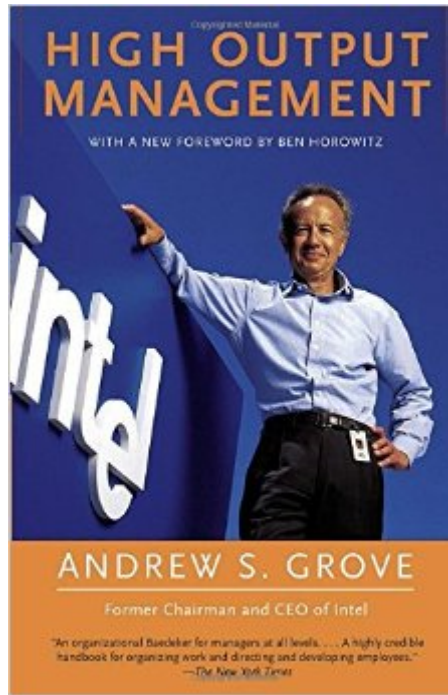


The book was found

High Output Management



Synopsis

The essential skill of creating and maintaining new businessesâthe art of the entrepreneurâcan be summed up in a single word: managing. In *High Output Management*, Andrew S. Grove, former chairman and CEO (and employee number three) of Intel, shares his perspective on how to build and run a company. Born of Groveâs experiences at one of Americaâs leading technology companies, this legendary management book is a Silicon Valley staple, equally appropriate for sales managers, accountants, consultants, and teachers, as well as CEOs and startup founders. Grove covers techniques for creating highly productive teams, demonstrating methods of motivation that lead to peak performanceâthroughout, *High Output Management* is a practical handbook for navigating real-life business scenarios and a powerful management manifesto with the ability to revolutionize the way we work.

Book Information

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Customer Reviews

High Output Management provides a comprehensive overview of a manager's role and purpose. The book focuses around a central thesis that a manager's objective is to increase the output of the work of those below and around him. A manager should therefore choose high-leverage activities that have a multiplicative impact on the overall output of his subordinates and peers. For example, providing clear direction to a team may only require a small amount of the manager's time, but yields tremendous value in terms of the output of the team. This book is great for both new and experienced managers since it provides valuable frameworks and strategies for all kinds of common

managerial tasks. Below are the core topics covered in this book:*

- * Delegation - In order to maximize leverage, a manager needs an optimal number of subordinates to whom he can delegate to. Successful delegation provides lots of leverage, whereas poor delegation ends up netting no leverage since it turns into errors and micro-management.
- * Meetings - Meetings are extraordinarily expensive to a company. There are three types of recurring meetings: one-on-one's, staff meetings, and operational reviews. Each of these meetings should have a clear framework for maximizing value and minimizing time-waste. There are also one-off meetings centered around making a particular decision - such meetings should be especially carefully planned and executed since they are often scheduled ad-hoc without a clear purpose and with too many participants.
- * Making decisions - When making decisions, there's a fragile power dynamic that needs to be carefully handled. Managers should facilitate free and open discussion amongst all parties until a consensus emerges.

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