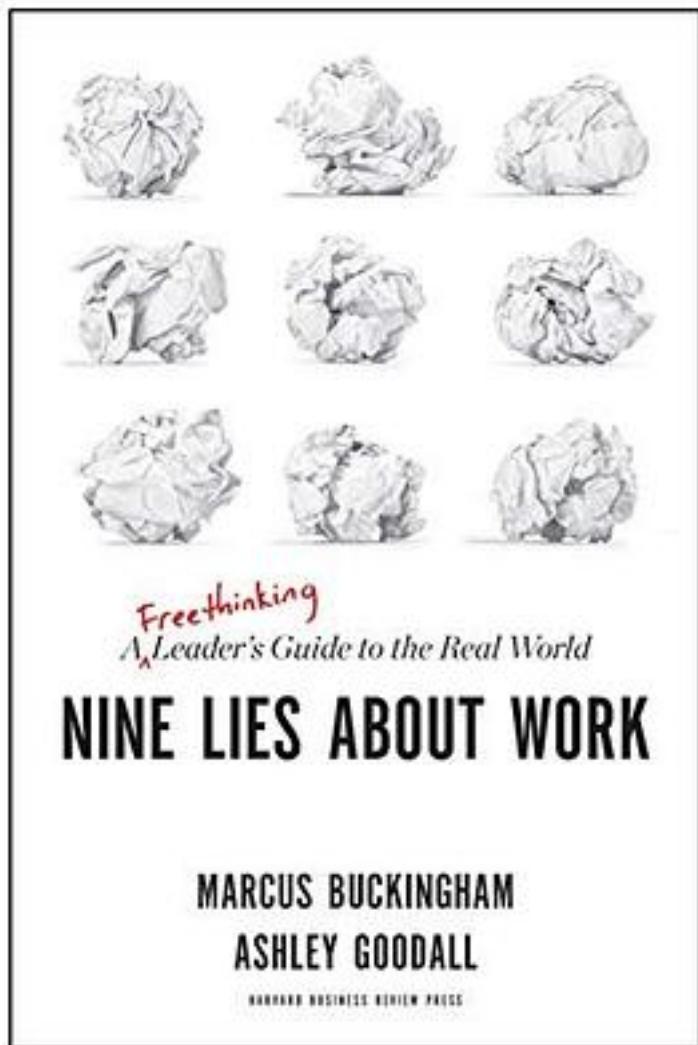


# Nine Lies About Work



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著者:Marcus Buckingham

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Forget what you know about the world of work

You crave feedback. Your organization's culture is the key to its success. Strategic planning is essential. Your competencies should be measured and your weaknesses shored up. Leadership is a thing.

These may sound like basic truths of our work lives today. But actually, they're lies. As strengths guru and bestselling author Marcus Buckingham and Cisco Leadership and Team Intelligence head Ashley Goodall show in this provocative, inspiring book, there are some big lies--distortions, faulty assumptions, wrong thinking--that we encounter every time we show up for work. Nine lies, to be exact. They cause dysfunction and frustration, ultimately resulting in workplaces that are a pale shadow of what they could be.

But there are those who can get past the lies and discover what's real. These freethinking leaders recognize the power and beauty of our individual uniqueness. They know that emergent patterns are more valuable than received wisdom and that evidence is more powerful than dogma.

With engaging stories and incisive analysis, the authors reveal the essential truths that such freethinking leaders will recognize immediately: that it is the strength and cohesiveness of your team, not your company's culture, that matter most; that we should focus less on top-down planning and more on giving our people reliable, real-time intelligence; that rather than trying to align people's goals we should strive to align people's sense of purpose and meaning; that people don't want constant feedback, they want helpful attention.

This is the real world of work, as it is and as it should be. *Nine Lies About Work* reveals the few core truths that will help you show just how good you are to those who truly rely on you.

作者介绍:

Marcus Buckingham is a global researcher and thought leader focused on unlocking people's strengths, increasing their performance, and pioneering the future of how people work. He is head of all people and performance research at the ADP Research Institute and the author of several bestselling books, including *StandOut 2.0: Assess Your Strengths, Find Your Edge, Win at Work* (Harvard Business Review Press).

Ashley Goodall is Senior Vice President of Leadership and Team Intelligence at Cisco. Previously he was Director and Chief Learning Officer, Leader Development, at Deloitte. He is the coauthor, with Marcus Buckingham, of two Harvard Business Review cover stories, "Reinventing Performance Management," in April 2015 and "The Feedback Fallacy," in March/April 2019.

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标签

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万维钢推荐

评论

跟着万老师读的第三本书。终于读完了，不，是听完了，感谢audible。再读一遍吧，易读易懂。尤其说feedback那章，不得不说feedback skill已经over rated啦。

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九个工作谎言

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强烈推荐给我老板！！！！！！

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逻辑清晰，有理有据有干货。

would have given it 6 stars if i could

这本书讲的是基层领导应该怎样带好一个团队，怎样帮助手下成长。

第一个，这本书的一个关键思想是，现代企业通用的各种管理方法，与其说是为了提高工作效率和增加企业效益，不如说是为了方便高层“管”员工——这个“管”是管制的管。高层希望所有员工都是一个模子制造出来的，而这纯粹因为领导人的思维简单，他理解不了复杂的世界。那些制度等于是压迫员工。

第二点，这本书充满了“以人为本”的思想。公司不应该是“用”员工的地方，而应该是培养员工的地方，公司应该像对待球星一样对待自己的员工。

以详实的数据和逻辑，回答了一个困惑我已久的问题——「公司内部每天那么多人忙活的事情真的有价值有效益吗？有为公司的发展贡献力量吗？还是仅仅只是瞎忙活？」答案大概会出乎意料——No! 事实是：1. 人们更在乎所在团队，而非公司。2. 最好的信息和情报才能取得胜利，而非计划。3. 工作的动力是意义，而非目标。4. 最好的人才是专才（极端优秀），而非通才。5. 人们需要的是关注，而非反馈。6. 可靠的评价基于体验，而非互评。7. 每个人都有潜力，而非一分为二。8. 工作最重要的是热爱，而非工作与生活平衡。

看完理了一张思维导图，有些点确实给我一些启发。

哈哈一针见血 耿直boy了

本地化的个性和全局化的共性之间存在矛盾。与其提供目标，不如提供意义；与其提供计划，不如提供信息；有关注远远好于不关注；正面反馈显著好于负面反馈。

管理不是一个抽象的概念，而是与有血有肉的人打交道。

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# 书评

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