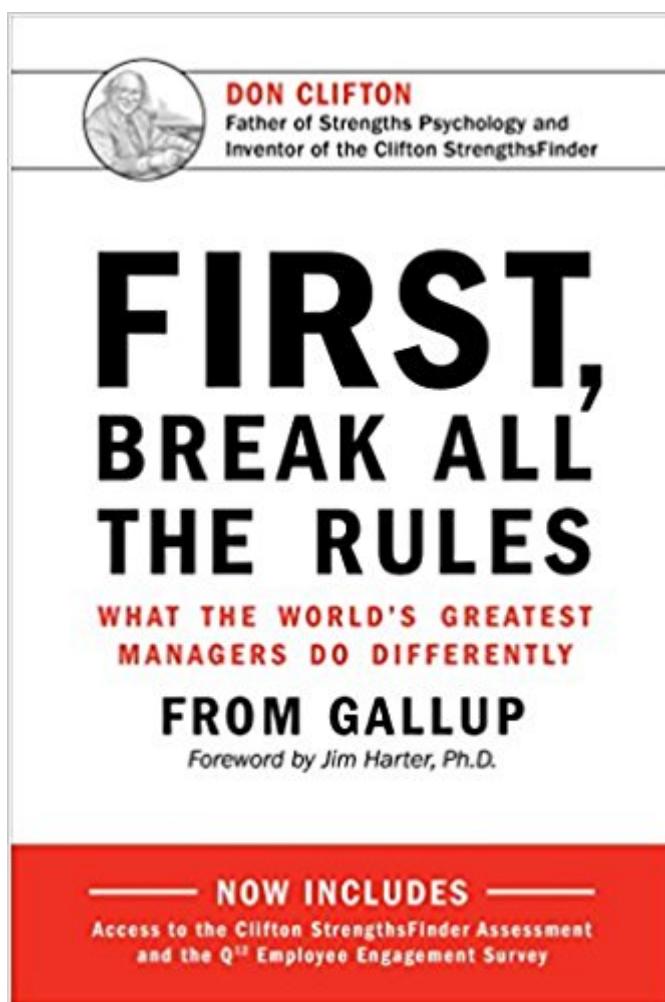


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# First, Break All The Rules: What The World's Greatest Managers Do Differently



## Synopsis

Gallup presents the remarkable findings of its revolutionary study of more than 80,000 managers in First, Break All the Rules, revealing what the world's greatest managers do differently. With vital performance and career lessons and ideas for how to apply them, it is a must-read for managers at every level. Included with this re-release of First, Break All the Rules: updated meta-analytic research and access to the Clifton StrengthsFinder assessment, which reveals people's top themes of talent, and to Gallup's Q12 employee engagement survey, the most effective measure of employee engagement and its impact on business outcomes. What separates the greatest managers from all the rest? They actually have vastly different styles and backgrounds. Yet despite their differences, great managers share one common trait: They don't hesitate to break virtually every rule held sacred by conventional wisdom. They don't believe that, with enough training, a person can achieve anything he sets his mind to. They don't try to help people overcome their weaknesses. And, yes, they even play favorites. In this longtime management bestseller, Gallup presents the remarkable findings of its massive in-depth study of great managers. Some were in leadership positions. Others were front-line supervisors. Some were in Fortune 500 companies; others were key players in small, entrepreneurial firms. Whatever their circumstances, the managers who ultimately became the focus of Gallup's research were those who excelled at turning each individual employee's talent into high performance. Gallup has found that the front-line manager is the key to attracting and retaining talented employees. This book explains how the best managers select an employee for talent rather than for skills or experience, set expectations, build on each person's unique strengths rather than trying to fix his or her weaknesses, and get the best performance out of their teams. And perhaps most important, Gallup's research produced the 12 simple statements that distinguish the strongest departments of a company from all the rest. First, Break All the Rules is the first book to present this essential measuring stick and to prove the link between employee opinions and productivity, profit, customer satisfaction and the rate of turnover. First, Break All the Rules presents vital performance and career lessons for managers at every level • and best of all, shows you how to apply them to your own situation.

## Book Information

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## **Customer Reviews**

Marcus Buckingham and Curt Coffman expose the fallacies of standard management thinking in *First, Break All the Rules: What the World's Greatest Managers Do Differently*. In seven chapters, the two consultants for the Gallup Organization debunk some dearly held notions about management, such as "treat people as you like to be treated"

The authors, both management consultants for the Gallup Organization, use the company's study of 80,000 managers in 400 companies to reach the conclusion that a company that lacks great frontline managers will bleed talent, no matter how attractive the compensation packages and training opportunities. With this in mind, they sought the answers to the follow-up questions: "How do great managers find, focus and keep talented employees." Using case studies, diagrams, and excerpts from interviews, Buckingham and Coffman guide us through their findings that discipline, focus, trust, and, most important, willingness to treat each employee as an individual are the overall secrets for turning talent into lasting performance. The book concludes with suggestions on how to become a great manager, including ideas for interviewing for talent, how to develop a performance management routine, and how to get the best performance from talented employees. Although this is clearly an infomercial for the Gallup Organization, it nevertheless offers thoughtful advice on the essential task of developing excellent managers. Mary Whaley --This text refers to the MP3 CD edition.

It's extremely rare that I recommend a book, about once every decade, but I highly recommend this book. I just read the comments of those who negatively rated this book because it's concepts are not new. That's true of every management/HR/sales/training/leadership/customer service.. book I've

read. How many times have you read a business book and thought "yep, that's right, that's exactly what I've experienced" and then became frustrated because of the gap between what could/should be vs the daily reality of your work experiences? How many times have you wished there was some way you could prove that focusing on the individual employee resulted in creating a provable, positive impact on organizational performance, productivity and profits? The value of this book is that it is the Gallup organization and they've got the numbers to back up what has previously been rejected as "touchy feely" management methods. The next time you're told "that won't work, nobody does it that way" or "there's no proof organizational performance is increased by focusing on individual strengths, understanding different people are motivated by different methods, selecting people to fit the job, or that managers have no impact on employee retention", simply reference this book and give them 80,000 reasons why they're wrong. Supposedly, businesses decisions are based on solid numbers. We all know that businesses decisions are really based on perceptions. This book is gives you the numbers to change the many incorrect perceptions about the process of managing people.

This is probably the best management book I've ever read. The writing style used by the two authors (Marcus Buckingham and Curt Coffman) is easy to follow and to grasp. The book is a great digest of how-to, recommendations, do's and don'ts, real life examples and case studies. Apply 20% of this book and you will "translate the talents of your employees into exceptional performance". I always had many challenges of conventional wisdoms of management but had no evidence to support my thinking. "First, Break All the Rules" is the evidence I needed. From now on, I will (continue to) focus on people strengths and manage around their weaknesses. From now on I will select for talents and train for skills and knowledge. Before separating a low performing employee, I will check if his low performance is due to lack of skills or lack of knowledge, if as a manager I am not the source of low performance, if I can find someone with complementary skills, knowledge or talents, if I cannot move the employee to another role where he can express his talents etc. This is a book all managers MUST-HAVE and MUST-READ.

A reminder that one size does not fit all! This book has been in the marketplace for ten years and is published by Gallup, which has credibility but at times can be a bit self-aggrandizing. The research and conclusions reached by Buckingham and Coffman however are direct, easy to follow and meaningful. I find the two best conclusions as follows: 1. Spend the Most Time with your best people - this section in pages 153-172 are the heart and soul of finding results 2. Master Keys p 235-238

What can the company do to create a friendly climate for great managers?A solid read, with messages that make sense - well done!John Hogan CHA CHE MHSCo-author; LESSONS FROM THE FIELD - A COMMON SENSE APPROACH TO EFFECTIVE HOTEL SALES

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Managers and leaders at all levels need to read this to enlighten them as to how to "successfully" manage and grow their teams and company. Being fair doesn't mean treating everyone the same, it's recognizing no two are the same and helping each one develop their strengths. The golden rule has changed to what I have called the Platinum rule, Treat others the way they want to be treated. You will find when this is practiced you will keep more "A" players instead of losing them and being left with all B, C players. Without writing a book, I'll just say read this one!!

This is the best book on American corporate management I have ever read. I have been buying copies and presenting them to managers for years. But it's not a book that senior management wants you to read. If you want satisfied and happy employees - this is the book for you. If you want to make your own management happy, don't bother.

Since only 1/10 individuals are really qualified to manage and lead others, I highly recommend this book. This is a skill that can be learned. I know of no other management book that lays out the importance of influencing others for success...doing it the right way. "People join an organization or business, yet they leave because of a manager." I've bought this book for many individuals who have moved into management. It can save you time, money, and heart ache. Not only for your life, but for the people who look to you for their direction. If you are struggling as a leader to make things work, this will be a real eye opener to help you get to where you need to be as a successful leader. It will show you exactly what those you are leading are longing for and need, to be productive, happy, and engaged with all that they have the potential to do and do very well...because you have shown them the way.

Excellent book and the research is on target. This book is a big help regarding my need to develop a research question for my doctoral research study. Thank you Mr. Buckingham for authoring this tome. A very interesting read and, while academic and based on empirical research, it was written in a way that is entertaining and informative. Not stuffy or pretentious.

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