

High Output Management

A set of tools for mastering the one skill standing between us and success: the ability to ask for the things we need to succeed. Imagine you're on a deadline for a big project, and feeling overwhelmed. Or you're looking for a job, but can't seem to get your foot in the door. Or you're dying for tickets to a sold out concert, and all your leads have gone cold. What do these problems have in common? They can all be solved simply by reaching out to a colleague, friend, or wider network and making an ask. Studies show that asking for help makes us better and less frustrated at our jobs. It helps us find new opportunities and new talent. It unlocks new ideas and solutions, and enhances team performance. And it helps us get the things we need outside the workplace as well. And yet, we rarely give ourselves permission to ask. Luckily, the research shows that asking—and getting—what we need is much easier than we tend to think. Here, Wayne Baker shares a set of strategies—used at companies like Google, GM, and IDEO—that individuals, teams, and leaders can use to make asking for help a personal and organizational habit, including:

- A quiz to identify your asking-giving style
- SMART criteria for who, when, and how to ask
- “Plug-and-play” routines that make requests a standard component of meetings
- Mini-games that incentivize asking within teams
- The Reciprocity Ring, a guided activity that allows people to tap into the giving power of a network

Picking up where the bestselling book *Give and Take* left off, *All You Have to Do Is Ask* shows us how to ignite the cycle of giving and receiving by asking for the things we need. Advance praise for *All You Have to Do Is Ask* “Asking for help and support has been a key to my success. Wayne Baker expertly shares how everyone can do it.”—Shellye Archambeau, former CEO, MetricStream, and board director, Verizon and Nordstrom “Wayne Baker shares the formula for driving personal, organizational, and social change by tapping the power of our teams and networks for help. This insightful book is a must-read for anyone seeking practical and proven solutions to make our workplaces and world a better place.”—Noel Tichy, professor, University of Michigan, and author of *Judgment and Control Your Destiny or Someone Else Will*

Conquer the most essential adaptation to the knowledge economy *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* offers practical guidance for teams and organizations who are serious about success in the modern economy. With so much riding on innovation, creativity, and spark, it is essential to attract and retain quality talent—but what good does this talent do if no one is able to speak their mind? The traditional culture of “fitting in” and “going along” spells doom in the knowledge economy. Success requires a continuous influx of new ideas, new challenges, and critical thought, and the interpersonal climate must not suppress, silence, ridicule or intimidate. Not every idea is good, and yes there are stupid questions, and yes dissent can slow things down, but talking through these things

is an essential part of the creative process. People must be allowed to voice half-finished thoughts, ask questions from left field, and brainstorm out loud; it creates a culture in which a minor flub or momentary lapse is no big deal, and where actual mistakes are owned and corrected, and where the next left-field idea could be the next big thing. This book explores this culture of psychological safety, and provides a blueprint for bringing it to life. The road is sometimes bumpy, but succinct and informative scenario-based explanations provide a clear path forward to constant learning and healthy innovation. Explore the link between psychological safety and high performance Create a culture where it's "safe" to express ideas, ask questions, and admit mistakes Nurture the level of engagement and candor required in today's knowledge economy Follow a step-by-step framework for establishing psychological safety in your team or organization Shed the "yes-men" approach and step into real performance. Fertilize creativity, clarify goals, achieve accountability, redefine leadership, and much more. The Fearless Organization helps you bring about this most critical transformation.

A manager's guide to hiring the right employees introduces the practical and effective A Method for Hiring, which draws on the expertise of hundreds of high-level executives to present a simple, easy-to-follow program to guarantee hiring success. 50,000 first printing.

Matt Mochary coaches the CEOs of many of the fastest-scaling technology companies in Silicon Valley. With *The Great CEO Within*, he shares his highly effective leadership and business-operating tools with any CEO or manager in the world. Learn how to efficiently scale your business from startup to corporation by implementing a system of accountability, effective problem-solving, and transparent feedback. Becoming a great CEO requires training. For a founding CEO, there is precious little time to complete that training, especially at the helm of a rapidly growing company. Now you have the guidance you need in one book. Most software project problems are sociological, not technological. *Peopleware* is a book on managing software projects.

Instant Wall Street Journal Bestseller! Congratulations, you're a manager! After you pop the champagne, accept the shiny new title, and step into this thrilling next chapter of your career, the truth descends like a fog: you don't really know what you're doing. That's exactly how Julie Zhuo felt when she became a rookie manager at the age of 25. She stared at a long list of logistics--from hiring to firing, from meeting to messaging, from planning to pitching--and faced a thousand questions and uncertainties. How was she supposed to spin teamwork into value? How could she be a good steward of her reports' careers? What was the secret to leading with confidence in new and unexpected situations? Now, having managed dozens of teams spanning tens to hundreds of people, Julie knows the most important lesson of all: great managers are made, not born. If you care enough to be reading this, then you care enough to be a great manager. *The Making of a Manager* is a modern field guide packed everyday examples

and transformative insights, including: * How to tell a great manager from an average manager (illustrations included) * When you should look past an awkward interview and hire someone anyway * How to build trust with your reports through not being a boss * Where to look when you lose faith and lack the answers Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you wish you had.

Now available in paperback—with a new preface and interview with Jessica Livingston about Y Combinator! *Founders at Work: Stories of Startups' Early Days* is a collection of interviews with founders of famous technology companies about what happened in the very earliest days. These people are celebrities now. What was it like when they were just a couple friends with an idea? Founders like Steve Wozniak (Apple), Caterina Fake (Flickr), Mitch Kapor (Lotus), Max Levchin (PayPal), and Sabeer Bhatia (Hotmail) tell you in their own words about their surprising and often very funny discoveries as they learned how to build a company. Where did they get the ideas that made them rich? How did they convince investors to back them? What went wrong, and how did they recover? Nearly all technical people have thought of one day starting or working for a startup. For them, this book is the closest you can come to being a fly on the wall at a successful startup, to learn how it's done. But ultimately these interviews are required reading for anyone who wants to understand business, because startups are business reduced to its essence. The reason their founders become rich is that startups do what businesses do—create value—more intensively than almost any other part of the economy. How? What are the secrets that make successful startups so insanely productive? Read this book, and let the founders themselves tell you.

Managing Humans is a selection of the best essays from Michael Lopp's popular website Rands in Repose (www.randsinrepose.com). Lopp is one of the most sought-after IT managers in Silicon Valley, and draws on his experiences at Apple, Netscape, Symantec, and Borland. This book reveals a variety of different approaches for creating innovative, happy development teams. It covers handling conflict, managing wildly differing personality types, infusing innovation into insane product schedules, and figuring out how to build lasting and useful engineering culture. The essays are biting, hilarious, and always informative. This handbook is the practical guide to becoming a great manager. It covers all the major topics including hiring, coaching, feedback, one-on-ones, and decision making. It also covers some of softer, but equally important, topics like conflict resolution and mental health. Great management changes lives. In fact, it's one of the most single overlooked pieces of leverage in the world. Great managers are remembered like great teachers, inspirations who help others soar. That's why it's such a shame management training is so often overlooked. Successful individual-contributors are rewarded with a 'promotion' into management and then, more often than not, left to sink or swim. If you're a new manager, this book will shine a friendly light on the road ahead. And if you're an old dog, perhaps it'll teach you a trick or two. This handbook was written by Alex MacCaw and stress-tested at a company called Clearbit.

This book is a celebration of ideas: how they happen and their sometimes unintended results. Johnson shows how simple scientific breakthroughs have driven other discoveries through the network of ideas and innovations that made each finding possible. He traces important inventions through ancient and contemporary history, unlocking tales of unsung heroes and radical revolutions that changed the world and the way we live in it

NEW YORK TIMES BESTSELLER WASHINGTON POST BESTSELLER Winner of the getAbstract 17th International Book Award "The Seventh Sense is a concept every businessman, diplomat, or student should aspire to master--a powerful idea, backed by stories and figures that will be impossible to forget." -- Walter Isaacson, author of Steve Jobs and Leonardo da Vinci
Endless terror. Refugee waves. An unfixable global economy. Surprising election results. New billion-dollar fortunes. Miracle medical advances. What if they were all connected? What if you could understand why? The Seventh Sense is the story of what all of today's successful figures see and feel: the forces that are invisible to most of us but explain everything from explosive technological change to uneasy political ripples. The secret to power now is understanding our new age of networks. Not merely the Internet, but also webs of trade, finance, and even DNA. Based on his years of advising generals, CEOs, and politicians, Ramo takes us into the opaque heart of our world's rapidly connected systems and teaches us what the losers are not yet seeing--and what the victors of this age already know.

The president of Silicon Valley's Intel Corporation sets forth the three basic ideas of his management philosophy and details numerous specific techniques to increase productivity in the manager's work and that of his colleagues and subordinates

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party
Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review)
"The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review)
"I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide
"Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life Together

This guideline defines ventilation and then natural ventilation. It explores the design requirements for natural ventilation in the context of infection control, describing the basic principles of design, construction, operation and maintenance for an effective natural ventilation system to control infection in health-care settings.

Argues that the "lean and mean" corporate model of workaholicism and downsizing is proving

counterproductive, explaining how companies can implement downtime, promote flexibility, and foster creativity as part of realizing increased revenues. Reprint.

What do you want me to do? This question is the enduring management issue, a perennial problem that Stephen Bungay shows has an old solution that is counter-intuitive and yet common sense. *The Art of Action* is a thought-provoking and fresh look at how managers can turn planning into execution, and execution into results. Drawing on his experience as a consultant, senior manager and a highly respected military historian, Stephen Bungay takes a close look at the nineteenth-century Prussian Army, which built its agility on the initiative of its highly empowered junior officers, to show business leaders how they can build more effective, productive organizations. Based on a theoretical framework which has been tested in practice over 150 years, Bungay shows how the approach known as 'mission command' has been applied in businesses as diverse as pharmaceuticals and F1 racing today. *The Art of Action* is scholarly but engaging, rigorous but pragmatic, and shows how common sense can sometimes be surprising.

Traces the life and career of the enigmatic former CEO of Intel, drawing on private papers and interviews with his closest friends and associates to discuss such topics as the persecution he survived as a Hungarian Jew in the 1930s, his relationships with such figures as Gordon Moore and Robert Noyce, and his management talents. Reprint. 50,000 first printing.

Andy Grove, founder and former CEO of Intel shares his strategy for success as he takes the reader deep inside the workings of a major company in *Only the Paranoid Survive*. Under Andy Grove's leadership, Intel became the world's largest chip maker and one of the most admired companies in the world. In *Only the Paranoid Survive*, Grove reveals his strategy for measuring the nightmare moment every leader dreads--when massive change occurs and a company must, virtually overnight, adapt or fall by the wayside--in a new way. Grove calls such a moment a Strategic Inflection Point, which can be set off by almost anything: mega-competition, a change in regulations, or a seemingly modest change in technology. When a Strategic Inflection Point hits, the ordinary rules of business go out the window. Yet, managed right, a Strategic Inflection Point can be an opportunity to win in the marketplace and emerge stronger than ever. Grove underscores his message by examining his own record of success and failure, including how he navigated the events of the Pentium flaw, which threatened Intel's reputation in 1994, and how he has dealt with the explosions in growth of the Internet. The work of a lifetime, *Only the Paranoid Survive* is a classic of managerial and leadership skills.

In a radical reinterpretation of how the mind works, an eminent behavioral scientist reveals the illusion of mental depth. Psychologists and neuroscientists struggle with how best to interpret human motivation and decision making. The assumption is that below a mental "surface" of conscious awareness lies a deep and complex set of inner beliefs, values, and desires that govern our thoughts, ideas, and actions, and that to know this depth is to know ourselves. In this profoundly original book, behavioral scientist Nick Chater contends just the opposite: rather than being the plaything of unconscious currents, the brain generates behaviors in the moment based entirely on our past experiences. Engaging the reader with eye-opening experiments and visual examples, the author first demolishes our intuitive sense of how our mind works, then argues for a positive interpretation of the brain as a ceaseless and creative improviser.

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices

on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

What's at the heart of every thriving person, every thriving marriage, kid, and business? Hope! The Hope Quotient is a revolutionary new method for measuring—and dramatically increasing—your level of hope. Hope is more than a feeling; it's the by-product of seven key factors. When these are present in your life, they cause hope to thrive. Factor 1: Recharge Your Batteries Nobody does well running on empty. Factor 2: Raise Your Expectations You don't get what you deserve; you get what you expect. Factor 3: Refocus on the Future It's time to throw away your rearview mirror. No one goes forward well when they are looking back. Factor 4: Play to Your Strengths Be yourself; everyone else is taken. Factor 5: Refuse to Go It Alone Never underestimate the power of support. Even the Lone Ranger had Tonto. Factor 6: Replace Burnout with Balance Burning the candle at both ends isn't as bright as you think. Factor 7: Play Great Defense Avoid these five toxic hope killers that can threaten your future. Using seven years of research, powerful biblical illustrations, and compelling human-interest stories, Ray Johnston explains how these seven essential factors will support, sustain, and strengthen your hope. And when consciously built into your life, how they will unleash hope in your marriage, your kids, your career, your church, your community, and the world. Discover your HQ level, the most important contributor to your overall success, and then learn how to improve it. Because when hope rises—everything changes. FLAP COPY: Hope: It's the one thing that can change everything! When you have hope, eleven things are unleashed in your life: You have more satisfying relationships. You're more productive. You're less affected by stress. You're more successful. You're more satisfied. You're more compassionate. You're more willing to help people in need. You're physically healthier. You hold yourself to higher moral and ethical standards. You're more likely to assume leadership. You're more likely to see God as loving, caring, and forgiving. This book will help you discover your HQ level and learn the seven key factors that, when built into your life, unleash hope. When you have genuine hope—not trite, pious platitudes but authentic hope that produces inner strength and confidence—anything is possible.

This is a user-friendly guide to the art and science of management from Andrew S. Grove, the president of America's leading manufacturer of computer chips. Groves recommendations are equally appropriate for sales managers, accountants, consultants, and teachers--anyone whose job entails getting a group of people to produce something of value. Adapting the innovations that have made Intel one of America's most successful corporations, *High Output Management* teaches you: what techniques and indicators you can use to make even corporate recruiting as precise and measurable as manufacturing how to turn your

subordinates and coworkers into members of highly productive team how to motivate that team to attain peak performance every time Combining conceptual elegance with a practical understanding of the real-life scenarios that managers encounter every day, High Output Management is one of those rare books that have the power to revolutionize the way we work Wall Street Journal Bestseller From the acclaimed author of Turn the Ship Around!, former US Navy Captain David Marquet, comes a radical new playbook for empowering your team to make better decisions and take greater ownership. You might imagine that an effective leader is someone who makes quick, intelligent decisions, gives inspiring speeches, and issues clear orders to their team so they can execute a plan to achieve your organization's goals. Unfortunately, David Marquet argues, that's an outdated model of leadership that just doesn't work anymore. As a leader in today's networked, information-dense business climate, you don't have full visibility into your organization or the ground reality of your operating environment. In order to harness the eyes, ears, and minds of your people, you need to foster a climate of collaborative experimentation that encourages people to speak up when they notice problems and work together to identify and test solutions. Too many leaders fall in love with the sound of their own voice, and wind up dictating plans and digging in their heels when problems begin to emerge. Even when you want to be a more collaborative leader, you can undermine your own efforts by defaulting to command-and-control language we've inherited from the industrial era. It's time to ditch the industrial age playbook of leadership. In Leadership is Language, you'll learn how choosing your words can dramatically improve decision-making and execution on your team. Marquet outlines six plays for all leaders, anchored in how you use language:

- Control the clock, don't obey the clock: Pre-plan decision points and give your people the tools they need to hit pause on a plan of action if they notice something wrong.
- Collaborate, don't coerce: As the leader, you should be the last one to offer your opinion. Rather than locking your team into binary responses ("Is this a good plan?"), allow them to answer on a scale ("How confident are you about this plan?")
- Commit, don't comply: Rather than expect your team to comply with specific directions, explain your overall goals, and get their commitment to achieving it one piece at a time.
- Complete, not continue: If every day feels like a repetition of the last, you're doing something wrong. Articulate concrete plans with a start and end date to align your team.
- Improve, don't prove: Ask your people to improve on plans and processes, rather than prove that they can meet fixed goals or deadlines. You'll face fewer cut corners and better long-term results.
- Connect, don't conform: Flatten hierarchies in your organization and connect with your people to encourage them to contribute to decision-making. In his last book, Turn the Ship Around!, Marquet told the incredible story of abandoning command-and-control leadership on his submarine and empowering his crew to turn the worst performing submarine to the best performer in the fleet. Now, with Leadership is Language he gives businesspeople the tools they need to achieve such transformational leadership in their organizations.

A book about management, described by guru Peter Drucker as 'a first rate as an introduction for the non-manager and especially for the beginner, but equally excellent as a rounded, complete, and comprehensive `refresher course' for the most experienced executive.' Both a beginner's guide and a bible for one of the greatest social innovations of modern times: the discipline of management. Leading business editor Joan Magretta distils the wisdom of a bewildering sea of books and articles into one simple, clear volume, explaining both the logic of successful organisations and how that logic is embodied in practice by management. Newcomers will find the basics demystified. More experienced managers will recognise a store of useful wisdom and a framework for improving their own performance. In general, the book defines a common standard of managerial literacy that will help all of us to lead more effectively.

"Why getting results should be every nonprofit manager's first priorityA nonprofit

manager's fundamental job is to get results, sustained over time, rather than boost morale or promote staff development. This is a shift from the tenor of many management books, particularly in the nonprofit world. *Managing to Change the World* is designed to teach new and experienced nonprofit managers the fundamental skills of effective management, including: Managing specific tasks and broader responsibilities; Setting clear goals and holding people accountable to them; creating a results-oriented culture; hiring, developing, and retaining a staff of superstars. Offers nonprofit managers a clear guide to the most effective management skills: addressing performance problems and dismissing staffers who fall short Shows how to address performance problems, dismiss staffers who fall short, and the right way to exercising authority Give guidance for managing time wisely and offers suggestions for staying in sync with your boss and managing up This important resource contains 41 resources and downloadable tools that can be implemented immediately"--

Most startups end in failure. Almost every failed startup has a product. What failed startups don't have are enough customers. *Traction* Book changes that. We provide startup founders and employees with the framework successful companies use to get traction. It helps you determine which marketing channel will be your key to growth. "If you can get even a single distribution channel to work, you have a great business." -- Peter Thiel, billionaire PayPal founder The number one traction mistake founders and employees make is not dedicating as much time to traction as they do to developing a product. This shortsighted approach has startups trying random tactics -- some ads, a blog post or two -- in an unstructured way that will likely fail. We developed our traction framework called Bullseye with the help of the founders behind several of the biggest companies and organizations in the world like Jimmy Wales (Wikipedia), Alexis Ohanian (Reddit), Paul English (Kayak.com), Alex Pachikov (Evernote) and more. We interviewed over forty successful founders and researched countless more traction stories -- pulling out the repeatable tactics and strategies they used to get traction. "Many entrepreneurs who build great products simply don't have a good distribution strategy." -- Mark Andreessen, venture capitalist *Traction* will show you how some of the biggest internet companies have grown, and give you the same tools and framework to get traction.

Managing people is difficult wherever you work. But in the tech industry, where management is also a technical discipline, the learning curve can be brutal—especially when there are few tools, texts, and frameworks to help you. In this practical guide, author Camille Fournier (tech lead turned CTO) takes you through each stage in the journey from engineer to technical manager. From mentoring interns to working with senior staff, you'll get actionable advice for approaching various obstacles in your path. This book is ideal whether you're a new manager, a mentor, or a more experienced leader looking for fresh advice. Pick up this book and learn how to become a better manager and leader in your organization. Begin by exploring what you expect from a manager Understand

what it takes to be a good mentor, and a good tech lead Learn how to manage individual members while remaining focused on the entire team Understand how to manage yourself and avoid common pitfalls that challenge many leaders Manage multiple teams and learn how to manage managers Learn how to build and bootstrap a unifying culture in teams

The creator of the Unmistakable Creative podcast makes a counterintuitive argument: By focusing your creative work on pleasing yourself, you can increase your productivity, happiness, and (eventually, paradoxically) the size of your audience. Creating for your own pleasure--whether you're writing a novel, composing songs, or painting a landscape--can seem pointless. It's tempting to focus on pursuing money and fame, rather than the process itself. But as Srinivasa Rao warns, creating then turns into a chore that can harm your self-esteem and suck the pleasure out of life, rather than being a source of joy. Rao, host of the podcast The Unmistakable Creative, argues that we should counter this thinking by intentionally creating art for ourselves alone--an audience of one. In this book he shares the fascinating true stories of creatives who took this path, along with actionable tips and the research of creativity experts. You'll learn, for example:

- How Oprah's intentional focus on her own work rather than the opinions of everyone else catapulted her into one of the most popular talk shows of all time.
- How being process-driven can not only help you produce more work, but can make you happier outside of your creative time.
- How to put together a creative "team of rivals" whose feedback can help you hone your craft and filter out useless feedback.

By playing to an audience of one, we can find more happiness, increased productivity, and a greater sense of community.

What can you learn from a Silicon Valley legend and a pantheon of iconic leaders? The key to scaling a successful business isn't talent, network, or strategy. It's an entrepreneurial mindset—and that mindset can be cultivated. “If you're scaling a company—or if you just love a well-told story—this is a book to savor.”—Robert Iger, #1 New York Times bestselling author of *The Ride of a Lifetime*

Behind the scenes in Silicon Valley, Reid Hoffman (founder of LinkedIn, investor at Greylock) is a sought-after adviser to heads of companies and heads of state. On each episode of his podcast, *Masters of Scale*, he sits down with a guest from an all-star list of visionary founders and leaders, digging into the surprising strategies that power their company's growth. In this book, he draws on their most riveting, revealing stories—as well as his own experience as a founder and investor—to distill the secrets behind the most extraordinary success stories of our times. Here, Hoffman teams up with *Masters of Scale*'s executive producers to offer a rare window into the entrepreneurial mind, sharing hard-won wisdom from leaders of iconic companies (including Apple, Nike, Netflix, Spotify, Starbucks, Google, Instagram, and Microsoft) as well as the bold, disruptive startups (such as 23andMe, TaskRabbit, Black List, and Walker & Co.) that are solving the problems of the twenty-first century. Through vivid storytelling and incisive analysis, *Masters of Scale* distills their collective insights into a set of

counterintuitive principles that anyone can use. How do you find a winning idea and turn it into a scalable venture? What can you learn from a “squirmy no”? When should you stop listening to your customers? Which fires should you put out right away, and which should you let burn? And can you really make money while making the world a better place? (Answer: Yes. But you have to keep your profits and values aligned.) Based on more than a hundred interviews and including a wealth of new material never aired on the podcast, this unique insider’s guide will inspire you to reimagine how you do business today.

NEW YORK TIMES BESTSELLER • NAMED ONE OF THE BEST BOOKS OF THE YEAR BY THE ECONOMIST “The most important book on decision making since Daniel Kahneman's *Thinking, Fast and Slow*.”—Jason Zweig, *The Wall Street Journal* Everyone would benefit from seeing further into the future, whether buying stocks, crafting policy, launching a new product, or simply planning the week’s meals. Unfortunately, people tend to be terrible forecasters. As Wharton professor Philip Tetlock showed in a landmark 2005 study, even experts’ predictions are only slightly better than chance. However, an important and underreported conclusion of that study was that some experts do have real foresight, and Tetlock has spent the past decade trying to figure out why. What makes some people so good? And can this talent be taught? In *Superforecasting*, Tetlock and coauthor Dan Gardner offer a masterwork on prediction, drawing on decades of research and the results of a massive, government-funded forecasting tournament. The Good Judgment Project involves tens of thousands of ordinary people—including a Brooklyn filmmaker, a retired pipe installer, and a former ballroom dancer—who set out to forecast global events. Some of the volunteers have turned out to be astonishingly good. They’ve beaten other benchmarks, competitors, and prediction markets. They’ve even beaten the collective judgment of intelligence analysts with access to classified information. They are “superforecasters.” In this groundbreaking and accessible book, Tetlock and Gardner show us how we can learn from this elite group. Weaving together stories of forecasting successes (the raid on Osama bin Laden’s compound) and failures (the Bay of Pigs) and interviews with a range of high-level decision makers, from David Petraeus to Robert Rubin, they show that good forecasting doesn’t require powerful computers or arcane methods. It involves gathering evidence from a variety of sources, thinking probabilistically, working in teams, keeping score, and being willing to admit error and change course. *Superforecasting* offers the first demonstrably effective way to improve our ability to predict the future—whether in business, finance, politics, international affairs, or daily life—and is destined to become a modern classic.

Are you “leadership material?” More importantly, do others perceive you to be? Sylvia Ann Hewlett, a noted expert on workplace power and influence, shows you how to identify and embody the Executive Presence (EP) that you need to succeed. You can have the experience and qualifications of a leader, but without executive presence, you won’t advance. EP is an amalgam of qualities that true

leaders exude, a presence that telegraphs you're in charge or deserve to be. Articulating those qualities isn't easy, however. Based on a nationwide survey of college graduates working across a range of sectors and occupations, Sylvia Hewlett and the Center for Talent Innovation discovered that EP is a dynamic, cohesive mix of appearance, communication, and gravitas. While these elements are not equal, to have true EP, you must know how to use all of them to your advantage. Filled with eye-opening insights, analysis, and practical advice for both men and women, mixed with illustrative examples from executives learning to use the EP, Executive Presence will help you make the leap from working like an executive to feeling like an executive.

High Output Management by Andrew S. Grove | Summary & Analysis Preview: First published in 1983, High Output Management by Andrew Grove is a management guide based on Grove's 15 years of managerial experience and knowledge as a co-founder, president, and chief executive of Intel. As Grove emphasizes in a new introduction to the book, globalization and the information revolution have dramatically changed the workforce, making people ever more replaceable and the market ever more competitive. Companies must adapt to these changes or face their own irrelevance and extinction. The same holds true for workers and managers. Managers, especially middle managers, are often overlooked in business books and forgotten in organizations, yet they are immensely important not only to businesses but to society more broadly. In order to survive and to thrive in their careers, managers must constantly enhance their value by learning and adapting to a changing, often unpredictable business environment... PLEASE NOTE: This is key takeaways and analysis of the book and NOT the original book. Inside this Instaread Summary of High Output Management · Overview of the book · Important People · Key Takeaways · Analysis of Key Takeaways

A consultant to some of America's leading corporations shares key insights and ideas on how to supercharge one's business and career, explaining how to create and develop new opportunities for wealth in any business, enterprise, or venture. Reprint. 50,000 first printing.

High Output ManagementVintage

The Effective Manager is a hands-on practical guide to great management at every level. Written by the man behind Manager Tools, the world's number-one business podcast, this book distills the author's 25 years of management training expertise into clear, actionable steps to start taking today.

Based on unprecedented access to the corporation's archives, The Intel Trinity is the first full history of Intel Corporation—the essential company of the digital age—told through the lives of the three most important figures in the company's history: Robert Noyce, Gordon Moore, and Andy Grove. Often hailed the “most important company in the world,” Intel remains, more than four decades after its inception, a defining company of the global digital economy. The legendary inventors of the microprocessor—the single most important product in the modern

world-Intel today builds the tiny “engines” that power almost every intelligent electronic device on the planet. But the true story of Intel is the human story of the trio of geniuses behind it. Michael S. Malone reveals how each brought different things to Intel, and at different times. Noyce, the most respected high tech figure of his generation, brought credibility (and money) to the company’s founding; Moore made Intel the world’s technological leader; and Grove, has relentlessly driven the company to ever-higher levels of success and competitiveness. Without any one of these figures, Intel would never have achieved its historic success; with them, Intel made possible the personal computer, Internet, telecommunications, and the personal electronics revolutions. The Intel Trinity is not just the story of Intel’s legendary past; it also offers an analysis of the formidable challenges that lie ahead as the company struggles to maintain its dominance, its culture, and its legacy. With eight pages of black-and-white photos.

NATIONAL BESTSELLER NAMED ONE OF THE MOST INSPIRING BOOKS OF 2018 BY INC. NAMED ONE OF THE BEST STARTUP BOOKS OF ALL TIME BY BOOKAUTHORITY The Messy Middle is the indispensable guide to navigating the volatility of new ventures and leading bold creative projects by Scott Belsky, bestselling author, entrepreneur, Chief Product Officer at Adobe, and product advisor to many of today's top start-ups. Creating something from nothing is an unpredictable journey. The first mile births a new idea into existence, and the final mile is all about letting go. We love talking about starts and finishes, even though the middle stretch is the most important and often the most ignored and misunderstood. Broken into three sections with 100+ lessons, this no-nonsense book will help you: • Endure the roller coaster of successes and failures by strengthening your resolve, embracing the long-game, and short-circuiting your reward system to get to the finish line. • Optimize what’s working so you can improve the way you hire, better manage your team, and meet your customers’ needs. • Finish strong and avoid the pitfalls many entrepreneurs make, so you can overcome resistance, exit gracefully, and continue onto your next creative endeavor with ease. With insightful interviews from today’s leading entrepreneurs, artists, writers, and executives, as well as Belsky’s own experience working with companies like Airbnb, Pinterest, Uber, and sweetgreen, The Messy Middle will outfit you to find your way through the hardest parts of any bold project or new venture.

“Mantle and Lichty have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike.” —Tom Conrad, CTO, Pandora “I wish I’d had this material available years ago. I see lots and lots of ‘meat’ in here that I’ll use over and over again as I try to become a better manager. The writing style is right on, and I love the personal anecdotes.” —Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed

unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In *Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams*, Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.

In this legendary business book and Silicon Valley staple, the former chairman and CEO of Intel shares his perspective on how to build and run a company. A practical handbook for navigating real-life business scenarios and a powerful management manifesto with the ability to revolutionize the way we work. The essential skill of creating and maintaining new businesses—the art of the entrepreneur—can be summed up in a single word: managing. Born of Grove's experiences at one of America's leading technology companies (as CEO and employee number three at Intel), *High Output Management* is equally appropriate for sales managers, accountants, consultants, and teachers, as well as CEOs and startup founders. Grove covers techniques for creating highly productive teams, demonstrating methods of motivation that lead to peak performance. "Generous enough with advice and observations to be required reading." —The Wall Street Journal

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