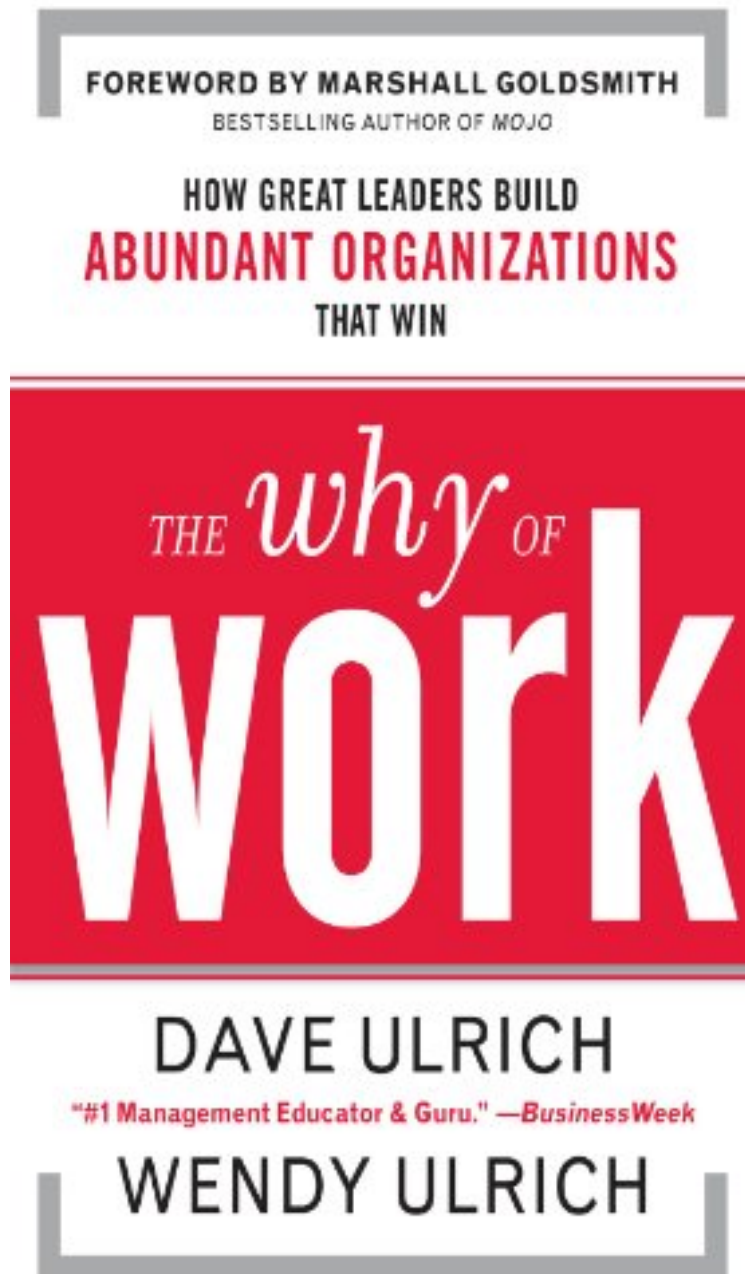


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The Why of Work: How Great Leaders Build Abundant Organizations That Win

David Ulrich, Wendy Ulrich, Marshall Goldsmith
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David Ulrich, Wendy Ulrich, Marshall Goldsmith : The Why of Work: How Great Leaders Build Abundant Organizations That Win

before purchasing it in order to gauge whether or not it would be worth my time, and all praised *The Why of Work: How Great Leaders Build Abundant Organizations That Win*:

1 of 1 people found the following review helpful. An inspired and passionate call to action, but a bit too optimistic
By SteveNJ - Management Psychologist
"The Why of Work" contains a message that many in Corporate America (and elsewhere) need to hear. It covers the full range of employee engagement and intrinsic motivation factors that drive a large number of positive organizational outcomes (e.g., productivity, morale, creativity, retention, wellness, etc.). For readers who "get it" (and there are many, judging from the percentage of reviewers who gave this book five stars) the authors' prescriptions for what ails organizations are spot on. However, many hard-nosed executives who most need to hear this message will be put off by the authors' idealistic and faith-based advice. It comes across as a too-good-to-be-true "heaven on earth", especially during these tough economic times. The authors' impassioned call for "abundance" in the workplace emphasizes the positive side of human nature, but discounts the negative side. Life contains too much psychological and emotional pain inflicted both intentionally and unintentionally to ignore. There's a grain of truth in the well-known saying about the people who play a significant role in our life: "you can't live with them, but you can't live without them". In terms of the workplace, the Dilbert cartoon series by Scott Adams makes this painfully, albeit humorously, clear. As a professional consultant to leaders and their teams over the past 20+ years, I've often encountered a range of subtle and not-so-subtle negative human behaviors that undermine attempts to achieve abundance and often lead to the opposite. In those situations, I help leaders identify and act on realistic goals that move them and their organization toward abundance, knowing that its full achievement is not possible and that there will be a lot of back-sliding along the way. So the capacity for forgiveness and reconciliation are essential for overcoming the inevitable anger, frustration, ambivalence, and disappointment that all too often surface in the workplace. These capacities, when combined with the psychology of abundance, provide a balanced roadmap for an engaging workplace. That may be the most important take-away from Dave and Wendy Ulrich's inspiring call-to-action.
3 of 3 people found the following review helpful. 7 Questions That we all should ask ourselves.
By Chester Elton
Dave and Wendy Ulrich have produced not just a guide for becoming a better leader and organization but they have created a way for all of us to ask 7 core questions of ourselves on our journey to a more abundant life. The key highlight for me early in the book is when it is written that "When we find meaning in our work, we find meaning in Life". It was then that I realized that this was not just another book that will help me find better balance in my work but in my life. We do spend more time at work than anywhere else and to think that the two can be managed separately is crazy! This book brings the two together in a meaningful and thoughtful way. Wrapped around 7 key questions makes the book an easy read and perfect road map to happier work and a more meaningful relationships in and out of work. My favorite question is "What Delights Me?". What a wonderful way to identify what we really value and what makes us happy. I recommend it for reading by business leaders, future business leaders and anyone looking for a more meaningful and abundant life!
Well done Dave and Wendy and thank you.
Chester Elton
2 of 2 people found the following review helpful. I did not enjoy this book
By Lou L.
I did not enjoy this book. The individuals have a lot of real world experience, but their suggestions do not seem to translate well into real world applications. It seemed like a lot of "perfect world" scenarios, which we all know doesn't exist in the daily grind. There are some valuable take aways, but all in all I did not find this helpful in running a business.

THE NEW YORK TIMES, WALL STREET JOURNAL, AND USA TODAY BESTSELLER! ADVANCE PRAISE FOR THE WHY OF WORK: "Principled, timely, and engaging, *The Why of Work* teaches that building a culture of abundance and common purpose is essential to organizational success."--Stephen R. Covey, bestselling author of *7 Habits of Highly Effective People* "Will have a major impact on how individuals shape their attitude to work, how organizations create abundant cultures, and how leaders turn personal meaning into public good."--Jigmi Y. Thinley, Prime Minister of Bhutan "The Why of Work shows a better, different way to build and lead organizations. It is an insightful guide to how leaders can infuse meaning into their organizations."--Jeffrey Pfeffer, Professor, Stanford Graduate School of Business and author of *Power: Why Some People Have It and Others Don't* "This book brings the question 'why' to the place in which we spend most of our adult lives, giving us insightful tools to help make a meaningful difference in people's lives."--Don Hall, Jr., president and CEO, Hallmark Cards, Inc. "This is a must read for anyone who works, leads others at work, or works to build a supportive environment."--Beverly Kaye, founder/CEO, Career Systems International, and coauthor of *Love 'Em or Lose 'Em: Getting Good People to Stay* "The Why of Work opens the door to significant employee engagement. The alignment between company values and those of customers and communities can indeed give employees a sense of purpose while delivering great results to customers!"--Paula S. Larson, Chief HR Officer, Invesys "Blackstone has proved that finding superior leaders produces superior results. Dave Ulrich has brought this thinking to a new level at Blackstone. Every private equity investor and senior manager must read this book."--James Quella, Senior Operating Partner, The Blackstone Group
According to studies, we all work for the same thing--and it's not just money. It's meaning. Through our work, we seek a sense of purpose, contribution, connection, value, and hope. Digging down to the meaning of work taps our

resilience in hard times and our passion in good times. That's the simple but profound premise behind this groundbreaking book by renowned management expert Dave Ulrich and psychologist Wendy Ulrich. They've talked to thousands of people--from rank-and-file workers to clients and customers to top-level executives--and synthesized major disciplines to identify the "why" behind our most successful experiences. Using the model of the "abundant organization," they provide you with the "how" to create meaning and value in your own workplace. Learn how to: Ask the seven questions that drive abundance Understand the needs of your customers and staff Personalize the work to motivate your employees Build and grow your business in any economy By following the Ulrichs' step-by-step guidelines, you will set off a chain reaction of positive and enduring effects. Employees who find meaning in their work are more competent, committed, and eager to contribute; and their contribution will result in increased customer commitment, which delivers a winning performance on the bottom line. The Why of Work includes targeted checklists, questionnaires, and other useful tools to help you turn aspirations into action. Using the proven principles of abundance, you can coordinate your needs with those of your employers, your employees, and your customers--and create a vision that resonates for years to come. When you understand why we work, you know how to succeed.

From Booklist The authors, a consultant and a psychologist, set out to help leaders (within and outside organizations) understand the meaning and purpose of work. We learn that as employees find meaning in their efforts, they contribute to creating value for customers, investors, and communities; hence, finding meaning is good for business. The Ulrichs offer seven disciplines, each with a unique perspective, that leaders can use to build meaning in their organizations or personally, identifying these disciplines with extensive interviews of a wide range of individuals, through training programs for numerous executives and human resource professionals, and by researching academic sources on meaning and living well. These seven disciplines include positive psychology, social responsibility, and employee engagement. This book is an infomercial and handbook for the authors' teaching/consulting efforts and they emphatically conclude that meaning matters for good business, but also "for the hearts and souls of millions of people who get up and go to work every day." --Mary Whaley From the Back Cover Before you ask, "Why aren't my employees working harder?" . . . ask yourself, "Why are my employees working?" ADVANCE PRAISE FOR THE WHY OF WORK ""Principled, timely, and engaging, The Why of Work teaches that building a culture of abundance and common purpose is essential to organizational success."" -- Stephen R. Covey, bestselling author of 7 Habits of Highly Effective People ""Will have a major impact on how individuals shape their attitude to work, how organizations create abundant cultures, and how leaders turn personal meaning into public good."" -- Jigmi Y. Thinley, Prime Minister of Bhutan ""The Why of Work shows a better, different way to build and lead organizations. It is an insightful guide to how leaders can infuse meaning into their organizations."" -- Jeffrey Pfeffer, Professor, Stanford Graduate School of Business and author of Power: Why Some People Have It--and Others Don't ""This book brings the question 'why' to the place in which we spend most of our adult lives, giving us insightful tools to help make a meaningful difference in people's lives."" -- Don Hall, Jr., president and CEO, Hallmark Cards, Inc. ""This is a must read for anyone who works, leads others at work, or works to build a supportive environment."" -- Beverly Kaye, founder/CEO, Career Systems International, and coauthor of Love 'Em or Lose 'Em: Getting Good People to Stay ""Breaks new ground. . . . Going beyond competence and commitment to create abundance at work could be the next frontier for leaders."" -- Paul Humphries, EVP Human Resources, Flextronics ""The Why of Work opens the door to significant employee engagement. The alignment between company values and those of customers and communities can indeed give employees a sense of purpose while delivering great results to customers!"" -- Paula S. Larson, Chief HR Officer, Invensys ""Blackstone has proved that finding superior leaders produces superior results. Dave Ulrich has brought this thinking to a new level at Blackstone. Every private equity investor and senior manager must read this book."" -- James Quella, Senior Operating Partner, The Blackstone Group According to studies, we all work for the same thing--and it's not just money. It's meaning. Through our work, we seek a sense of purpose, contribution, connection, value, and hope. Digging down to the meaning of work taps our resilience in hard times and our passion in good times. That's the simple but profound premise behind this groundbreaking book by renowned management expert Dave Ulrich and psychologist Wendy Ulrich. They've talked to thousands of people--from rank-and-file workers to clients and customers to top-level executives--and synthesized major disciplines to identify the "why" behind our most successful experiences. Using the model of the "abundant organization," they provide you with the "how" to create meaning and value in your own workplace. Learn how to: Ask the seven questions that drive abundance Understand the needs of your customers and staff Personalize the work to motivate your employees Build and grow your business in any economy By following the Ulrichs' step-by-step guidelines, you will set off a chain reaction of positive and enduring effects. Employees who find meaning in their work are more competent, committed, and eager to contribute--and their contribution will result in increased customer commitment, which delivers a winning performance on the bottom line. "The Why of Work" includes targeted checklists, questionnaires, and other useful tools to help you turn aspirations into action. Using the proven principles of abundance, you can coordinate your needs with those of your employers, your employees, and your customers--and create a vision that resonates for years to come. When you understand why we work, you know how to succeed. Dave Ulrich, PH.D., is a professor of business at the Ross School

of Business, University of Michigan, and cofounder of The RBL Group. He has written 23 books that cover topics in HR, leadership, and organization; he serves on the Board of Directors for Herman Miller and the Board of Trustees of Southern Virginia University; and he is a Fellow of the National Academy of Human Resources. Wendy Ulrich, Ph.D., M.B.A., has been a practicing psychologist for over 20 years. She is the founder of Sixteen Stones Center for Growth, which offers seminar-retreats on creating abundance and meaning, and she has authored two books on personal change.

About the Author About the Authors Dave Ulrich's work passion has been how to build organization capabilities (systems, processes, cultures) that create value to multiple stakeholders, then to help leaders build intangible value in organizations. Working with over half of the Fortune 200 and with companies throughout the world, he provides seminars, writes books, and coaches leaders to build sustainable organizations by turning customer and investor expectations into personal and organizational actions. He helps leaders move beyond employee engagement to helping employees find real meaning from work. He is a professor of business at the Ross School of Business, University of Michigan and co-founder of The RBL Group. He has written 15 books covering topics in HR and Leadership; is currently on the Board of Directors for Herman Miller; is a Fellow in the National Academy of Human Resources; and is on the Board of Trustees of Southern Virginia University. Wendy Ulrich, Ph.D., has been a psychologist in private practice in Michigan for over twenty years. She is founder of Sixteen Stones Center for Growth in Utah, offering seminar-retreats on abundance. Their work with organizations and individuals intersects at helping people find meaning at work. Dave works to rethink and redefine how organizations work and Wendy works to help individuals rethink and redefine their own lives. At the same time, they are committed to the importance of the organization's responsibility to shareholders and investors as they respond to external conditions.