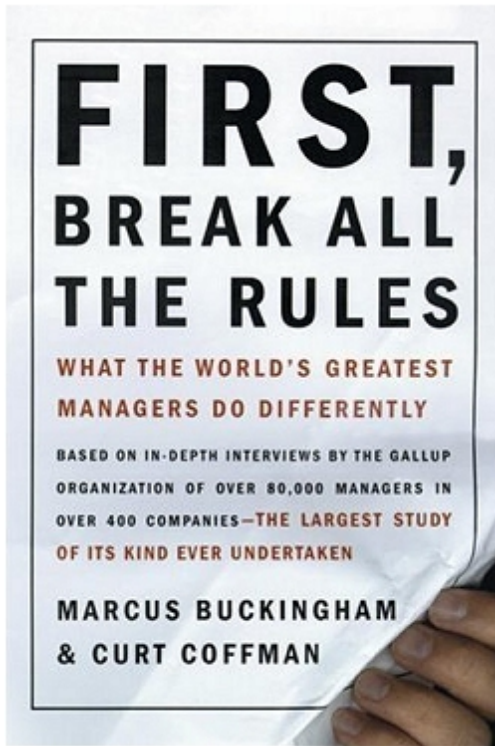


## "First, Break All the Rules: What the World's Greatest Managers Do Differently" Marcus Buckingham, Curt Coffmann



This book gives great advice for everybody who cares for organizational culture and leadership and also deals with the question of measurement of „soft skills“ in human capital management and its impact on companies' profits.

Today it is most important to get the best performance from talented employees to be successful. Therefore every organization has the challenge to find talented employees, to win the greatest employees, to develop them and to keep them as long as possible.

The evaluation and interpretation of two studies during the past 25 years by Gallup based on more than 80.000 interviews with leaders of all hierarchical levels show results which almost nobody had expected.

The greatest managers in the world seem to have little in common, but in their view of humankind they all agree. The authors come to the conclusion that the human is less changeable than is generally accepted. So the credo is: "Don't waste your time with filling something that is inexistent. Try to get out what is in it. This will be hard enough."

- Especially useful for your practical work are the twelve questions based on the comprehensive empirical studies which capture the most important information:
  1. Do I know what is expected of me at work?
  2. Do I have the materials and equipment I need to do my work right?
  3. At work, do I have the opportunity to do what I do best every day?
  4. In the last seven days, have I received recognition or praise for good work?
  5. Does my supervisor, or someone at work, seem to care about me as a person?
  6. Is there someone at work who encourages my development?
  7. At work, do my opinions seem to count?
  8. Does the mission/purpose of my company make me feel like my work is important?
  9. Are my co-workers committed to doing quality work?
  10. Do I have a best friend at work?
  11. In the last six months, have I talked with someone about my progress?
  12. At work, have I had opportunities to learn and grow?

The consequences for the management are enormously. While searching for employees you have to best possible harmonize the talents of the human with the tasks of the job. To motivate the employee you have to develop his strengths. To develop him you have to find the best suited requirements for him. Only content employees are loyal and stay for longer at the organization.

You will find a lot of case studies in this book what is helpful for your practical work, too. Many conceptions and ideas are not new – unique are the connection to empirical results and the transfer to real (company) life.

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