High Output Management

Ben Horowitz, cofounder of Andreessen Horowitz and one of Silicon Valley's most respected and experienced entrepreneurs, offers essential advice on building and running a startup—practical wisdom for managing the toughest problems business school doesn't cover, based on his popular ben's blog. While many people talk about how great it is to start a business, very few are honest about how difficult it is to run one. Ben Horowitz analyzes the problems that confront leaders every day, sharing the insights he's gained developing, managing, selling, buying, investing in, and supervising technology companies. A lifelong rap fanatic, he amplifies business lessons with lyrics from his favorite songs, telling it straight about everything from firing friends to poaching competitors, cultivating and sustaining a CEO mentality to knowing the right time to cash in. Filled with his trademark humor and straight talk, The Hard Thing About Hard Things is invaluable for veteran entrepreneurs as well as those aspiring to their own new ventures, drawing from Horowitz's personal and often humbling experiences. Wondrous, horrifying, achingly human: The best short stories by "one of the greatest writers of science fiction and fantasy who ever lived" (Stephen King). One of science fiction's most beloved trailblazers, Hugo and Nebula–Award winning author Theodore Sturgeon wrote novels and short fiction that inspired and amazed readers and critics alike. In Selected Stories, thirteen of Sturgeon's very best tales have been gathered into one collection: Here are stories of love and darkness, transcendence and obsession, alien contact and human interaction. In the devastating wake of a nuclear holocaust, an actress performs her swan song before a small audience of survivors. A machine is possessed and intent

upon destruction. Humankind’s place in the vast cosmos is explored, as is the strange humanity of evil. In the author’s acclaimed story “The Man Who Lost the Sea,” a life is reconstructed in bizarre shattered fragments. And in “Slow Sculpture,” Sturgeon’s award-winning classic, a breast cancer patient surrenders to a healer’s most unorthodox methods. Lyrical, often witty, frequently provocative, and always surprising, Selected Stories covers a wide range of human and inhuman emotion and experience, deftly traversing the borders between science fiction, dark fantasy, and horror. This ebook features an illustrated biography of Theodore Sturgeon including rare images and never-before-seen documents from the University of Kansas’s Kenneth Spencer Research Library and the author’s estate, among other sources.

#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.

Double your odds of leading successful, sustainable change Leaders aren’t short on access to change management advice, but the jury has long been out as to which approach is the best one to follow. With the publication of Beyond Performance 2.0, the verdict is well and truly in. By applying the approach detailed by authors, Scott Keller and Bill Schaninger, the evidence shows that leaders can more than double their odds of success—from thirty percent to almost eighty. Whereas the first edition of Beyond Performance introduced the authors’ “Five Frames of Performance and Health” approach to change management, the fully revised and updated Beyond Performance 2.0 has been transformed into a truly practical “how to” guide for leaders. Every aspect of how to lead change at scale is covered in a step-by-step manner, always accompanied by practical tools and real-life

examples. Keller and Schaninger's work is distinguished in many ways, one of which is the rigor behind the recommendations. The underpinning research is the most comprehensive of its kind—based on over 5 million data points drawn from 2,000 companies globally over a 15-year period. This data is overlaid with the authors' combined more than 40 years of experience in helping companies successfully achieve large-scale change. As senior partners in McKinsey & Company, consistently named the world's most prestigious management consulting firm, Keller and Schaninger also draw on the shared experience of their colleagues from offices in over 60 countries with unrivaled access to CEOs and senior teams. Beyond Performance 2.0 also dares to go against the grain—eschewing the notion of copying best practices and instead guiding leaders to make choices specific to their unique context and organization. It does this with meticulously balance of focus on short- and long-term considerations, and on fully addressing the hard technical and oft cultural elements of making change happen. Further, the approach doesn't just focus on delivering change; it builds an organization's muscle to continuously change, making it healthier so that it can act with increased speed and agility to stay perpetually ahead of its competition. Leaders looking for a proven approach to leading large-scale change from a trusted source have found what they are looking for in Beyond Performance 2.0.

In a breakthrough Organization Man for the twenty-first century, bestselling author Art Kleiner reveals that every organization is driven by a desire to satisfy a Core Group of influential individuals and explains why understanding this group's expectations is the key to success. When corporate leaders announce, with seeming sincerity, "We make our decisions on behalf of our shareholders," their words are taken at face value. But as recent news stories prove, this

imperative is routinely violated. In Who Really Matters, Art Kleiner argues that the dissonance between a declared mission and actual operation can be seen at organizations large and small. All organizations have one motive in common. Every decision—which projects to back, who to promote, or how to spend money—is affected by the perceived wants and needs of a core group of people “who really matter.” The composition of the group can differ from organization to organization. Often, the most senior people in the hierarchy are members—but not always. Sometimes, the people who “matter” can extend far down the corporate ladder, or even reach outside the company to include key customers, labor union leaders, and stockholders. Kleiner gives readers clues about how to identify a core group’s real mission by observing its day-to-day actions, listening to the fundamental message it sends employees, examining its management of new members; understanding the ideas that shape its policies about management, money, and the way the world works; and avoiding the taboos governing the way it operates. Whether you’re a member of the Core Group—or want to be—this deft, engaging blend of argument and observation, anecdotes and advice, is the one guide you’ll need to achieve your career goals and aspirations by navigating the hidden pathways in any organization, large or small.

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 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

A new edition based on the timeless business classic—updated to help today's readers succeed more quickly in a rapidly changing world. For decades, The One Minute Manager® has helped millions achieve more

successful professional and personal lives. While the principles it lays out are timeless, our world has changed drastically since the book's publication. The exponential rise of technology, global flattening of markets, instant communication, and pressures on corporate workforces to do more with less—including resources, funding, and staff—have all revolutionized the world in which we live and work. Now, Ken Blanchard and Spencer Johnson have written The New One Minute Manager to introduce the book's powerful, important lessons to a new generation. In their concise, easy-to-read story, they teach readers three very practical secrets about leading others—and explain why these techniques continue to work so well. As compelling today as the original was thirty years ago, this classic parable of a young man looking for an effective manager is more relevant and useful than ever.

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.

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.
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
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.
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, billionare 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.

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.

High Output ManagementVintage

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.

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.

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. 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.

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.

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 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

"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.

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 Rush to Policy explores the appropriate role of technical analysis in policy formation. The authors ask when and how the use of sophisticated analytic techniques in decision making benefits the nation. They argue that these techniques are too often used in situations where they may not be needed or understood by the decision maker; where they may not be able to answer the questions raised but are nonetheless required by the law. House and Shull provide an excellent empirical base for describing the impact of politics on policies, policy analysis, and policy analysts. They examine cost benefit analysis, risk analysis, and decision analysis, and assess their ability to substitute for the current decision making process in the public sector. They examine the political basis of public sector decision making, how individuals and organizations make decisions, and the ways decisions are made in the federal sector. Also they discuss the mandate to use these methods in the policy formulation process. The book is written by two practicing federal policy analysts who, in a decade of service as policy researchers, developed sophisticated quantitative analytic and decision-making techniques. They then spent several years trying to use them in the real world. Successes and failures are described in illuminating detail, providing insight not commonly found in such critiques. The

authors delineate the interaction of politics and technical issues. Their book describes policy analysis as it is, not how it ought to be.
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.

The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard--financial measures, customer knowledge, internal business processes, and learning and growth--offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

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

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.

Most software project problems are sociological, not technological. Peopleware is a book on managing software projects.

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.

Great things come in little packages: 50 commonsense (but rarely common) ideas for building the leadership potential of others.How many managers have time to plow through big books of leadership development? None! And they'll never need to with this slender book of 50 simple yet powerful ideas. The Little Book of Leadership Development goes straight to the heart of great leadership. Free of complicated theories, it focuses on what really works to get people motivated, working effectively, and acting as leaders themselves. The book delivers streamlined instructions on modeling behaviors, sharing information, building accountability, stretching teams, providing feedback, and 45 other practical strategies. Readers will be able to design a system of development tailored to their team and organization. Managers with the ability to self-reflect and a willingness to implement these positive, powerful ideas will see quick improvementsùin communication, efficiency, morale, and every other measure that points to a committed team of emerging leaders.

"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 yourboss and managing up This important resource contains 41 resources and downloadable tools that can be implemented immediately"--

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.

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

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 radical new playbook for empowering your team to make better decisions and take greater ownership"--

NEW YORK TIMES BESTSELLERWALL STREET JOURNAL BESTSELLER The Globe and Mail Top Leadership and Management BookForbes 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.

Ben Horowitz, a leading venture capitalist, modern management expert, and New York Times bestselling author, combines lessons both from history and from modern organizational practice with practical and often surprising advice to help executives build cultures that can weather both good and bad times. Ben Horowitz has long been fascinated by history, and particularly by how people behave differently than you'd expect. The time and circumstances in which they were raised often shapes them—yet a few leaders have managed to shape their times. In What You Do Is Who You Are, he turns his attention to a question crucial to every organization: how do you create and sustain the culture you want? To Horowitz, culture is how a company makes decisions. It is the set of assumptions employees use to resolve everyday problems: should I stay at the Red Roof Inn, or the Four Seasons? Should we discuss the color of this product for five minutes or thirty hours? If culture is not purposeful, it will be an accident or a mistake. What You Do Is Who You Are explains how to make your culture purposeful

by spotlighting four models of leadership and culture-building—the leader of the only successful slave revolt, Haiti's Toussaint Louverture; the Samurai, who ruled Japan for seven hundred years and shaped modern Japanese culture; Genghis Khan, who built the world's largest empire; and Shaka Senghor, a man convicted of murder who ran the most formidable prison gang in the yard and ultimately transformed prison culture. Horowitz connects these leadership examples to modern case-studies, including how Louverture's cultural techniques were applied (or should have been) by Reed Hastings at Netflix, Travis Kalanick at Uber, and Hillary Clinton, and how Genghis Khan's vision of cultural inclusiveness has parallels in the work of Don Thompson, the first African-American CEO of McDonalds, and of Maggie Wilderotter, the CEO who led Frontier Communications. Horowitz then offers guidance to help any company understand its own strategy and build a successful culture. What You Do Is Who You Are is a journey through culture, from ancient to modern. Along the way, it answers a question fundamental to any organization: who are we? How do people talk about us when we're not around? How do we treat our customers? Are we there for people in a pinch? Can we be trusted? Who you are is not the values you list on the wall. It's not what you say in company-wide meeting. It's not your marketing campaign. It's not even what you believe. Who you are is what you do. This book aims to help you do the things you need to become the kind of leader you want to be—and others want to follow.

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