

Work Rules By Laszlo Bock

Work Rules By Laszlo Bock Work Rules by Laszlo Bock have revolutionized modern workplace culture by emphasizing the importance of human-centric management, fostering trust, and unlocking employee potential. As the former Senior Vice President of People Operations at Google, Laszlo Bock implemented innovative practices that transformed Google into one of the most admired workplaces globally. His insights, compiled in his bestselling book "Work Rules! Insights from Inside Google That Will Transform How You Live and Lead," provide practical strategies for building a productive, engaging, and fulfilling work environment. This article explores the core principles of work rules by Laszlo Bock, highlighting how organizations can apply these lessons to achieve extraordinary results.

The Philosophy Behind Work Rules by Laszlo Bock Laszlo Bock's approach centers on treating employees as valuable assets rather than just costs. His philosophy advocates for creating a culture of transparency, trust, and continuous improvement. Bock believes that when employees are empowered, respected, and aligned with organizational goals, they perform at their best. His work rules are designed to foster this environment, emphasizing principles such as data-driven decision-making, fairness, and innovation.

Key Principles of Work Rules by Laszlo Bock

- 1. Hire the Right People** One of Bock's fundamental rules is that hiring is the most critical determinant of organizational success. Focus on talent and cultural fit: Prioritize candidates who demonstrate intelligence, curiosity, and adaptability, alongside alignment with core values. Use structured interviews: Implement behavioral interview techniques to assess candidates' problem-solving skills and cultural fit. Reduce bias: Use data and structured processes to minimize unconscious bias in hiring decisions.
- 2. Empower Employees** Bock emphasizes giving employees autonomy and ownership over their work. Trust your team: Avoid micromanagement and encourage independence. Provide clarity: Set clear expectations and goals, then let employees figure out how to achieve them.
- 2 Encourage innovation:** Allow employees to experiment, take risks, and learn from failures.
- 3. Create a Culture of Transparency** Transparency fosters trust and engagement. Open communication: Share company performance, challenges, and successes regularly. Accessible leadership: Encourage leaders to be approachable and receptive to feedback. Data-driven decisions: Use data to inform policies and recognize areas for improvement.
- 4. Recognize and Reward Performance** Motivating employees requires acknowledgment and appreciation. Frequent feedback: Provide real-time, constructive feedback rather than waiting for annual reviews. Celebrate achievements: Recognize both individual and team successes publicly. Fair compensation: Ensure rewards are equitable and aligned with performance.
- 5. Focus on Employee Development** Continuous learning is vital for maintaining engagement and growth. Provide development

opportunities: Offer training, mentorship, and stretch assignments. Encourage curiosity: Foster a culture where questions and learning are valued. Monitor progress: Regularly review development plans and adjust as needed. Implementing Work Rules in Your Organization Applying Bock's work rules requires deliberate effort and cultural change. Here are practical steps to incorporate these principles into your workplace: Assess Your Current Culture Begin by understanding existing strengths and areas for improvement. Conduct employee surveys to gauge engagement levels and perceptions of leadership. Analyze hiring processes and onboarding procedures. 3 Review communication channels and transparency practices. Redesign HR and Management Practices Align policies with the principles of trust, fairness, and development. Implement structured interviews and standardized evaluation criteria. Develop clear performance metrics and feedback systems. Offer training for managers on coaching and empowering teams. Cultivate a Culture of Trust Build an environment where employees feel safe, valued, and motivated. Encourage open dialogue and active listening. Share organizational goals transparently and involve employees in decision-making. Recognize and address issues promptly and fairly. Leverage Data for Continuous Improvement Use analytics to inform policies and monitor progress. Track engagement and turnover rates. Assess the effectiveness of training and development programs. Identify patterns that can guide future initiatives. The Impact of Work Rules by Laszlo Bock Organizations that adopt Bock's work rules often experience measurable benefits: Enhanced Employee Engagement: Employees feel more connected and committed when they are trusted and valued. Increased Productivity: Autonomy and clear expectations lead to higher performance levels. Lower Turnover: A positive culture reduces attrition and associated costs. Innovation and Creativity: Empowered employees are more likely to experiment and develop novel ideas. Reputation as an Employer: Companies known for fairness and development attract top talent. Challenges and Considerations While Bock's work rules are impactful, implementing them requires overcoming certain challenges: 4 Resistance to Change: Leaders and employees accustomed to traditional hierarchies may resist new practices. Consistency: Maintaining transparency and fairness consistently across all levels can be complex. Measurement: Quantifying cultural shifts and employee satisfaction requires robust metrics. Addressing these challenges involves strong leadership commitment, ongoing communication, and a willingness to iterate and improve. Conclusion: Transforming Your Workplace with Laszlo Bock's Principles Work rules by Laszlo Bock serve as a blueprint for cultivating a high-performing, innovative, and human-centered workplace. By focusing on hiring the right talent, empowering employees, fostering transparency, recognizing achievements, and investing in development, organizations can unlock the full potential of their teams. While implementing these principles demands effort and cultural shifts, the long-term benefits—such as increased engagement, productivity, and retention—are well worth the investment. Leaders who embrace Bock's insights can transform their organizations into places where people thrive, innovate, and drive sustained success. Question Answer What are the core principles of 'Work Rules!' by Laszlo Bock? The book emphasizes principles such as prioritizing employee happiness, creating a culture of trust, data- driven decision making, and

fostering transparency to drive organizational success. How does Laszlo Bock suggest improving employee engagement in 'Work Rules!?' Bock advocates for giving employees more autonomy, recognizing their achievements, and creating a sense of purpose and meaning in their work to boost engagement. What role does data play in the management strategies outlined in 'Work Rules!?' Data is central to Bock's approach; it is used to make objective decisions about hiring, performance, and workplace policies, ultimately helping to identify what truly works and eliminate biases. According to 'Work Rules!', how important is transparency within a company? Transparency is considered vital; Bock argues that open communication about company goals, decisions, and data builds trust and aligns employees with organizational objectives. What hiring practices does Laszlo Bock recommend in 'Work Rules!?' Bock recommends hiring for potential and cultural fit rather than just skills, using structured interviews, and reducing biases by relying on data-driven assessments. 5 How can organizations implement the principles from 'Work Rules!' to foster a positive workplace culture? Organizations can implement these principles by empowering employees, maintaining transparency, leveraging data for decision-making, and focusing on creating a meaningful and engaging work environment. Work Rules by Laszlo Bock has become a seminal resource in the realm of organizational management and workplace culture. Drawing from his extensive experience as the former SVP of People Operations at Google, Bock distills years of innovative practices and research into actionable insights that can transform the way companies approach employee engagement, productivity, and retention. This guide aims to unpack the core principles of Work Rules by Laszlo Bock, providing a comprehensive analysis that explains the why, how, and what behind his influential philosophies. --- Introduction: The Power of Work Rules In the modern workplace, traditional management practices often fall short in fostering motivation and innovation. Laszlo Bock's Work Rules challenge conventional wisdom by emphasizing the importance of treating employees as intelligent, valued individuals. His approach advocates for transparency, data-driven decision-making, and a culture of continuous improvement. The core idea is simple yet profound: when you create an environment where employees feel trusted, empowered, and engaged, productivity and satisfaction naturally follow. --- The Philosophy Behind Work Rules Human-Centric Management At the heart of Work Rules is a human-centric approach. Bock argues that organizations thrive when they recognize their employees as their most valuable asset. This means moving away from command-and-control tactics towards practices that foster autonomy, mastery, and purpose—all key drivers of intrinsic motivation. Data-Driven Decision Making Another pillar of Bock's philosophy is leveraging data to inform HR policies and workplace practices. Instead of relying on intuition alone, Google's success was largely due to rigorous analysis of employee data, which uncovered what truly motivates and engages workers. Trust and Transparency Bock emphasizes that trust is foundational. Transparent communication about company decisions, performance metrics, and even failures helps build a culture of openness. Employees who understand the "why" behind decisions are more likely to buy into organizational goals. --- Core Principles and Work Rules 1. Hire the Best People and Focus on Talent Density Work Rules advocates for hiring top talent

and continuously raising the bar. Bock notes that having a team of highly capable individuals creates a culture of excellence and fosters peer motivation.

- Focus on talent density rather than headcount.
- Use structured interviews and data to assess candidates objectively.
- Don't settle for "good enough"—aim for the best.

2. Empower Employees to Make Decisions Autonomy is a key factor in fostering innovation. Bock suggests giving employees the freedom to experiment and make decisions without excessive oversight.

- Encourage ownership of projects.
- Reduce unnecessary bureaucracy.
- Trust employees to use their judgment.

3. Create a Culture of Psychological Safety Employees should feel safe to voice ideas, ask questions, and admit mistakes without fear of retribution.

- Promote open dialogue.
- Celebrate failures as learning opportunities.
- Address conflicts constructively.

4. Use Data to Improve Work Environment Google collected and analyzed vast amounts of data to understand what motivates employees and what hampers productivity.

- Conduct regular surveys.
- Use data to identify areas for improvement.
- Experiment with changes and measure results.

5. Recognize and Reward Performance Fairly Recognition fuels motivation. Bock emphasizes that rewards should be transparent, fair, and aligned with organizational values.

- Implement peer recognition programs.
- Tie rewards directly to performance metrics.
- Avoid favoritism and bias.

6. Promote Work-Life Balance Healthy employees are more productive and engaged. Bock advocates for policies that support balance, such as flexible working hours and generous parental leave.

- Provide flexible schedules.
- Encourage taking time off.
- Respect personal boundaries.

7. Foster Continuous Learning and Development Investment in employee growth leads to higher retention and innovation.

- Offer training programs.
- Support career development.
- Encourage skill diversification.

--- Practical Strategies from Work Rules Building a High-Performance Culture

- Define clear values and expectations.
- Lead by example—managers should embody company principles.
- Regularly review team performance and provide constructive feedback.

Implementing Transparent Communication

- Share company metrics openly.
- Hold town halls and Q&A sessions.
- Use internal communication tools effectively.

Leveraging Data and Analytics

- Use people analytics tools to track engagement and turnover.
- Identify patterns and intervene early.
- Make data accessible to managers and employees.

Creating a Positive Employee Experience

- Design workspaces that foster collaboration.
- Provide amenities and resources that support well-being.
- Solicit feedback and act on it.

--- Challenges and Critiques While Work Rules by Laszlo Bock offers compelling insights, implementing these principles can pose challenges:

- Resistance to change within traditional organizations.
- Ensuring data privacy and ethical use of employee data.
- Balancing transparency with confidentiality.
- Maintaining consistency across diverse teams and locations.

It's important for organizations to adapt Bock's principles thoughtfully, considering their unique culture and context.

--- Final Thoughts: Transforming Work Through Principles Work Rules by Laszlo Bock isn't just a collection of policies but a mindset shift. It encourages leaders to view employees as partners rather than mere resources. The emphasis on trust, transparency, and data-driven practices creates a blueprint for building workplaces that are not only productive but also fulfilling for employees. Organizations that embrace these principles can expect to see enhanced engagement, lower

turnover, and a stronger competitive edge. Ultimately, Bock's work underscores that the most successful companies are those that prioritize people, fostering an environment where everyone can thrive. --- References and Further Reading - Bock, Laszlo. Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead. Twelve, 2015. - Google's People Analytics Reports - Work Rules By Laszlo Bock 7 Harvard Business Review articles on workplace culture and management - Additional case studies on innovative HR practices --- By understanding and applying the core ideas of Work Rules by Laszlo Bock, business leaders and HR professionals can cultivate a workplace environment rooted in trust, transparency, and continuous improvement—leading to sustained success and employee fulfillment. Laszlo Bock, Google workplace culture, employee management, HR policies, workplace guidelines, talent acquisition, performance management, employee engagement, leadership strategies, organizational culture

Work Rules! A Joosr Guide To Work Rules! by Laszlo Bock Summary of Laszlo Bock's Work Rules! by Swift Reads Summary of Laszlo Bock's Work Rules! by Swift Reads The Mystery of Collective Intelligence 100 Best Books for Work and Life Jumpstarting Your Career No Hard Feelings Gurus of Human Resource Management (HRM): Today, Yesterday and Tomorrow Creepy Analytics: Avoid Crossing the Line and Establish Ethical HR Analytics for Smarter Workforce Decisions The Talent Manifesto: How Disrupting People Strategies Maximizes Business Results Workforce Management La nueva formula del trabajo / Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead Mastering Communication at Work, Second Edition: How to Lead, Manage, and Influence Security The Public Manager Exception to the Rule: The Surprising Science of Character-Based Culture, Engagement, and Performance The Economist Directory of Corporate Affiliations Laszlo Bock Bokish Ltd Swift Reads Swift Reads George White Todd Sattersten Adam Najberg Liz Fosslien Prof. (Dr) Lalith Kumar Dharavath Salvatore V. Falletta RJ Heckman Laszlo Bock Ethan F. Becker Peter J. Rea Work Rules! A Joosr Guide To Work Rules! by Laszlo Bock Summary of Laszlo Bock's Work Rules! by Swift Reads Summary of Laszlo Bock's Work Rules! by Swift Reads The Mystery of Collective Intelligence 100 Best Books for Work and Life Jumpstarting Your Career No Hard Feelings Gurus of Human Resource Management (HRM): Today, Yesterday and Tomorrow Creepy Analytics: Avoid Crossing the Line and Establish Ethical HR Analytics for Smarter Workforce Decisions The Talent Manifesto: How Disrupting People Strategies Maximizes Business Results Workforce Management La nueva formula del trabajo / Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead Mastering Communication at Work, Second Edition: How to Lead, Manage, and Influence Security The Public Manager Exception to the Rule: The Surprising Science of Character-Based Culture, Engagement, and Performance The Economist Directory of Corporate Affiliations Laszlo Bock Bokish Ltd Swift Reads Swift Reads George White Todd Sattersten Adam Najberg Liz Fosslien Prof. (Dr) Lalith Kumar Dharavath Salvatore V. Falletta RJ Heckman Laszlo Bock Ethan F. Becker Peter J. Rea

from the visionary head of google's innovative people operations comes a groundbreaking inquiry into the philosophy of work and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed we spend more time working than doing anything else in life it's not right that the experience of work should be so demotivating and dehumanizing so says laszlo bock former head of people operations at the company that transformed how the world interacts with knowledge this insight is the heart of work rules a compelling and surprisingly playful manifesto that offers lessons including take away managers power over employees learn from your best employees and your worst hire only people who are smarter than you are no matter how long it takes to find them pay unfairly it's more fair don't trust your gut use data to predict and shape the future default to open be transparent and welcome feedback if you're comfortable with the amount of freedom you've given your employees you haven't gone far enough drawing on the latest research in behavioral economics and a profound grasp of human psychology work rules also provides teaching examples from a range of industries including lauded companies that happen to be hideous places to work and little known companies that achieve spectacular results by valuing and listening to their employees bock takes us inside one of history's most explosively successful businesses to reveal why google is consistently rated one of the best places to work in the world distilling 15 years of intensive worker r d into principles that are easy to put into action whether you're a team of one or a team of thousands work rules shows how to strike a balance between creativity and structure leading to success you can measure in quality of life as well as market share read it to build a better company from within rather than from above read it to reawaken your joy in what you do

in today's fast paced world it's tough to find the time to read but with joosr guides you can get the key insights from bestselling non fiction titles in less than 20 minutes whether you want to gain knowledge on the go or find the books you'll love joosr's brief and accessible ebook summaries fit into your life find out more at joosr.com work is something no one seems to look forward to millions of people around the world dread going to work daily but it doesn't have to be this way google has been doing business in a radically different way since 1998 and what works for them can work for you too with thousands of employees worldwide tech giant google is a company known for having one of the most innovative and productive work atmospheres in the world many have tried to replicate its success and failed but now google's unique methods and strategies have been revealed in work rules you'll get a guided tour of what sets google apart from other companies and why its employees love working there all from the man who knows it better than anyone senior vice president of people operations laszlo bock you will learn " how to manage your company's very best people and your very worst " why managers have too much power " how to hire the best candidates for a job and how to keep them interested

work rules insights from inside google that will transform how you live and lead 2015 by laszlo bock describes the unorthodox

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why are some teams businesses countries and cultures successful and enduring and some not the book describes practical applications of collective intelligence and unlocks the secrets of highly successful teams at all levels in corporations and governments well known companies are analysed and the reasons for their success or decline explained the mystery of collective intelligence proposes a new theory of organizational intelligence explaining how organizational intelligence lies behind ai robotics and the accelerating automation that is revolutionizing industry around the world the book explains how organizations themselves can improve their decision making cultures the mystery of collective intelligence describes the scientific basis for collective decision making and discusses how ethical and socially responsible corporate objectives lead to increased innovation and information sharing which ultimately leads to improved economic success

you already know that books are a valuable resource for learning new skills and gaining better insights in all aspects of your life the challenge is sorting through the thousands of titles published each year and knowing if a particular book will help you 100 best books for work and life is the solution to that problem the selections in 100 best books were chosen by twenty year publishing veteran todd sattersten to help you with both personal and professional pursuits the twenty five chapters in 100 best books are organized by topic to make it easy to find the books that can help you right now and each review provides a comprehensive summary with valuable background information for how its teachings can help in all parts of your life 100 best books for work and life will help you cut through the clutter and discover the books that are worth your time and will enrich your life

the job search process has become depersonalized and discouraging for candidates the anonymous digital application process skews heavily in favor of the employer the ease of filing online and resultant surge in number of applications filed per job means you re more likely than ever before to be ghosted by recruiters and employers jumpstarting your career looks to help you level the playing field in its pages you ll develop perspective on how the system actually works and how you can gain edges in different areas with just a few smart moves and preparation you ll learn to craft your professional narrative and write a

résumé that catches the attention of recruiters follow the author's suggestions and you'll ideally increase your chances of standing out at interviews most importantly though the author's holistic approach to career coaching focuses on getting you comfortable telling your own story selling your own skills and experience passionately credibly once you can do that you're more likely to get noticed and find the kinds of jobs that lead you down the career path you want to take

how do you deal with your emotions at work full of lively illustrations and practical examples to show how you can harness emotions to become more creative collaborative and productive adam grant author of originals we all know what it's like to feel overwhelmed with emotions at work everything from jealousy to insecurity anxiety to straight up panic and there's no field guide to coping with them well but we also know that ignoring or suppressing what you feel hurts your health happiness and productivity this book will help you figure out how to express your emotions productively in order to be both happier and more effective at work drawing on behavioural economics and psychology no hard feelings will show you how to bring your best self to work every day a must read susan cain author of quiet

discover how to develop and implement an hr analytics system that benefits employees as well as your organization the potential of hr analytics is a major discussion among scholars practitioners thought leaders and technology vendors with companies like amazon apple google and meta digging deeply into hr research and analytics practices that extend beyond simple metrics scorecards and reporting additionally ethical questions have begun to arise about the potential abuses of hr analytics with respect to technological advancements and the datafication of personal and often trivial characteristics preferences and behaviors that have little relevance to job performance as a former chief human resources officer head of global hr research and analytics at a fortune 100 and thought leader on this subject salvatore falletta has witnessed first hand the emergence of creepy analytics as a hot button issue in this one of a kind guide falletta delivers a proven step by step process for establishing hr analytics capabilities that serve employees and organizations alike you'll learn how to rethink and redefine hr analytics determine stakeholder requirements gather and transform data communicate intelligence results and establish an ethical ecosystem to ensure hr analytics remains a force for good

rethink everything you know about managing talent in today's disruptive landscape a vice chairman at korn ferry kf the world's largest talent advisory and executive search firm rj heckman has helped many of today's most successful companies develop talent management strategies that ensure corporate success through good times and bad now he shares his breakthrough methods with you the talent manifesto reveals proven talent strategies and innovative recruiting and retainment methods gleaned from nearly three decades of consulting with the world's leading organizations heckman identifies the most common

pitfalls in hr today and delivers an actionable program for avoiding them he shows how to generate reliable data and use it to make the best decisions he reveals all the game changing hr strategies at your disposal and how to use them to drive superior business performance as organizations across industries experience faster cycles of disruptive change one factor looms above all others as a portent of their future success whether they can recruit develop and retain top talent better and faster than their competitors with the talent manifesto you have everything you need to redesign your hr strategies reshape perception of talent management and measurably contribute to your organization s ability to compete now and in the future

el vicepresidente sénior de gestión de personas de google revela por primera vez una fórmula de trabajo que se ha convertido en leyenda global pasamos más tiempo trabajando que haciendo cualquier otra cosa no resulta lógico que el trabajo resulte una experiencia desmotivadora y poco humana esta la opinión de laszlo bock responsable de gestión de personas de una empresa tan revolucionaria como google esta idea es el eje de la nueva fórmula del trabajo un manifiesto rompedor acerca de nuestra capacidad para cambiar la forma en la que trabajamos y vivimos bock proporciona ejemplos de un gran abanico de empresas que consiguen unos resultados espectaculares porque valoran y escuchan a sus empleados asimismo nos introduce en el interior de google para explicar por qué se encuentra siempre entre los mejores lugares para trabajar y aporta unos principios sorprendentes y contraintuitivos que son sencillos de implementar tanto si usted trabaja solo como si dirige un equipo de miles de personas rompiendo las pautas de la gestión convencional algunas de las lecciones que ofrece son despoje de poder a los directivos y déselo a los empleados aprenda de sus mejores personas pero también de las peores contrate solo a personas que sean más inteligentes que usted cueste lo que cueste páguelos de forma injusta es más justo no confíes en tu instinto utiliza datos para predecir y dar forma al futuro sea transparente y dispuesto a recibir comentarios si te sientes cómodo con la cantidad de libertad que le has dado a tus empleados no has ido lo suficientemente lejos la crítica opina el libro de laszlo bock constituye una revelación única es al mismo tiempo un paseo por las interioridades de unas de las organizaciones con más talento del mundo y un mapa para desarrollar una cultura basada en la creatividad cada emprendedor líder directivo estudiante cada persona que quiera saber cómo se construye un entorno de éxito cohesionado y de alto rendimiento debería disponer de una copia daniel coyle autor de el pequeño libro del talento bock desvela unas políticas muy poco tradicionales capaces de transformar radicalmente cualquier tipo de negocio con una mirada directa y basa en resultados de los entornos laborales de hoy en día indra k nooyi presidenta y consejera delegada de pepsico english description from the visionary head of google s innovative people operations comes a groundbreaking inquiry into the philosophy of work and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed we spend more time working than doing anything else in life it s not right that the experience of work should be so demotivating and dehumanizing so says laszlo bock former head of people operations at the company that transformed how the world interacts with

knowledge this insight is the heart of work rules a compelling and surprisingly playful manifesto that offers lessons including take away managers power over employees learn from your best employees and your worst hire only people who are smarter than you are no matter how long it takes to find them pay unfairly it s more fair don t trust your gut use data to predict and shape the future default to open be transparent and welcome feedback if you re comfortable with the amount of freedom you ve given your employees you haven t gone far enough drawing on the latest research in behavioral economics and a profound grasp of human psychology work rules also provides teaching examples from a range of industries including lauded companies that happen to be hideous places to work and little known companies that achieve spectacular results by valuing and listening to their employees bock takes us inside one of history s most explosively successful businesses to reveal why google is consistently rated one of the best places to work in the world distilling 15 years of intensive worker r d into principles that are easy to put into action whether you re a team of one or a team of thousands work rules shows how to strike a balance between creativity and structure leading to success you can measure in quality of life as well as market share read it to build a better company from within rather than from above read it to reawaken your joy in what you do

the classic international bestseller updated for the hybrid work world including a new chapter on virtual communication excellent communicating skills have always been crucial to success in leadership and management roles and that s one of the reasons the first edition of this book mastering communication at work has been an international bestseller taught at universities and referred to by leading ceos in the years since it was first published it s been the go to communication playbook helping leaders develop strategic responses and communication tactics with clear actionable advice what s changed in the last ten years well nothing and everything the fundamentals of effective communication are the same as are many of the challenges leaders face generation after generation you still need to match your listener s tendency and validate and you still need to guard against defensiveness what has changed is how some of the fundamentals and challenges are applied and met in today s world both real and virtual in remote and on site working environments mastering communication at work 2nd edition features an essential new chapter on remote team communication along with additional content on equitable leadership and updated case studies throughout you ll find practical hands on advice and strategies that can help you reach your potential when preparing for big conversations and important presentations help you reduce everyday stress and improve your organization s performance at every level

the antidote to navigating turbulent times isn t more rules it is timeless virtue that creates sustainable value thoughtful leaders are keenly aware of the enormous challenge they face to drive high performance in a world that continues to ratchet up pressure and uncertainty some leaders respond by getting tough and establishing strict rules they get people in line but they

don't inspire excellence wise leaders on the other hand help their people practice character to navigate their way through the turbulence without lowering performance expectations as a result their people are more reliable under pressure exception to the rule links ancient wisdom with contemporary science on high performance teamwork and engagement building an organizational culture based on classical virtues of trust compassion courage justice wisdom temperance and hope is both strategically smart and a better way to live exception to the rule walks you through the steps of helping everyone in your organization focus on character defined by virtue the word virtue means excellence which is why each one is essential to help people perform at a high level despite uncertainty and pressure under character based leadership teams work better together creativity flourishes and engagement increases the most powerful idea of exception to the rule is this character defined by virtue is not based on birthright it can be learned and practiced everyone can develop habits to become better than they were while character cannot be legislated character can be cultivated as virtue proves its value the culture you have can evolve into the culture you need

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