

First Break All the Rules

**Marcus Buckingham and Curt Coffman
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The contents of the book are based on 25 years of research, more than one million employee interviews across 2500 business units and 24 companies. Over one hundred million questions were asked.

Measuring the strength of a workplace – the twelve questions

Measuring the core elements needed to attract, focus and keep the most talented employees. (see Exhibit A)

What great managers know:

“People don’t change that much.
Don’t waste time trying to put in what was left out.
Try to draw out what was left in.
That is hard enough.”

The Four Keys:

Select a Person	select for talent, not simply experience, intelligence or determination
Set Expectations	define the right outcomes, not the right steps
Motivate the Person	focus on strengths, not on weaknesses
Develop the Person	help them find the right fit, not simply the next rung on the ladder

Excerpts from the Four Keys:

Talent defined by the great managers – “a recurring pattern of thought, feeling or behavior that can be productively applied”

Safety, Accuracy, and Standards still rule.

Break the golden rule. Spend the most time with your best people.

Devise a support system.

Find a complimentary partner.

Great managers create a safety net.

Interviewing:

- 1) Make sure the talent interview stands alone, 2) Ask a few open-ended questions and then try to keep quiet, 3) Listen for specifics, 4) Clues to Talent: a) rapid learning, b) satisfactions

Performance Management:

- 1)Keep it simple, 2) Frequent, 3)Focused on the Future, 4) Self-tracking

Master Keys:

Keep the Focus on the Outcomes - Find a way to rank, rate or count as many outcomes as possible. Measurement is the key.

Value World Class Performance in Every Role

Study Your Best

Teach the Language of Great Mangers