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#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

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Analysis  
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

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Analysis  
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

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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

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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

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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

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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



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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

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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

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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

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at so many great organizations.

This book will help a new generation of leaders capture the same magic.

Software startups make global headlines every day. As technology companies succeed

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and grow, so do their  
engineering departments. In  
your career, you'll may suddenly  
get the opportunity to lead  
teams: to become a manager. But  
this is often uncharted territory.  
How can you decide whether

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this career move is right for  
you? And if you do, what do you  
need to learn to succeed? Where  
do you start? How do you know  
that you're doing it right? What  
does "it" even mean? And isn't  
management a dirty word? This

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book will share the secrets you need to know to manage engineers successfully. Going from engineer to manager doesn't have to be intimidating. Engineers can be managers, and fantastic ones at that. Cast aside

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the rhetoric and focus on practical, hands-on techniques and tools. You'll become an effective and supportive team leader that your staff will look up to. Start with your transition to being a manager and see how



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that compares to being an  
engineer. Learn how to better  
organize information, feel  
productive, and delegate, but not  
micromanage. Discover how to  
manage your own boss, hire and  
fire, do performance and salary

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reviews, and build a great team. You'll also learn the psychology: how to ship while keeping staff happy, coach and mentor, deal with deadline pressure, handle sensitive information, and navigate workplace politics.

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Consider your whole department. How can you work with other teams to ensure best practice? How do you help form guilds and committees and communicate effectively? How can you create career tracks for

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individual contributors and managers? How can you support flexible and remote working? How can you improve diversity in the industry through your own actions? This book will show you how. Great managers

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can make the world a better  
place. Join us.

Managing people is difficult  
wherever you work. But in the  
tech industry, where  
management is also a technical  
discipline, the learning curve can

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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

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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

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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



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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

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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

Andy Grove, founder and former

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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

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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

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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

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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

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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

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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



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leadership skills.

What to Do When Everyone  
Looks to You

The Manager's Handbook  
Silos, Politics and Turf Wars

The Making of a Manager

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## High Output Management The Effective Manager

From the creator of Valuetainment, the #1 YouTube channel for entrepreneurs, and “one of the most exciting thinkers” (Ray Dalio, author of Principles) in business today,

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comes a practical and effective guide for thinking more clearly and achieving your most audacious professional goals. Both successful entrepreneurs and chess grandmasters have the vision to look at the pieces in front of them and

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anticipate their next five moves. In this book, Patrick Bet-David “helps entrepreneurs understand exactly what they need to do next” (Brian Tracy, author of Eat That Frog!) by translating this skill into a valuable methodology. Whether you feel like

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you've hit a wall, lost your fire, or are looking for innovative strategies to take your business to the next level, Your Next Five Moves has the answers. You will gain: CLARITY on what you want and who you want to be. STRATEGY to help you

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reason in the war room and the board room. GROWTH TACTICS for good times and bad. SKILLS for building the right team based on strong values. INSIGHT on power plays and the art of applying leverage. Combining these principles

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and revelations drawn from  
Analysis  
Patrick's own rise to successful  
CEO, Your Next Five Moves is a  
must-read for any serious executive,  
strategist, or entrepreneur.

Managing Humans is a selection of  
the best essays from Michael Lopp's

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popular website Rands in

Repose([www.randsinrepose.com](http://www.randsinrepose.com)).

Lopp is one of the most sought-after IT managers in Silicon Valley, and draws on his experiences at Apple, Netscape, Symantec, and Borland. This book reveals a variety of



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different approaches for creating innovative, happy development teams. It covers handling conflict, managing wildly differing personality types, infusing innovation into insane product schedules, and figuring out how to

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build lasting and useful engineering culture. The essays are biting, hilarious, and always informative. Alex Rogo is a harried plant manager working ever more desperately to try and improve performance. His factory is rapidly

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heading for disaster. So is his marriage. He has ninety days to save his plant - or it will be closed by corporate HQ, with hundreds of job losses. It takes a chance meeting with a colleague from student days - Jonah - to help him break out of

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conventional ways of thinking to see what needs to be done. Described by Fortune as a 'guru to industry' and by Businessweek as a 'genius', Eliyahu M. Goldratt was an internationally recognized leader in the development of new business

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management concepts and systems.  
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This 20th anniversary edition  
includes a series of detailed case  
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Editor at Large, Fortune Small  
Business, which explore how  
organizations around the world have

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been transformed by Eli Goldratt's ideas. The story of Alex's fight to save his plant contains a serious message for all managers in industry and explains the ideas which underline the Theory of Constraints (TOC) developed by Eli Goldratt.

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Written in a fast-paced thriller style, The Goal is the gripping novel which is transforming management thinking throughout the Western world. It is a book to recommend to your friends in industry - even to your bosses - but not to your

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competitors!

"We talk a lot about autonomous and empowered teams but there's far too little real world advice on how to actually make it happen. In this excellent book, Christina does just that. Through engaging



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storytelling... she introduces a practical cadence of goals, feedback, and self-improvement we can all adopt to successfully build high performing, learning teams." - Martin Eriksson, Internationally Acclaimed Project Management

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Leader An Actionable Leadership  
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Team That Managed Itself,  
Christina Wodtke teaches leaders  
how to build and lead high  
performing teams based on her long  
career in the trenches in Silicon

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Valley. Her book is engaging, actionable--and built around a story you'll want to read. After her boss leaves suddenly, Allie finds herself responsible for the casual gaming titan Quiltworld and the dozens of people working on the highly

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dysfunctional team. Can Allie learn to competently hire, fire, and give feedback in time to make the product's big sales goals? Or will the team, the buggy code, and the beloved game fall apart while Allie's job goes up in smoke? Learn to lead a

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team along with Allie as she tackles one challenge after another while the clock ticks down. How do you build the right team and choose the goals to pull them to greatness, even if you're dealing with a toxic environment? How do you keep your

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people moving in the right direction without burning out or burning it all down? As Allie finds out, even in the face of overwhelming pressure it's about setting expectations, giving good feedback, checking in against goals, and learning as a team..

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Leading so well that your team  
learns to manage itself? That's no  
fable. Learn how from Christina  
Wodtke.

Your Next Five Moves

Radical Candor: Fully Revised &  
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The Hard Thing About Hard Things

The Team That Managed Itself

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How Great Companies Deliver Both

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Ben Horowitz, cofounder  
of Andreessen Horowitz  
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entrepreneurs, offers

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essential advice on  
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startup—practical wisdom  
for managing the  
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business school doesn't  
cover, based on his

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popular ben's blog.

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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

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analyzes the problems  
that confront leaders  
every day, sharing the  
insights he's gained  
developing, managing,  
selling, buying,  
investing in, and

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supervising technology  
companies. A lifelong  
rap fanatic, he  
amplifies business  
lessons with lyrics from  
his favorite songs,  
telling it straight

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about everything from  
firing friends to  
poaching competitors,  
cultivating and  
sustaining a CEO  
mentality to knowing the  
right time to cash in.

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is invaluable for  
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well as those aspiring

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ventures, drawing from  
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becoming a great  
manager. It covers all  
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coaching, feedback, one-  
on-ones, and decision  
making. It also covers

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some of softer, but  
equally important,  
topics like conflict  
resolution and mental  
health. Great management  
changes lives. In fact,  
it's one of the most

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single overlooked pieces  
of leverage in the  
world. Great managers  
are remembered like  
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inspirations who help  
others soar. That's why

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it's such a shame  
management training is  
so often overlooked.  
Successful individual-  
contributors are  
rewarded with a  
'promotion' into

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management and then,  
more often than not,  
left to sink or swim. If  
you're a new manager,  
this book will shine a  
friendly light on the  
road ahead. And if

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you're an old dog,  
perhaps it'll teach you  
a trick or two. This  
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Alex MacCaw and stress-  
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techniques to increase  
productivity in the  
manager's work and that  
of his colleagues and  
subordinates

The Toyota Way Fieldbook  
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The Toyota Way. The  
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builds on the  
philosophical aspects of  
Toyota's operating  
systems by detailing the

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concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota

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Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles

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of the Toyota Way  
through the 4Ps model -  
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looking to learn from  
Toyota's lean systems

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will be provided with  
the inside knowledge  
they need to Define the  
companies purpose and  
develop a long-term  
philosophy Create value  
streams with connected

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flow, standardized work,  
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Build a culture to stop  
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leaders who promote and  
support the system Find  
and develop exceptional

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people and partners  
Learn the meaning of  
true root cause problem  
solving Lead the change  
process and transform  
the total enterprise The  
depth of detail provided

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draws on the authors  
combined experience of  
coaching and supporting  
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experts at the  
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plant, formally trained  
David Meier in TPS.  
Combined with Jeff  
Liker's extensive study  
of Toyota and his  
insightful knowledge the  
authors have developed

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unique models and ideas  
to explain the true  
philosophies and  
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Manager What to Do When  
Everyone Looks to You Penguin  
When small- and medium-sized  
business owners first hear George  
Cloutier's rules, they often think  
he's a madman. His controversial  
rules for doing business—rules that

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aren't taught at Harvard Business School—include: The best family business has one member.

Weekends are for working, not playing golf or coaching. Never pay your vendors on time. Wear your control freak badge with pride. Quit

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denial: if your business is failing during a recession, it's your fault. As the founder and CEO of American Management Services, Cloutier has emerged as "the leading advocate for small business" (Reuters), having spent

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over thirty years guiding business owners through the tough choices that line the road to profitability. He and his company have worked with more than six thousand companies, averting certain ruin for some and generating seemingly



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impossible growth and profitability  
for others. Cloutier graduated from  
Harvard College and Harvard  
Business School, but the lessons in  
this book aren't from there. Unlike  
his classmates, most of whom  
headed straight to Wall Street,

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Cloutier has been on the docks at 2 a.m. counting heads of lettuce for food distributors to make sure nothing would disappear without a waybill. He's spent long, overnight hours in truck stops, making sure sticky fingers stayed out of the tills.

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Cloutier and his colleagues at American Management Services become personal pitt bulls to the CEOs who hire them, doing whatever it takes to bring their clients' businesses back into long-term profitability. Profits Aren't

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Everything, They're the Only Thing  
is the long- overdue wake-up call  
for 23 million small- and midsize  
business owners across America.  
This book serves up the hard-  
boiled, unadulterated truth to  
aspiring and established

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entrepreneurs, without apologies. His no-nonsense advice may be hard to hear at times, but it works. Managing Your Scarcest Resources Business leaders know that the key to competitive success is smart management of scarce resources.

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That's why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people

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in your organization--resources  
that are too often squandered.

There's plenty of advice about how  
to manage them, but most of it  
focuses on individual actions.

What's really needed are  
organizational solutions that can

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unleash a company's full productive power and enable it to outpace competitors. Building off of the popular Harvard Business Review article "Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company



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experts in organizational design  
and effectiveness, present new  
research into how you can liberate  
people's time, talent, and energy  
and unleash your organization's  
productive power. They identify the  
specific causes of organizational

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drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it. With practical advice for using the framework and in-

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depth examples of how the best companies manage their people's time, talent, and energy with as much discipline as they do their financial capital, this book shows managers how to create a virtuous circle of high performance.

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In yet another page-turner, New York Times best-selling author and acclaimed management expert Patrick Lencioni addresses the costly and maddening issue of silos, the barriers that create organizational politics. Silos

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devastate organizations, kill productivity, push good people out the door, and jeopardize the achievement of corporate goals. As with his other books, Lencioni writes *Silos*, *Politics*, and *Turf Wars* as a fictional—but eerily

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realistic—story. The story is about Jude Cousins, an eager young management consultant struggling to launch his practice by solving one of the more universal and frustrating problems faced by his clients. Through trial and error, he

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develops a simple yet ground-breaking approach for helping them transform confusion and infighting into clarity and alignment.

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Biting and Humorous Tales of a  
Software Engineering Manager  
How to Exploit the Crisis Points  
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family in 1936. As a small child, Andris Grof was told, “Jesus Christ was killed by the Jews, and because of that, all of the Jews will be thrown into the Danube.” Grof’s school years were marked by such anti-semitism and interrupted first



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by the Nazi occupation and then by the post-war Communist regime. He was a good student who excelled at chemistry which he was studying at the University of Budapest when the Hungarian uprising of 1956 persuaded him to “swim across” the

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border and emigrate to the West.

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globalization and the information  
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changed the workforce, making  
people ever more replaceable and  
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changes or face their own  
irrelevance and extinction. The same  
holds true for workers and  
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overlooked in business books and  
forgotten in organizations, yet they

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are immensely important not only to  
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broadly. In order to survive and to  
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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

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from organization to organization.  
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management of new members;  
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