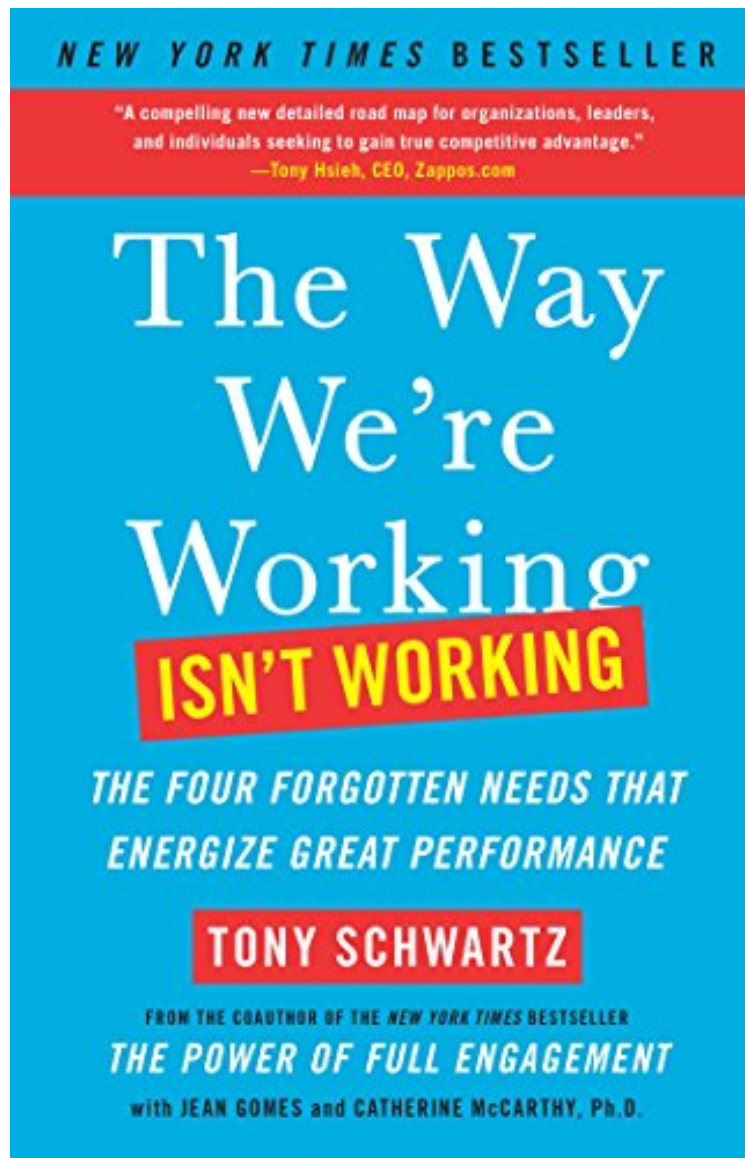


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# The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance

*Tony Schwartz, Jean Gomes, Catherine McCarthy*  
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**Tony Schwartz, Jean Gomes, Catherine McCarthy : The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance:

5 of 5 people found the following review helpful. Life changing! By Aisling D. I bought this book after reading "The Accidental Creative," which mentions it. Together, they're a dynamic duo! This book really brought home the importance of pacing yourself. Like many people, I tend to think that -- if I have an extra hour or two -- it's okay to fill every moment with work. Whether or not it's actually a productive use of that time... that gets lost in the illusion of "busy is better." Also, Tony Schwartz emphasized the importance of what you do when you're not working. This book recommends balance in your life. That's easy enough to say. Plenty of books do. What make this book different (and better) are the many clear and detailed routines that work (and don't work) for other busy people. I'm still struggling to apply all of Schwartz's suggestions. I'm adding one new one every couple of weeks. However, if you're "tired and wired," and need to find a better answer to work- and time-management routines, this is essential reading. 3 of 3 people found the following review helpful. Have happier, healthier and more productive employees By ANDY HECKI loved this book so much that I purchased additional copies for my key managers. Understanding how to get the most of our your employees without burning them out along with other great lessons in this book make it a must read. The theory that everyone works best in 90 minute increments and then needs a few minute break is so true. All the health and wellness tips in this book are so important. 4 of 4 people found the following review helpful. If you want to improve the quality of your life, start here By Tuffbetty I read a great deal of leadership and personal excellence related material. This book by far surpasses the usefulness of 99% of the books out there. Originally titled, "The Way We Work Isn't Working," it makes a strong scientific case for getting more sleep, making time to meditate daily (and how to focus during meditation) and working in 90 minute bursts for maximum effectiveness. But the book does more than provide logic as to why to adjust, but also how. The author shares stories of others, which makes the idea of change more real and accessible. I found the entire book compelling and very useful.

This book was previously titled, *Be Excellent at Anything*. *The Way We're Working Isn't Working* is one of those rare books with the power to profoundly transform the way we work and live. Demand is exceeding our capacity. The ethic of "more, bigger, faster" exacts a series of silent but pernicious costs at work, undermining our energy, focus, creativity, and passion. Nearly 75 percent of employees around the world feel disengaged at work every day. *The Way We're Working Isn't Working* offers a groundbreaking approach to reenergizing our lives so we're both more satisfied and more productive on the job and off. By integrating multidisciplinary findings from the science of high performance, Tony Schwartz, coauthor of the #1 bestselling *The Power of Full Engagement*, makes a persuasive case that we're neglecting the four core needs that energize great performance: sustainability (physical); security (emotional); self-expression (mental); and significance (spiritual). Rather than running like computers at high speeds for long periods, we're at our best when we pulse rhythmically between expending and regularly renewing energy across each of our four needs. Organizations undermine sustainable high performance by forever seeking to get more out of their people. Instead they should seek systematically to meet their four core needs so they're freed, fueled, and inspired to bring the best of themselves to work every day. Drawing on extensive work with an extraordinary range of organizations, among them Google, Ford, Sony, Ernst Young, Shell, IBM, the Los Angeles Police Department, and the Cleveland Clinic, Schwartz creates a road map for a new way of working. At the individual level, he explains how we can build specific rituals into our daily schedules to balance intense effort with regular renewal; offset emotionally draining experiences with practices that fuel resilience; move between a narrow focus on urgent demands and more strategic, creative thinking; and balance a short-term focus on immediate results with a values-driven commitment to serving the greater good. At the organizational level, he outlines new policies, practices, and cultural messages that Schwartz's client companies have adopted. *The Way We're Working Isn't Working* offers individuals, leaders, and organizations a highly practical, proven set of strategies to better manage the relentlessly rising demands we all face in an increasingly complex world.

From Publishers Weekly Schwartz, CEO of the Energy Project, stretches an obvious thesis to the breaking point in his plaint on how the American workplace -- theoretically where technology has allowed us to reach for more, bigger, faster -- has bred an atmosphere in which workers have become disengaged from their work. We fail to take care of ourselves, he points out, and end up undermining our health, happiness, and productivity. Using a series of quadrants describing the emotional workings of both employees and companies, he argues that nothing is gained -- and much is lost -- by constantly pushing people to achieve more and more in less time and with fewer resources; rejuvenation and rest are necessary for creative breakthroughs and broader perspectives. All well and good, but the bulk of the book is then eaten up exhorting readers to get more sleep, exercise, eat better, and take care of their emotional health. While a reminder to cultivate engagement and mindfulness is always relevant to the modern business reader, the usable content is slim -- and fluffed out beyond the point of readability. (May) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From Booklist Schwartz coauthored the bestseller *The Power of Full Engagement* (2003) and is the CEO of The Energy Project, bringing effective energy management coaching to organizations such as Google, Ford, Sony, Toyota, and the Los Angeles Police Department. His project and this book are shedding light on what most working folks know but don't like

to talk about: that most of us are not fully engaged or satisfied in our work environment; that we are constantly running on an unsustainable schedule that does not allow for enough sleep; and in addition to being physically tired, we are not allowed the kind of emotional, creative, and spiritual outlets that we need to be fulfilled. Schwartz notes that people at work are expected to run continuously, like machines, but unlike machines or computers, people do not function well when forced to work and process information on a continual basis, but need a balance of activities that allow for both expending and recovering energy. He proposes solutions for business leaders to maximize human potential by embracing our need for both effort and renewal. --David Siegfried "Integrating our physical, emotional, mental, and spiritual lives really enables one to live and our life's work. Thank you Tony!" (Alan Mulally, President and Chief Executive Officer, Ford Motor Company) "Now, more than ever, we need a unified science of energy--what makes us work (and what doesn't.) [Schwartz] begins to unlock essential insights we're going to need to get more done and feel better while we're doing it." (Seth Godin, blogger and bestselling author of *Linchpin*) "I've read dozens of books about leadership and management. What makes this book unique and essential is the integrated and comprehensive way it addresses the challenge of getting the best from people. At Zappos we deeply believe that truly meeting our employees' needs is what inspires their great performance. [Be Excellent At Anything] lays out a compelling new workplace paradigm and a detailed roadmap for organizations, leaders and individuals seeking to gain true competitive advantage, even as the rules change every day." (Tony Hsieh, CEO Zappos.com) "[Tony Schwartz] is essential reading for anyone who wants a more productive and meaningful life. It's less a self-help book than a peer-reviewed survival manual for the modern age ...[He] provides a road map for how to take back control of our lives from our faster-better-more-techno-merry-go-round culture." (Arianna Huffington, *The Huffington Post*) "[Schwartz] takes a look at self-destructive behaviors that are common in the workplace, then gives a prescription for correcting each...entirely refreshing." (*The Wall Street Journal*) "An engaging, thorough, and authoritative manual for optimal performance and for a rewarding life. Tony Schwartz has done it again. A business must read." (Daniel Goleman, author of *Emotional Intelligence*) "[The Energy] project and this book are shedding light on what most working folks know but don't like to talk about: that most of us are not fully engaged or satisfied in our work environment...[Schwartz] proposes solutions for business leaders to maximize human potential by embracing our need for both effort and renewal." (Booklist) "The foundations of great leadership are self-awareness and thoughtful action, and the ideas in this book can be truly life-changing for both. The transformative power of this lies in its ability to help very smart and already high-performing people change their current behaviors to be even more effective, fulfilled and connected to others." (Evan Wittenberg, Head of Global Leadership Development, Google, Inc.) "There's one compelling reason to read *The Way We're Working Isn't Working*--it works! The 100 senior leaders at the LAPD took the course on which the book is based, and while we were doubtful at first, we became believers and beneficiaries." (Bill Bratton, Former LAPD Police Chief) "I've read dozens of books about leadership and management. What makes this book unique and essential is the integrated and comprehensive way it addresses the challenge of getting the best from people. At Zappos we deeply believe that truly meeting our employees' needs is what inspires their great performance. *The Way We Work Isn't Working* lays out a compelling new workplace paradigm and a detailed roadmap for organizations, leaders and individuals seeking to gain true competitive advantage, even as the rules change every day." (Tony Hsieh, CEO Zappos.com) "The *Way We're Working Isn't Working* offers us an engaging, thorough, and authoritative manual for optimal performance and for a rewarding life. Tony Schwartz has done it again--a business must-read." (Daniel Goleman, author of *Emotional Intelligence*)