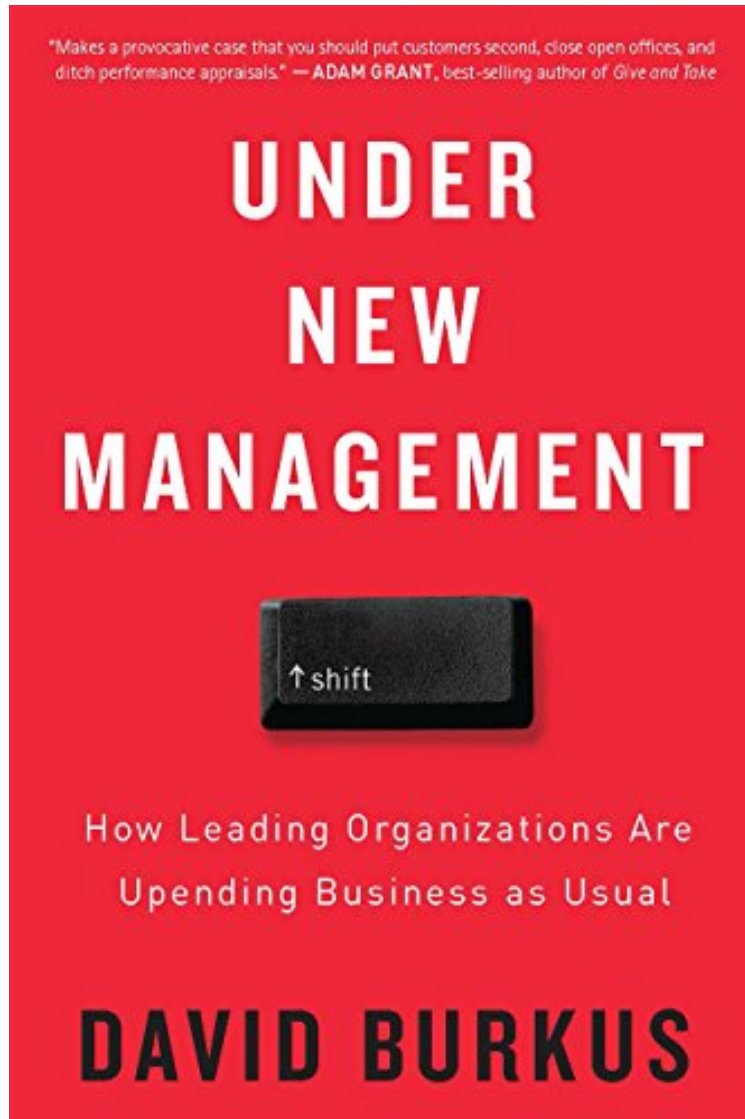


(Download pdf) Under New Management: How Leading Organizations Are Upending Business as Usual

Under New Management: How Leading Organizations Are Upending Business as Usual

David Burkus

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David Burkus : Under New Management: How Leading Organizations Are Upending Business as Usual before purchasing it in order to gage whether or not it would be worth my time, and all praised Under New Management: How Leading Organizations Are Upending Business as Usual:

3 of 3 people found the following review helpful. Excellent summary of new workplace ideasBy Kelly RiggsDavid Burkus's new offering is a great read that puts much of the "new" thoughts about workplace culture into one book. It's not so much that he advocates for any of these ideas (some sensible, others controversial), but that he provides

multiple perspectives on each of them and allow you to draw your own conclusions. I would be a HUGE fan of several of them, and have been saying so for years, but many managers live in a vacuum and have no idea the world has changed!! For instance, eliminating the annual employee review is an idea that should be implemented immediately. The "open office" concept is a train wreck. But what would you think about paying people to quit? Or outlawing email? Or making salaries transparent (YEOW!)? Burkus puts 13 ideas into the book that have made their way into parts of the corporate universe; you'll enjoy reading them because most are probably ideas you haven't considered. Grab a copy; I highly recommend that you do. If nothing else, you need to know what's happening out there, but I suspect that you will enjoy the easy-reading style AND the information the book contains.

1 of 1 people found the following review helpful. Good book on changing management

By Joseph McGarry I've been on both sides of the management coin. I've been in management, and I've been managed. I have an idea of what works for me and what doesn't. In this book, David Burkus shows that many of the management practices that were developed in the early 20th century to manage line workers don't work today. Even some that have evolved over time need to change. He identifies 13 items that need to change. They are:

1. Outlaw Email
2. Put Customers Second
3. Lose the Standard Vacation Policy
4. Pay People to Quit
5. Make Salaries Transparent
6. Ban Noncompetes
7. Ditch Performance Appraisals
8. Hire as a Team
9. Write the Org Chart in Pencil
10. Close Open Offices
11. Take Sabbaticals
12. Fire the Managers
13. Celebrate Departures.

Some of these sound counterintuitive at first glance, but he makes the case, with examples of companies that have tried them, that they can actually work. Some of this is not new. For example, the idea of scrapping the standard vacation policy was explored in *Why Work Sucks and How to Fix It: The Results-Only Revolution* by Cali Ressler and Jody Thompson. They argued, as does David Burkus, that as long as the work is done accurately and on time, it shouldn't matter if you're at your desk for a certain time each day. There is some freshness to this book, though, from the use of real world examples. Some of them are modified from what he thinks. For example, the chapter on outlaw e-mail could be retitled outlaw internal e-mail. If a client is emailing you something important, you'd better be ready to take it. Space alone prohibits me from going into detail about every chapter. One thing I wish the book had done more of is to show instances where the item in the chapter title was tried, and it didn't work. There is some of this, but there could be more. In the chapter on salaries, he discusses a company called SumAll, which has fixed, but transparent, salaries. You're assigned to a salary level, and there is apparently no negotiation. When I saw that, I thought of Ellen Pao, former CEO at Reddit. Ms Pao came to Reddit after losing a discrimination suit against her former employer, an investment firm. The jury returned the verdict in favor of the firm. Ms Pao then instituted a no negotiation policy for salaries at Reddit. This was your salary, take it or leave it. It was supposed to take the pressure off people who didn't feel comfortable negotiating, which some studies have shown many women are. Ms Pao may still have been reeling from her loss in court. At any rate, the policy was universally panned, not just at Reddit, but on other social media and the regular media. It probably led to her exit from Reddit. I believe the policy has since been rescinded. I'm not sure if salaries at Reddit were disclosed within the company or not. This would have been a good example for the book.

The author does emphasize flexibility. There is no one size fits all solution. For example, I'm a CPA who does taxes. The policy on vacations would have to be modified. January 1-April 15, no extended vacations other than medical or death in the family. The rest of the year, the schedule is much more flexible. That's what I like about this book. It doesn't attempt to impose a solution. It suggests a solution, and leaves it to the individual companies to implement it, realizing that it may not work for everyone. All in all, a good book.

1 of 1 people found the following review helpful. I like that this one book has really brought out some ...

By Robert Kirk I like that this one book has really brought out some of the most striking and different ideas in business. The author does a very good job of combining them in one book and makes it feel fresh. Some of the ideas have been around for some time, like and Zappos, but nonetheless, they are great ideas to help you evaluate your own company and whether it is keeping up with the times.

“Makes a provocative case that you should put customers second, close open offices, and ditch performance appraisals.” —Adam Grant, best-selling author of *Originals*

“Under New Management is a lively, provocative must-read.” —Whitney Johnson, author of *Disrupt Yourself*

Why accepted management practices don't work — and how innovative companies are changing the rules

Should your employees know each other's salaries? Is your vacation policy harming productivity? Does your hiring process undermine your team? David Burkus argues that the traditional management playbook is full of outdated, counterproductive practices, and he reveals how the alternative management revolution has already started at companies like Netflix, Zappos, Google, and others. Burkus investigates behind their office doors to show how these companies are reevaluating and reinventing the most basic management principles, like hiring, firing, vacation policy, and even office floor plan, and enhancing their business's success as a result.

“Is your company ready for a radical departure from twentieth-century management standards? David Burkus has collected the stories of dozens of companies that are standing the old rules on their heads. Even better, Burkus shows how you can do it, too.” —Daniel H. Pink, best-selling author of *Drive* and *To Sell Is Human*

If you are going to read one book on being a better manager in the next year, start here. David Burkus has assembled the most practical research

and provocative ideas into an incredibly quick read.”—Tom Rath, best-selling author of *StrengthsFinder 2.0*

"Is your company ready for a radical departure from 20th-century management standards and a bold move into a new approach? In *UNDER NEW MANAGEMENT*, David Burkus has collected the stories of dozens of companies that are making this journey. They're standing the old rules on their heads and running their businesses with refreshing amounts of transparency and autonomy. Even better, Burkus shows how you can do it, too." — Daniel H. Pink, bestselling author of *DRIVE* and *TO SELL IS HUMAN* "I can't stop raving about *Under New Management* to friends and colleagues. If you are going to read one book on being a better manager in the next year, start here. David Burkus has assembled the most practical research and provocative ideas into an incredibly quick read." — Tom Rath, bestselling author of *STRENGTHS FINDER 2.0* "Under New Management, Burkus hauls 20th-century management ideas to the scrap heap while revealing counterintuitive practices that will drive organizational performance in the back half of the 21st century. And like any good manager, he under-promises, and over-delivers. *Under New Management* is a lively, provocative, must read." — Whitney Johnson, *Thinkers50*, *World's Most Influential Management Thinkers*, author of *DISRUPT YOURSELF: PUTTING THE POWER OF DISRUPTIVE INNOVATION TO WORK*. "David Burkus challenges established management principles and reveals the counterintuitive practices that really drive organizational performance. *Under New Management* makes a provocative case that you should put customers second, close open offices, and ditch performance appraisals." — Adam Grant, Wharton professor and *New York Times* bestselling author of *GIVE AND TAKE* and *ORIGINALS* "Under New Management dares us to rethink some of our most closely held assumptions about management — should we fire managers? Pay people to quit? Celebrate departures? Burkus masterfully questions so-called "best practices" and illustrates how today's leading companies are unleashing human talent. If you want to stay ahead in the new game of work, read this book!" — Liz Wiseman, bestselling author of *MULTIPLIERS* and *ROOKIE SMARTS* "Seinfeld, perpetual screw-up George Constanza eventually realized that since every impulse he had turned out to be wrong, if he simply did the opposite he would succeed. In David Burkus' brilliant follow-up to *Myths of Creativity*, he proves (with data!) just how well that same bit of logic applies to modern management. Get rid of your email, open offices, and performance reviews. Let people take vacation whenever they want, and pay them to quit. If what you're doing isn't working, Burkus will show you what does." — Heidi Grant Halvorson, bestselling author of *NO ONE UNDERSTANDS YOU AND WHAT TO DO ABOUT IT*