of your company and making his or her work life better. Tape it inside your checkbook. It is given to an employee who meets (but not necessarily exceeds) performance expectations. It breaks down the characteristics of an effective leader, successful company recognition programs, and how to succeed in business through investing times in your employees. Most organizations provide a formal program to recognize people on the anniversary of their hiring date, giving managers a prime opportunity to highlight cumulative contributions. Is there anything you've seen elsewhere that we might be able to use here to make our company better?" Isn't that a great engagement question? As employees who sell products and services to customers, one of the most important, if not the most important, is how customers are treated. Most bronze awards are tangible items in the \$50 to \$100 range. Neglect to present an heirloom award, and the recognition may be reduced to a simple business transaction. Spending Most organizations work with budget 2 percent of payroll or about \$1000 per employee per year for day-to-day recognition, team event gifts, above-and-beyond, and service awards. The bottom line is great customer service = returning customer = lifetime ROI. Give employees important tasks that stretch their abilities and are outside their job descriptions. Price jobs based on your local market and competition. These rewards recognize an employee who has clearly influenced your financial statement, perhaps by developing a new system that saves money, being granted a patent, winning an important industry award, breaking a performance record, landing a new account, introducing a new process to significantly improve efficiency, achieving a top sales goal, being part of a team that came together with the innovative pitch that won a big deal, or working from a customer service position to keep a big client in the fold. Following these simple steps will make you a high-performance leader and take your team to a new level of achievement. I think I know what we do best, but you have a fresh perspective. It is day-to-day encouragement for the person who is a consistent and steady performer, who always gets the report in on time, who is always courteous when making a deliver to a customer's home or business, who always has a positive attitude, who is the consummate team player, who gave an admirable gift but didn't quite make it, and so on. Take time to prepare for the presentation - don't just wing it. When presenting an award, tell a specific, informed story about the accomplishment - talk about the: Situation: the problem or opportunity- Action: what was done, in specific terms- Impact: the result of the action- Link to company values: how the action contributed to the company Career recognition - try recognizing much sooner than 5 years. Even better, present the new person with a card signed by everyone on the team, welcoming her aboard.2) What makes your employees tick? PayScale Insight allows you to allocate raises based on employee performance and labor budget. Thank-you praise might be given publicly or privately by sending an e-card or a handwritten note, by giving something of de minimis value typically costing \$50 or less, such as movie tickets, a gift basket, coffee and doughnuts, by using some of the 125 ideas we list in the next chapter, or in some cases, by rewarding with a more valuable gift if you deem the person's effort important enough.2) Bronze awards recognize one-time above-and-beyond behaviors related to your core values, which might include an employee who cares for an angry customer and saves the day, takes on an additional duty, stays late to get out an important project, finds a way to improve a routine process, comes up with a creative solution to a problem, puts together a great pitch for a prospective client, finds the glitch in the server, and so on. Ask an employee to help train a new employee in a job function where the employee excels. In most organizations, this is the most underused vehicle for rewarding and engaging employees.4) Celebration events. The Carrot Principle unwraps one of the most in-depth management studies ever undertaken. Just because an employee doesn't blow his horn doesn't mean he wouldn't like you to make some noise.6) Turn a responsibility into a reward. More than 2,300 organizations use PayScale's subscription software to: Allocate raises. Then send out an email to employees about the new person and why she was chosen to join the team. These awards provide a structured way to reward significant achievements that support the company's core values and business goals - whether the achievement of a sales goal, the implementation of an innovative idea, or providing exceptional customer service, for example.3) Career recognition. After all, it's rarely the large things that differentiate us in our customers' minds from the competition; it's the little things employees do that make all the difference. Recognition comes in all forms. The Carrot Principle is a must-read and will open your eyes to the power of recognition. Revealing the groundbreaking results of one of the most in-depth management studies ever undertaken, The Carrot Principle shows definitively that the central characteristic of the most successful managers is that they provide their employees with frequent and effective recognition. Employee of the Month. The biggest workplace accelerator is purpose-based recognition. When your people go above and beyond, they deserve a more formal response from the organization. Ask each employee to list the values that guide his or her daily decisions. Productivity is something that needs to be focused on year round, so why not implement year-round recognition programs? The book was even adopted by the prestigious FranklinCovey International training and consulting group for its leadership training. This could include the presentation of a personalized award, dinner for two, tickets to a ball game or symphony, a selection from a catalogue of merchandise, or anything else you can dream up.3) Silver awards reward ongoing above-and-beyond behaviors. The ROI on a lifetime customer could mean up to \$200,000 for your company depending on the type of industry. These may be one-time or ongoing achievements and are the highest level of above-and-beyond awards. These awards may include a cash component, but there is always a valuable tangible reminder of the achievement, typically worth \$500 or more.

23/6/2020 - With this commitment in mind, the 2022/23 municipal capital plan has \$10 million in approved spending toward the HalifACT Climate Action Plan for this fiscal year and \$109 million approved in principle for fiscal years 2023/24 and 2025/26. Below is a breakdown of how these dollars will be invested in 2022/23. 5/3/2022 - Entity-Component-System (ECS) is an architectural pattern. This pattern is widely used in game application development. ECS follows the composition over the inheritance principle, which offers better flexibility and helps you to identify entities where all objects in a game's scene are considered an entity. Bridge Base Online (BBO) is the world's largest bridge-playing online platform, with about 10 million monthly visits, as of November 2021. Originally created by professional bridge player Fred Gitelman, BBO was first published by Bridge Base, Inc. in 2001, as a Windows downloadable software, offering free online multiplayer bridge rooms for practice and play. 12/5/2022 - Resource for news about the city, includes latest political, business, social, and sporting events, and providing international coverage, and access to information and sites related to Beijing, including government data. Local news media including The People's Daily can be accessed from the site. An idiom is a phrase or expression that typically presents a figurative, non-literal meaning attached to the phrase; but some phrases become figurative idioms while retaining the literal meaning of the phrase. Categorized as formulaic language, an idiom's figurative meaning is different from the literal meaning. Idioms occur frequently in all languages; in English alone ...

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