

## Work Rules By Laszlo Bock Videos

In a tech-dominated world, the most needed degrees are the most surprising: the liberal arts. Did you take the right classes in college? Will your major help you get the right job offers? For more than a decade, the national spotlight has focused on science and engineering as the only reliable choice for finding a successful post-grad career. Our destinies have been reduced to a caricature: learn to write computer code or end up behind a counter, pouring coffee. Quietly, though, a different path to success has been taking shape. In *YOU CAN DO ANYTHING*, George Anders explains the remarkable power of a liberal arts education - and the ways it can open the door to thousands of cutting-edge jobs every week. The key insight: curiosity, creativity, and empathy aren't unruly traits that must be reined in. You can be yourself, as an English major, and thrive in sales. You can segue from anthropology into the booming new field of user research; from classics into management consulting, and from philosophy into high-stakes investing. At any stage of your career, you can bring a humanist's grace to our rapidly evolving high-tech future. And if you know how to attack the job market, your opportunities will be vast. In this book, you will learn why resume-writing is fading in importance and why "telling your story" is taking its place. You will learn how to create jobs that don't exist yet, and to translate your campus achievements into a new style of expression that will make employers' eyes light up. You will discover why people who start in eccentric first jobs - and then make their own luck - so often race ahead of peers whose post-college hunt focuses only on security and starting pay. You will be ready for anything.

Literary ombudsman John Crace never met an important book he didn't like to deconstruct. From Salman Rushdie to John Grisham, Crace retells the big books in just 500 biting satirical words, pointing his pen at the clunky plots, stylistic tics and pretensions to Big Ideas, as he turns publishers' golden dream books into dross. In the grand tradition of Tom Lehrer and Stan Freberg, Crace takes the books that produce the most media hype and retells each story in its author's inimitable style. Philip Roth, Don DeLillo, Margaret Drabble, Paul Auster, Alice Sebold, John Updike, Tom Wolfe, Ruth Rendell, A.S. Byatt, John LeCarre, Michael Crichton and Ian McEwan all emerge delightfully scathed in this book that makes it easy to talk knowingly about books you've never bothered to read or, for that matter, should have.

Today, the world offers us more options than ever before, but it also forces us to juggle more priorities, to make more choices, and to make them faster. The result: a crisis of doing too much, or not enough, and making our decisions based on impulse, stress or guilt. In *10-10-10* Suzy Welch offers an exciting, effective strategy that will help you make the right decision in any situation, at work or at home; with colleagues, family or friends. The rule is deceptively simple: when faced with a decision, consider what the consequences and outcomes of your various options would be in 10 minutes, 10 months, and 10 years. But the results are extraordinary. Using the framework of *10-10-10* will allow you to think through your decisions and to match them with the expectations and values you hold dearest. Most importantly, it allows you to chart a path in the direction you want, and to head confidently towards it with focus, balance, and joy.

From the visionary head of Google's innovative People Operations comes a

groundbreaking inquiry into the philosophy of work -- and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. "We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing." So says Laszlo Bock, former head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of *Work Rules!*, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees-and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open-be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, *Work Rules!* also provides teaching examples from a range of industries-including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. *Work Rules!* shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do.

Tracing the complexity and contradictory nature of work throughout history Say the word "work," and most people think of some form of gainful employment. Yet this limited definition has never corresponded to the historical experience of most people—whether in colonies, developing countries, or the industrialized world. That gap between common assumptions and reality grows even more pronounced in the case of women and other groups excluded from the labour market. In this important intervention, Andrea Komlosy demonstrates that popular understandings of work have varied radically in different ages and countries. Looking at labour history around the globe from the thirteenth to the twenty-first centuries, Komlosy sheds light on both discursive concepts as well as the concrete coexistence of multiple forms of labour—paid and unpaid, free and unfree. From the economic structures and ideological mystifications surrounding work in the Middle Ages, all the way to European colonialism and the industrial revolution, Komlosy's narrative adopts a distinctly global and feminist approach, revealing the hidden forms of unpaid and hyper-exploited labour which often go ignored, yet are key to the functioning of the capitalist world-system. *Work: The Last 1,000 Years* will open readers' eyes to an issue much thornier and more complex than most people imagine, one which will be around as long as basic human needs and desires exist.

*Are you Smart Enough to Work at Google?* guides readers through the surprising solutions to dozens of the most challenging interview questions. Learn the importance of creative thinking, how to get a leg up on the competition, what your Facebook page says about you, and much more. You are shrunk to the height of a nickel and thrown in a blender. The blades start moving in 60 seconds. What do you do? If you want to work

at Google, or any of America's best companies, you need to have an answer to this and other puzzling questions. *Are you Smart Enough to Work at Google?* is a must read for anyone who wants to succeed in today's job market.

From the leading authority on workplace incivility, Christine Porath, shows why it pays to be civil, and reveals just how to enhance effectiveness in the workplace and beyond by mastering civility. Incivility is silently chipping away at people, organizations, and our economy. Slightings, insensitivities, and rude behaviors can cut deeply and hijack focus. Even if people want to perform well, they can't. Ultimately incivility cuts the bottom line. In *MASTERING CIVILITY*, Christine Porath shows how people can enhance their influence and effectiveness with civility. Combining scientific research with fascinating evidence from popular culture and fields such as neuroscience, medicine, and psychology, this book provides managers and employers with a much-needed wake-up call, while also reminding them of what they can do right now to improve the quality of their workplaces.

Wall Street Journal Bestseller *Is it possible to be at your best even when you are underqualified or doing something for the first time? Is it still possible, even after decades of experience, to recapture the enthusiasm, curiosity, and fearlessness of youth to take on new challenges? With the right mindset—with Rookie Smarts—you can.* In a rapidly changing world, experience can be a curse. Careers stall, innovation stops, and strategies grow stale. Being new, naïve, and even clueless can be an asset. For today's knowledge workers, constant learning is more valuable than mastery. In this essential guide, leadership expert Liz Wiseman explains how to reclaim and cultivate this curious, flexible, youthful mindset called Rookie Smarts. She argues that the most successful rookies are hunter-gatherers—alert and seeking, cautious but quick like firewalkers, and hungry and relentless like pioneers. Most importantly, she identifies a breed of leaders she refers to as “perpetual rookies.” Despite years of experience, they retain their rookie smarts, thinking and operating with the mindsets and practices of these high-performing rookies. *Rookie Smarts* addresses the questions every experienced professional faces: “Will my knowledge and skills become obsolete and irrelevant? Will a young, inexperienced newcomer upend my company or me? How can I keep up?” The answer is to stay fresh, keep learning, and know when to think like a rookie. *Rookie Smarts* isn't just for professionals seeking personal renewal; it is an indispensable resource for all leaders who must ensure their workforces remains vital and competitive.

The scientific story of first impressions—and why the snap character judgments we make from faces are irresistible but usually incorrect. We make up our minds about others after seeing their faces for a fraction of a second—and these snap judgments predict all kinds of important decisions. For example, politicians who simply look more competent are more likely to win elections. Yet the character judgments we make from faces are as inaccurate as they are irresistible; in most situations, we would guess more accurately if we ignored faces. So why do we put so much stock in these widely shared impressions? What is their purpose if they are completely unreliable? In this book, Alexander Todorov, one of the world's leading researchers on the subject, answers these questions as he tells the story of the modern science of first impressions. Drawing on psychology, cognitive science, neuroscience, computer science, and other fields, this accessible and richly illustrated book describes cutting-

edge research and puts it in the context of the history of efforts to read personality from faces. Todorov describes how we have evolved the ability to read basic social signals and momentary emotional states from faces, using a network of brain regions dedicated to the processing of faces. Yet contrary to the nineteenth-century pseudoscience of physiognomy and even some of today's psychologists, faces don't provide us a map to the personalities of others. Rather, the impressions we draw from faces reveal a map of our own biases and stereotypes. A fascinating scientific account of first impressions, *Face Value* explains why we pay so much attention to faces, why they lead us astray, and what our judgments actually tell us.

The Whitbread Prize-winning author of *Oranges Are Not the Only Fruit* delivers a novel that "transports us to something like the future of our own planet" (*The Washington Post Book World*). On the airwaves, all the talk is of the new blue planet—pristine and habitable, like our own was sixty-five million years ago, before we took it to the edge of destruction. Off the air, Billie Crusoe and the renegade Robo sapien Spike are falling in love. Along with Captain Handsome and Pink, they're assigned to colonize the new blue planet. But when a technical maneuver intended to make it inhabitable backfires, Billie and Spike's flight to the future becomes a surprising return to the distant past—"Everything is imprinted forever with what it once was." What will happen when their story combines with the world's story? Will they—and we—ever find a safe landing place? Playful, passionate, polemical, and frequently very funny, *The Stone Gods* will change forever the stories we tell about the earth, about love, and about stories themselves. "Scary, beautiful, witty and wistful by turns, dipping into the known past as it explores potential futures." —*The New York Times Book Review* "[A book] that you don't so much read as drink in, refuse to put down, cast inside of like a hunting dog, seeking against all odds the insight that will illuminate everything, a true answer to the fix we're in." —*Los Angeles Times* "A vivid, cautionary tale—or, more precisely, a keen lament for our irremediably incautious species." —Ursula K. Le Guin, bestselling author of *Changing Planes*

"Coyle spent three years researching the question of what makes a successful group tick, visiting some of the world's most productive groups—including Pixar, Navy SEALs, Zappos, IDEO, and the San Antonio Spurs. Coyle discovered that high-performing groups ... generate three key messages that enable them to excel: 1. Safety (we are connected), 2. Shared risk (we are vulnerable together), 3. Purpose (we are part of the same story)"--

A *New York Times* and *Wall Street Journal* Bestseller *Daily Telegraph*, *Huffington Post* & *Business Insider* Top Business Book to Read 'Every year, 2 million people apply for a job at Google - so what's the secret?' *Guardian* A compelling manifesto with the potential to change how we work and live, *Work Rules!* offers both a philosophy of the new world of work and a blueprint for attracting the most spectacular talent and ensuring the brightest and best prosper. The way we work is changing - are you? Named by *The Washington Post* as one of the 11 Leadership Books to Read in 2018 When it comes to recruiting, motivating, and creating great teams, Patty McCord says most companies have it all wrong. McCord helped create the unique and high-performing culture at Netflix, where she was chief talent officer. In her new book, *Powerful: Building a Culture of Freedom and Responsibility*, she shares what she learned there and elsewhere in Silicon Valley. McCord advocates practicing radical

honesty in the workplace, saying good-bye to employees who don't fit the company's emerging needs, and motivating with challenging work, not promises, perks, and bonus plans. McCord argues that the old standbys of corporate HR—annual performance reviews, retention plans, employee empowerment and engagement programs—often end up being a colossal waste of time and resources. Her road-tested advice, offered with humor and irreverence, provides readers a different path for creating a culture of high performance and profitability. Powerful will change how you think about work and the way a business should be run.

Do you want to build a workplace culture that has a certain buzz? Where employees thrive and engagement survey scores soar? Where people from different backgrounds, races, genders, sexual orientations/identities, ages, and abilities are hired and set up for success? To create this kind of vibrant and supportive workplace, learn to practice active allyship. With the Better Allies® approach, it's something anyone can do. Since originally publishing Better Allies in 2019, Karen Catlin has amassed dozens of new scenarios and insights through her talks, workshops, and community interactions. In this fully revised second edition, you'll learn to spot situations where you can create a more inclusive culture, along with straightforward steps to take and changes to make. Catlin, a highly-sought after expert on allyship, will show you how to: Attract and hire a diverse workforce? Amplify and advocate for others? Give effective and equitable performance feedback? Use more inclusive language? Run inclusive conferences and events Read this book to learn the Better Allies® approach, level-up your ally skills, and create a culture where everyone can do their best work and thrive.

Google receives over 1,500,000 unique applications for jobs every year. This book shows you why. \* How to learn from your best employees - and your worst \* Why you should only hire people who are smarter than you are \* Take away managers' powers over employees \* And why not to trust your gut instinct 'We spend more time working than doing anything else in life. It's not right that the experience should be so demotivating and dehumanizing.' So says Laszlo Bock, visionary head of People Operations at the company that transformed how the world interacts with knowledge: this insight is the heart of his brilliant first book. A compelling manifesto with the potential to change how we work and live, Work Rules! offers both a new philosophy of the new world of work and a blueprint for attracting the most spectacular talent and ensuring the brightest and best prosper. Your workplace and how you treat your employees has a huge effect on your success. In twelve vivid chapters, Bock lays out a series of surprising lessons from a range of industries - from household names to little-known innovators. He also takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world. His years of experience are distilled into a series of entertaining principles that are easy to put into action, whether you're a team of one or a team of thousands. Work Rules! shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do. The way we work is changing - are you?

An eye-opening, groundbreaking tour of the purpose of work in our lives, showing how work operates in our culture and how you can find your own path to happiness in the workplace. Why do we work? The question seems so simple. But Professor Barry

Schwartz proves that the answer is surprising, complex, and urgent. We've long been taught that the reason we work is primarily for a paycheck. In fact, we've shaped much of the infrastructure of our society to accommodate this belief. Then why are so many people dissatisfied with their work, despite healthy compensation? And why do so many people find immense fulfillment and satisfaction through "menial" jobs? Schwartz explores why so many believe that the goal for working should be to earn money, how we arrived to believe that paying workers more leads to better work, and why this has made our society confused, unhappy, and has established a dangerously misguided system. Through fascinating studies and compelling anecdotes, this book dispels this myth. Schwartz takes us through hospitals and hair salons, auto plants and boardrooms, showing workers in all walks of life, showcasing the trends and patterns that lead to happiness in the workplace. Ultimately, Schwartz proves that the root of what drives us to do good work can rarely be incentivized, and that the cause of bad work is often an attempt to do just that. How did we get to this tangled place? How do we change the way we work? With great insight and wisdom, Schwartz shows us how to take our first steps toward understanding, and empowering us all to find great work. Do you want more free book summaries like this? Download our app for free at <https://www.QuickRead.com/App> and get access to hundreds of free book and audiobook summaries. Why Staying Small is the Next Big Thing for Business. If someone asked you to think of a successful business, you might think about companies like Amazon, Google, Apple, and Starbucks. But using these companies as a vision of success can be a bit overwhelming. I mean, how can you build a business that successful? Well, it's time to change your definition of success. Companies like Amazon and Google are big. But with big companies comes big problems, you need more profit, more employees, more infrastructure, and more bureaucracies. Is building something that big worth the stress? Instead, this "bigger is better" mentality is wrong. Success means building something small, where you work a limited number of hours per year, and enjoy spending quality time with your family, traveling, or even pursuing the hobbies you love. So rather than building a company that requires more, you should focus on building one that requires less: a company of one. As you read, you'll learn why staying small should be your end goal, how to find purpose in your work, and how to start your business without needing large investments or investors.

A New York Times Notable Book for 2011 One of The Economist's 2011 Books of the Year People speak different languages, and always have. The Ancient Greeks took no notice of anything unless it was said in Greek; the Romans made everyone speak Latin; and in India, people learned their neighbors' languages—as did many ordinary Europeans in times past (Christopher Columbus knew Italian, Portuguese, and Castilian Spanish as well as the classical languages). But today, we all use translation to cope with the diversity of languages. Without translation there would be no world news, not much of a reading list in any subject at college, no repair manuals for cars or planes; we wouldn't even be able to put together flat-pack furniture. Is That a Fish in Your Ear? ranges across the whole of human experience, from foreign films to philosophy, to show why translation is at the heart of what we do and who we are. Among many other things, David Bellos asks: What's the difference between translating unprepared natural speech and translating Madame Bovary? How do you translate a joke? What's the difference between a native tongue and a learned one? Can you translate between any pair of languages, or only between some? What really goes on when world leaders speak at the UN? Can machines ever replace human translators, and if not, why? But the biggest question Bellos asks is this: How do we ever really know that we've understood what anybody else says—in our own language or in another? Surprising, witty, and written with great joie de vivre, this book is all about how we comprehend other people and shows us how, ultimately,

translation is another name for the human condition.

NEW YORK TIMES BESTSELLER WALL STREET JOURNAL BESTSELLER The Globe and Mail Top Leadership and Management Book Forbes Top Creative Leadership Book From the visionary head of Google's innovative People Operations comes a groundbreaking inquiry into the philosophy of work—and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. "We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing." So says Laszlo Bock, former head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of **WORK RULES!**, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees—and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open-be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, **WORK RULES!** also provides teaching examples from a range of industries—including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. **WORK RULES!** shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do.

The new and updated edition of the classic work on Disruptive HR. The way we work is changing fast, and traditional HR is no longer fit for purpose. Equipping our organizations to meet today's demands requires something very different. This book provides HR professionals with: a compelling case for changing HR practical people solutions for a disrupted world strategies to make the changes they need ways to equip HR with the right capabilities and mindset

For readers of Malcolm Gladwell, Daniel Pink, and Freakonomics, comes a captivating and surprising journey through the science of workplace excellence. Why do successful companies reward failure? What can casinos teach us about building a happy workplace? How do you design an office that enhances both attention to detail and creativity? In *The Best Place to Work*, award-winning psychologist Ron Friedman, Ph.D. uses the latest research from the fields of motivation, creativity, behavioral economics, neuroscience, and management to reveal what really makes us successful at work. Combining powerful stories with cutting edge findings, Friedman shows leaders at every level how they can use scientifically-proven techniques to promote smarter thinking, greater innovation, and stronger performance. Among the many surprising insights, Friedman explains how learning to think like a hostage negotiator can help you diffuse a workplace argument, why placing a fish bowl near your desk can elevate your thinking, and how incorporating strategic distractions into your schedule can help you reach smarter decisions. Along the way, the book introduces the inventor who created the cubicle, the president who brought down the world's most dangerous criminal, and the teenager who single-handedly transformed professional tennis—vivid stories that offer unexpected revelations on achieving workplace excellence. Brimming with counterintuitive insights and actionable recommendations, *The Best Place to Work* offers employees and executives alike game-changing advice for working smarter and turning any organization—regardless of its size, budgets, or ambitions—into an extraordinary workplace.

If you only read one book on the future of work, *Work Disrupted: Opportunity, Resilience, and Growth in the Accelerated Future of Work* should be that book. The future of work swept in sooner than expected, accelerated by Covid-19, creating an urgent need for new maps, new mindsets, new strategies-- and most importantly, a trusted guide to take us on this journey. That guide is Jeff Schwartz. A founding partner of Deloitte Consulting's Future of Work practice, Schwartz brings clarity, humor, wisdom, and practical advice to the future of work, a topic surrounded by misinformation, fear, and confusion. With a fundamental belief in the power of human innovation and creativity, Schwartz presents the key issues, critical choices, and potential pitfalls that must be on everyone's radar. If you're anxious about robots taking away your job in the future, you will take comfort in the realistic perspective, fact-based insights, and practical steps Schwartz offers. If you're not sure where to even begin to prepare, follow his level-headed advice and easy-to-follow action plans. If you're a business leader caught between keeping up, while also being thoughtful about the next moves, you will appreciate the playbook directed at you. If you're wondering how Covid-19 will change how and where you will work, *Work Disrupted* has you covered. Written in a conversational style by Schwartz, with Suzanne Riss, an award-winning journalist and book author, *Work Disrupted* offers a welcome alternative to books on the topic that lack a broad perspective or dwell on the problems rather than offer solutions. Timely and insightful, the book includes the impact of Covid-19 on our present and future work. Interviews with leading thinkers on the future of work offer additional perspectives and guidance. Cartoons created for the book by leading business illustrator Tom Fishburne bring to life the reader's journey and the complex issues surrounding the topic. Told from the perspective of an economist, management advisor, and social commentator, *Work Disrupted* offers hope--and practical advice--exploring such topics as: How we frame what lies ahead is a critical navigational tool. Discover the signposts that can serve as practical guides for individuals who have families to support, mortgages to pay, and want to stay gainfully employed no matter what the future holds. The importance of recognizing the rapidly evolving opportunities in front of us. Learn how to build resilience—in careers, organizations, and leaders—for what lies ahead. Why exploring new mental models helps us discover the steps we need to take to thrive. Individuals can decide how to protect their livelihood while businesses and public institutions can consider how they can lead and support workforces to thrive in twenty-first-century careers and work. "Jeff's marvelous book is a roadmap for the new world of work with clear signposts. His insights will help readers discover opportunities, take action, and find hope in uncertain times. The ideas are fresh, beautifully crafted, and immediately applicable. This is not only a book to be read, but savored and used." —Dave Ulrich, Rensis Likert Professor, Ross School of Business, University of Michigan; Partner, the RBL Group; Co-author *Reinventing the Organization*

Learn to unlock the potential of your employees and colleagues with this definitive resource for people management *People Strategy: How to Invest in People and Make Culture Your Competitive Advantage* provides readers with a powerful framework in which to develop high-performing teams, increase employee motivation, and use data to build an inviting and effective company culture. Author Jack Altman, cofounder and CEO of Lattice, an award-winning HR and performance management platform, shows you how to: Establish the values that will form the bedrock of your organization Develop feedback processes that help employees feel heard, supported, and equipped to succeed Monitor the breadth and depth of employee engagement in your company Use the data and insights created by your *People Strategy* to drive business results Perfect for executives, managers, and human resource professionals, *People Strategy* also belongs on the bookshelves of anyone with even an interest in how to develop, nurture, and unlock the potential of their employees and colleagues. An international business expert helps you understand and navigate cultural differences in this insightful and practical guide, perfect for both your work and personal life. Americans precede

anything negative with three nice comments; French, Dutch, Israelis, and Germans get straight to the point; Latin Americans and Asians are steeped in hierarchy; Scandinavians think the best boss is just one of the crowd. It's no surprise that when they try and talk to each other, chaos breaks out. In *The Culture Map*, INSEAD professor Erin Meyer is your guide through this subtle, sometimes treacherous terrain in which people from starkly different backgrounds are expected to work harmoniously together. She provides a field-tested model for decoding how cultural differences impact international business, and combines a smart analytical framework with practical, actionable advice.

Wall Street Journal Bestseller "The pick of 2014's management books." –Andrew Hill, Financial Times "One of the top business books of the year." –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. *Scaling Up Excellence* is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Since 2008, busy managers by the tens of thousands have turned to this best-selling book as a handy guide to the ins and outs of human resources. And no wonder! Because whether you're a small business owner, a manager in a business without an HR department, or even a seasoned HR professional, *The Essential HR Handbook* will help you handle any personnel problem--from onboarding to outplacement--quickly and easily. This fully updated 10th anniversary edition is packed with information, tools, checklists, sample forms, and timely tips to guide you through the maze of personnel issues in today's complex business environment. In it you'll find out how to: Attract talented staff through social media recruiting Identify legal pitfalls to avoid lawsuits and regulatory interference Train a diverse and inclusive multigenerational workforce Provide the compensation and benefits package that will make your organization an "employer of choice" Streamline your orientation and onboarding practices so

new employees hit the ground running Whenever personnel problems arise, having *The Essential HR Handbook* on your bookshelf is like having a team of expert HR consultants at your beck and call!

\*As heard on NPR's *All Things Considered*\* "Utterly original." —The New York Times Book Review "Mixing bold journalism with bolder allegories, Mr. Szabowski teaches us with witty persistence that we must desire freedom rather than simply expect it." —Timothy Snyder, New York Times bestselling author of *On Tyranny* and *The Road to Unfreedom* An incisive, humorous, and heartbreaking account of people in formerly Communist countries holding fast to their former lives, by the acclaimed author of *How to Feed a Dictator* For hundreds of years, Bulgarian Gypsies trained bears to dance, welcoming them into their families and taking them on the road to perform. In the early 2000s, with the fall of Communism, they were forced to release the bears into a wildlife refuge. But even today, whenever the bears see a human, they still get up on their hind legs to dance. In the tradition of Ryszard Kapuściński, award-winning Polish journalist Witold Szabowski uncovers remarkable stories of people throughout Eastern Europe and in Cuba who, like Bulgaria's dancing bears, are now free but who seem nostalgic for the time when they were not. His on-the-ground reporting—of smuggling a car into Ukraine, hitchhiking through Kosovo as it declares independence, arguing with Stalin-adoring tour guides at the Stalin Museum, sleeping in London's Victoria Station alongside a homeless woman from Poland, and giving taxi rides to Cubans fearing for the life of Fidel Castro—provides a fascinating portrait of social and economic upheaval and a lesson in the challenges of freedom and the seductions of authoritarian rule. From the Introduction: "Guys with wacky hair who promise a great deal have been springing up in our part of the world like mushrooms after rain. And people go running after them, like bears after their keepers. . . . Fear of a changing world, and longing for someone . . . who will promise that life will be the same as it was in the past, are not confined to Regime-Change Land. In half the West, empty promises are made, wrapped in shiny paper like candy. And for this candy, people are happy to get up on their hind legs and dance."

Achieve higher levels of workforce engagement and retain more employees A strong U.S. economy with record-low unemployment rates and the shift to Millennials—now the largest generation in the workforce—are driving specific challenges for organizations to engage and retain employees. Engaged employees don't just happen, they are nurtured by organizations with great cultures and strong leadership. *Talent Keepers* puts a new spin on a systematic approach to employee engagement and retention with precise tactics that have achieved proven results. This book includes research-based methods of engaging employees, beginning the moment they are hired. With six client case studies that focus on how the organization put an engagement plan into practice and achieved success, readers will come away with specific, actionable strategies they can begin implementing immediately in their organization. • Put

an engagement plan into action • Find actionable strategies • Implement ways to retain your best employees • Achieve success starting today If you're a top leader looking to engage and retain your best performers, Talent Keepers has you covered.

There are four distinct types of managers. One performs much worse than the rest, and one performs far better. Which type are you? Based on a first-of-its-kind, wide-ranging global study of over 9,000 people, analysts at the global research and advisory firm Gartner were able to classify all managers into one of four types: • Teacher managers, who develop employees' skills based on their own expertise and direct their development along a similar track to their own. • Cheerleader managers, who give positive feedback while taking a general hands-off approach to employee development. • Always-on managers, who provide constant, frequent feedback and coaching on all aspects of the employee's performance. • Connector managers, who provide feedback in their area of expertise while connecting employees to others in the team or organization who are better suited to address specific needs. Although the four types of managers are more or less evenly distributed, the Connector manager consistently outperforms the others by a significant margin. Meanwhile, Always-on managers tend to see their employees struggle to grow within the organization. Why is that? Drawing on their groundbreaking data-driven research, as well as in-depth case studies and extensive interviews with managers and employees at companies like IBM, Accenture, and eBay, the authors show what behaviors define a Connector manager, and why they are able to build powerhouse teams. They also show why other types of managers fail to be equally effective, and how they can incorporate behaviors of Connector managers in order to be more effective at building teams.

Finding fulfillment in both love and work isn't easy--but it's possible. The majority of couples today are dual-career couples. As anyone who's part of such a relationship knows, this presents big challenges: trying to raise kids and achieve career goals while caring for and supporting your partner can seem impossible. Yet most advice for dual-career couples fails, framing the challenges as a zero-sum game in which one partner's gain is the other's loss and solutions feel like sacrifices or unsatisfactory trade-offs. This book is different. In *Couples That Work*, INSEAD professor Jennifer Petriglieri rejects conventional, one-size-fits-all solutions and instead focuses on how dual-career couples can tackle and resolve the challenges they face throughout their lives--together. She identifies three key phases of exploration and personal growth in every couple's work-life journey, showing how partners must navigate these together to strengthen their bond. Each phase is crystallized with a question: How can we make this work? The first phase focuses on the logistics of combining two busy lives and often involves the demands of young children. What do we really want? In the second phase, couples learn to navigate their midlife crises in ways that allow each partner to continue to feel happy and fulfilled. Who are we now? With careers winding down

and kids grown up, this last phase offers new freedoms--and uncertainties. Based on a five-year research project, the book includes interviews with couples from over thirty countries--from executives to entrepreneurs and from twentysomething newlyweds to dual-career grandparents. Filled with vivid real-life stories, keen insights, and engaging exercises, *Couples That Work* will help couples develop their own unique answers to that most pressing question: How can we successfully combine love and work?

*Hire with Your Head* Updated with new case studies and more coverage of the impact and importance of the Internet in the hiring process, this indispensable guide has shown tens of thousands of managers and human resources professionals how to find the perfect candidate for any position. Lou Adler's *Performance-based Hiring* is more powerful than ever! "We have chosen *Performance-based Hiring* because it's a comprehensive process, it's behaviorally grounded, managers and recruiters find it easy to use, and it works." -Marshall Utterson, Director Staffing, AIG Enterprise Services, LLC "Everyone's looking for the perfect means to make effective hiring decisions. A trained interviewer armed with the right tools is the best solution. *Performance-based Hiring* is a proven methodology to get these results." -John Ganley, Vice President and Chief Talent Officer, Quest Software "Any staffing director that doesn't send all of their people through *Performance-based Hiring* training is missing out on top talent, plain and simple. This should be the standard throughout the industry." -Dan Hilbert, Recruiting Manager, Valero Energy Corporation "Performance-based Hiring has been the most successful recruitment tool that we have added to our organization over the past few years. In fact, these tools have not only produced amazing outcomes-in terms of selecting the best fit in an extremely tight labor market-but with a level of success among our operations customers that I have rarely seen with other HR products." -Trudy Knoepke-Campbell, Director, Workforce Planning, HealthEast(r) Care System

A legend in the car industry reveals the philosophy that's starting to turn General Motors around. In 2001, General Motors hired Bob Lutz out of retirement with a mandate to save the company by making great cars again. He launched a war against penny pinching, office politics, turf wars, and risk avoidance. After declaring bankruptcy during the recession of 2008, GM is back on track thanks to its embrace of Lutz's philosophy. When Lutz got into the auto business in the early sixties, CEOs knew that if you captured the public's imagination with great cars, the money would follow. The car guys held sway, and GM dominated with bold, creative leadership and iconic brands like Cadillac, Buick, Pontiac, Oldsmobile, GMC, and Chevrolet. But then GM's leadership began to put their faith in analysis, determined to eliminate the "waste" and "personality worship" of the bygone creative leaders. Management got too smart for its own good. With the bean counters firmly in charge, carmakers (and much of American industry) lost their single-minded focus on product excellence. Decline followed. Lutz's

commonsense lessons (with a generous helping of fascinating anecdotes) will inspire readers at any company facing the bean counter analysis-paralysis menace.

Work Rules! Insights from Inside Google That Will Transform How You Live and Lead Twelve  
“Finally: an engaging, evidence-based book about how to battle biases, champion diversity and inclusion, and advocate for those who lack power and privilege. Dolly Chugh makes a convincing case that being an ally isn’t about being a good person—it’s about constantly striving to be a better person.” —Adam Grant, New York Times bestselling author of Give and Take, Originals, and Option B with Sheryl Sandberg Foreword by Laszlo Bock, the bestselling author of Work Rules! and former Senior Vice President of People Operations at Google An inspiring guide from Dolly Chugh, an award-winning social psychologist at the New York University Stern School of Business, on how to confront difficult issues including sexism, racism, inequality, and injustice so that you can make the world (and yourself) better. Many of us believe in equality, diversity, and inclusion. But how do we stand up for those values in our turbulent world? The Person You Mean to Be is the smart, "semi-bold" person’s guide to fighting for what you believe in. Dolly reveals the surprising causes of inequality, grounded in the "psychology of good people". Using her research findings in unconscious bias as well as work across psychology, sociology, economics, political science, and other disciplines, she offers practical tools to respectfully and effectively talk politics with family, to be a better colleague to people who don’t look like you, and to avoid being a well-intentioned barrier to equality. Being the person we mean to be starts with a look at ourselves. She argues that the only way to be on the right side of history is to be a good-ish— rather than good—person. Good-ish people are always growing. Second, she helps you find your "ordinary privilege"—the part of your everyday identity you take for granted, such as race for a white person, sexual orientation for a straight person, gender for a man, or education for a college graduate. This part of your identity may bring blind spots, but it is your best tool for influencing change. Third, Dolly introduces the psychological reasons that make it hard for us to see the bias in and around us. She leads you from willful ignorance to willful awareness. Finally, she guides you on how, when, and whom, to engage (and not engage) in your workplaces, homes, and communities. Her science-based approach is a method any of us can put to use in all parts of our life. Whether you are a long-time activist or new to the fight, you can start from where you are. Through the compelling stories Dolly shares and the surprising science she reports, Dolly guides each of us closer to being the person we mean to be.

#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.

*How the Best Companies are Skipping HR and Winning the Future of Work with People Ops* People Operations: Automate HR, Design a Great Employee Experience, and Unleash Your Workforce explains how leaders at small- and medium-sized businesses can stop spending time on HR administration—"paperwork"—and start focusing on the "peoplework" that truly fuels employee growth and productivity. Authors Jay Fulcher, Kevin Marasco, Tracy Cote of Zenefits, the leading people operations platform, provide readers with a playbook for creating a massive competitive advantage by eliminating antiquated approaches to HR. The book takes a look at how work has changed and what companies need to do about it, and the new approach they must take to processes, systems, and best practices. You'll learn how to eliminate busywork and hassle, and how to use that newfound time and capital to empower your biggest asset: your people. You'll receive the end-to-end guide to: Digitizing legacy HR functions Using robots for the busywork you hate Employing software to design and improve your employee experience Assembling and empowering your "people team" Utilizing the included plans and templates to guide each stage of your business transformation Perfect for managers, leaders, small business owners, and executives, *People Operations* is perfect for anyone who wants to optimize HR, maximize their workforce investment, support their employees, and modernize their business.

Finalist for the 2015 Financial Times and McKinsey Business Book of the Year Best business book of the week from Inc.com The author of *Power*, Stanford business school professor, and a leading management thinker offers a hard-hitting dissection of the leadership industry and ways to make workplaces and careers work better. The leadership enterprise is enormous, with billions of dollars, thousands of books, and hundreds of thousands of blogs and talks focused on improving leaders. But what we see worldwide is employee disengagement, high levels of leader turnover and career derailment, and failed leadership development efforts. In *Leadership BS*, Jeffrey Pfeffer shines a bright light on the leadership industry, showing why it's failing and how it might be remade. He sets the record straight on the oft-made prescriptions for leaders to be honest, authentic, and modest, tell the truth, build trust, and take care of others. By calling BS on so many of the stories and myths of leadership, he gives people a more scientific look at the evidence and better information to guide their careers. Rooted in social science, and will practical examples and advice for improving management, *Leadership BS* encourages readers to accept the truth and then use facts to change themselves and the world for the better.

Reprint of the title published by John Wiley & Sons, c2013.

Wall Street Journal Bestseller! Next Big Idea Club selection?chosen by Malcolm Gladwell, Susan Cain, Dan Pink, and Adam Grant as one of the "two most groundbreaking new nonfiction reads of the season!" "A must-read that topples the idea that emotions don't belong in the workplace." --Susan Cain, author of *Quiet* A hilarious guide to effectively expressing your emotions at the office, finding fulfillment, and defining work-life balance on your own terms. How do you stop the office grouch from ruining your day? How do you enjoy a vacation without obsessing about the unanswered emails in your inbox? If you're a boss, what should you do when your new, eager hire wants to follow you on Instagram? The modern workplace can be an emotional minefield, filled with confusing power structures and unwritten rules. We're

expected to be authentic, but not too authentic. Professional, but not stiff. Friendly, but not an oversharer. Easier said than done! As both organizational consultants and regular people, we know what it's like to experience uncomfortable emotions at work - everything from mild jealousy and insecurity to panic and rage. Ignoring or suppressing what you feel hurts your health and productivity -- but so does letting your emotions run wild. Our goal in this book is to teach you how to figure out which emotions to toss, which to keep to yourself, and which to express in order to be both happier and more effective. We'll share some surprising new strategies, such as: \* Be selectively vulnerable: Be honest about how you feel, but don't burden others with your deepest problems. \* Remember that your feelings aren't facts: What we say isn't always what we mean. In times of conflict and miscommunication, try to talk about your emotions without getting emotional. \* Be less passionate about your job: Taking a chill pill can actually make you healthier and more focused. Drawing on what we've learned from behavioral economics, psychology, and our own experiences at countless organizations, we'll show you how to bring your best self (and your whole self) to work every day.

"In this timely, provocative book, Jeffrey Pfeffer contends that many modern management commonalities such as long hours, work-family conflict, and economic insecurity are toxic to employees--hurting engagement, increasing turnover, and destroying people's physical and emotional health--while also being inimical to company performance. He argues that human sustainability should be as important as environmental stewardship. You don't have to do a physically dangerous job to confront a health-destroying, possibly life-threatening workplace....In "Dying for a Paycheck", Jeffrey Pfeffer marshals a vast trove of evidence and numerous examples from all over the world to expose the infuriating truth about modern work life: even as organizations allow management practices that actually sicken and kill their employees, those policies do not enhance productivity or the bottom line, thereby creating a lose-lose situation. Exploring a range of important topics, including layoffs, health insurance, work-family conflict, work hours, job autonomy, and why people remain in toxic environments, Pfeffer offers guidance and practical solutions that all of us--employees, employers, and the government--can use to enhance workplace well-being. We must wake up to the dangers and enormous costs to today's workplace, Pfeffer argues. "Dying for a Paycheck" is a clarion call for a social movement focused on human sustainability. Pfeffer makes clear that the environment we work in is just as important as the one we live in, and with this urgent book he opens our eyes and shows how we can make our workplaces healthier and better."--jacket flaps

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