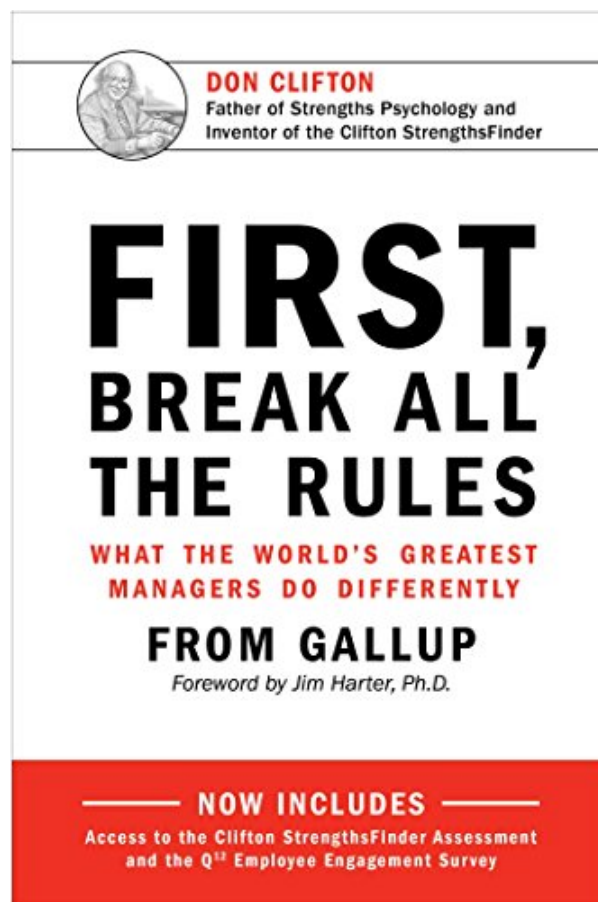


FIRST, BREAK ALL THE RULES: WHAT THE WORLD'S GREATEST MANAGERS DO DIFFERENTLY BY GALLUP PRESS



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DON CLIFTON

Father of Strengths Psychology and
Inventor of the Clifton StrengthsFinder

FIRST, BREAK ALL THE RULES

WHAT THE WORLD'S GREATEST
MANAGERS DO DIFFERENTLY

FROM GALLUP

Foreword by Jim Harter, Ph.D.

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PRESS PDF

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.

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Most helpful customer reviews

3 of 3 people found the following review helpful.

10-Stars! A Must Read!

By Book Glutton

I was sure I wrote a review on this, but recently I found I didn't. I bought and read it four years ago and have been talking about it ever since. Three years before that, I went through a period where I read The Total Money Makeover: A Proven Plan for Financial Fitness, The Dream Manager (Audio CD), a bunch of Patrick Lencioni's works beginning with The Three Big Questions for a Frantic Family (Audio), then The Five Temptations of a CEO (Audio CD), "The Five Dysfunctions of a Team," The Four Obsessions of an Extraordinary Executive, and there were others about General Patton: General Patton's Principles for Life and Leadership, and Alan Axelrod's "Patton on Leadership" to name a few. During this whole time I kept hearing about this book, "First, Break All The Rules." It came highly recommended, but I did not even like the title. That's not how I think! Finally, I gave in and found this to be a groundbreaking and life-changing book on management and leadership. It first of all introduced me to Marcus Buckingham, who introduced me to his ideas and the results of 25 years of research by the Gallup Organization with great managers and their organizations. This was groundbreaking! I began to understand: to make things work effectively, you can't go by the "rules" as we have been led to believe. Secondly, following the trail of Buckingham, he then led me to Now, Discover Your Strengths, then to taking the Clifton Strengthsfinder Test, a code for which came with the book, then StrengthsFinder 2.0, then finally Living Your Strengths, or the Catholic Edition

Living Your Strengths: Discover Your God-given Talents And Inspire Your Community.

Life has been different. Priorities have changed. Focuses are no longer the same. Thinking has been transformed. Work habits are no longer what they were. Working with others is more important. Outcomes now are always so much better!

3 of 3 people found the following review helpful.

this could not be bad :)

By Papuna Papiashvili

Gives great insight on how good/great management is done. Raises awareness how idiosyncrasies of employees matters. As based on the analysis of 1,5 mln. of hours of interviews with 80 k managers it's hardly can be bad right? For those who cannot afford a week or so to bring the book the the knees I will list below some of the ideas I remember or had jotted down.

1. People don't quit their companies, they quit their bosses;
2. Define the right outcomes and then let each person find his own route toward those outcomes;
3. The most efficient route that nature has found from point A to point B is rarely a straight line. It is always the path of least resistance;
4. All roles demand some accuracy & safety, standardized steps are needed (Baring Bank case);
5. Languages, symbols, conventions, scales-these are the DNA of civilization-without the ability to accept standards we could have never developed such a complex society;
6. The companies that define the new standards will gain huge advantage over latecomers;
7. Customers' levels of expectations
 - a. Accuracy
 - b. Availability
 - c. Partnership;
 - d. Advice/educate
8. Customer is ultimate judge of value;
9. Use practical ways to see world through your customers eyes;
10. At Disney they think vibrant companies should have 5 year plans but willing to change it every year - that's tough for the intermediaries like managers;
11. When I draw my playbook I always go from the players to the plays-head coach of Minnesota Vikings;
12. Focus on each persons strengths and manage around his weaknesses. Don't try to fix the weaknesses... help each person to become more of who he already is;
13. One of the sings of the great manager is the ability to describe in detail the unique talent of each of his people – what drives each one, how each one thinks, how each build relationships;
14. Know the difference between the skills and knowledge and weaknesses;
15. The golden rule is broken by the great managers every day-they don't treat people the way they would lie to be treated-people don't breath same psychological oxygen;
16. Time you spent with your best employee (not the weakest) is your most productive time;
17. No news is never good news;
18. From the perspective of great managers averaging is irrelevant to excellence-top performers have more potential for growth;
19. Success is achieved through a never-ending pursuit of improvement-personally, professionally financially and spiritually;
20. Each of us is a couple of talent cards short of a full deck;
21. Partnerships are not archetype, each partnership in fact is anomaly;
22. If you find yourself spending most of your time managing weakness of particular employee, than know that you've made a casting error;

23. When employee requires growth-promotion-help each person find roles that ask him to do more and more of what he is naturally wired to do;
24. Most employees are promoted to the level of their incompetence;
25. Great managers envision company where there are multiple routes towards respect and prestige;
26. Broadbanding – for each role you define a pay in broad bands or ranges with the top end of the lower level role overlapping the bottom end of the role above-companies like Merrill Lynch & Disney have well endured the practice;
27. During the Gallup's interviews with great managers they found a consistent willingness to hire employees who the manager knew, might soon earn significantly more than they did;
28. Create heroes in every role;
29. Great managers make sure to have 4 hours a year with an employee to discuss their career path;
30. When using trial periods for employees you must be very clear about the details;
31. What level of performance is unacceptable? Any level that hovers around average with no trend upward;
32. In mind of great managers to care means to set the person up for success;
33. G.M. on "tough love"- each of best men on my two weddings was someone I fired;
34. G.M. : but I know my people some times better then they know themselves;
35. The four keys to great management are:
 - a. Select for talent;
 - b. Define the right outcomes
 - c. Focus on strengths;
 - d. Find the right fit;
36. When casting for talent ask open-ended questions;
37. Past behavior is a good predictor of future behavior. Therefore questions like "tell me about a time when you..." can serve you well;
38. Pitfall is evaluating articulation and memory of interviewed;
39. Rapid learning is an important clue to persons talent. Ask candidate what kind of roles she has been able to learn quickly. Ask her what activities come easily to her now..
40. Great managers find times for performance management routines-4 common characteristics for it:
 - a. Routine is simple;
 - b. Routine forces frequent interaction between manager and employee;
 - c. Routine is focused on the future
 - d. Makes employee to keep track of his own performance
41. In the world according to great managers the employee is the star. The manager is the agent.
42. When you enter your place of work, you never leave it at zero. You either make it a little better or a little worse.
43. Managers trump companies;
44. Human power lies in its idiosyncrasy;
45. Real profit increase drives stock increase-sustainable growth drives real profit increase-loyal customers drive customer growth-engaged employees drive customer loyalty-the right people in the right roles wit the right managers drive employee engagement;
46. Great managers are not looking for people who are easy to manage;

Don't judge me for posting this tonight I'm glory glory guy not forza or vamps :) :UCLfinal:

2 of 2 people found the following review helpful.

First, Read This Book

By Iron Man

I read it in two sittings, and made extensive notes. My only regret is that none of my previous managers (after a 25 year career) had read it - things could have gone a lot differently for me if they had....

I've read a lot of management books, and am an Agile consultant by profession, so I was interested in this book from a perspective of how I should be advising the middle managers that I come across when training teams. This book certainly answered that question...namely that the manager's role is to reach inside each employee and release his/her unique talents into performance. To help employees earn the accolade 'talented' by fitting them in the right role. In this new information age of collaborate, self-organized teams the message in this book is more relevant than ever (despite what the authors say about self-organization (or perhaps because of it)

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