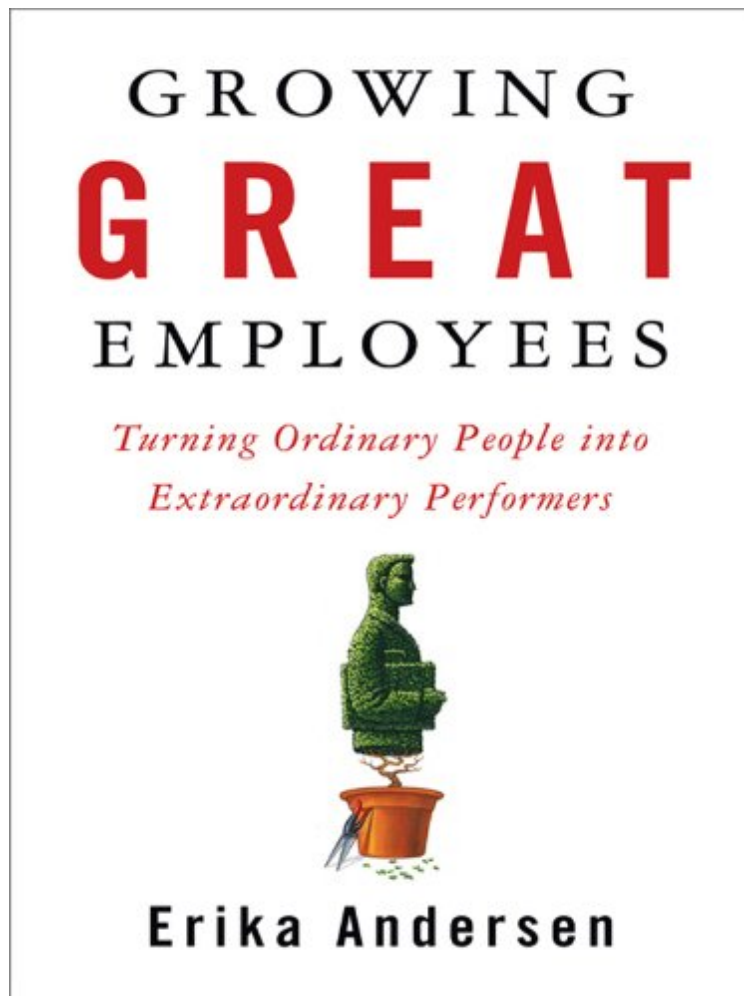


Growing Great Employees: Turning Ordinary People into Extraordinary Performers

Erika Andersen

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Erika Andersen : Growing Great Employees: Turning Ordinary People into Extraordinary Performers before purchasing it in order to gauge whether or not it would be worth my time, and all praised Growing Great Employees: Turning Ordinary People into Extraordinary Performers:

2 of 2 people found the following review helpful. This book should really be titled "Managing 101: A first timers guide to managing people." By IsmThere is some OK advice in this book, but nothing groundbreaking or even very helpful for anything other than a first time people manager. I bought this book hoping to be presented with some fresh, unique insights on managing, motivating people, or getting things done. I got none of that. Instead I got a book chock full of anecdotal evidence, personal experience from the writer, and useless gardening metaphors (when she mentioned milking the gardening metaphors in the intro, she really, really meant it). At least 1/3 the book could be completely

removed with no impact on the quality of the content, as this book has a tremendous amount of feel-good fluff that offers little practical advice. Most of it comes in the aforementioned gardening metaphors, which occur far too often and last much too long. The author is really verbose. This can be a good thing when trying to explain complicated information. However the concepts the author presents are very basic and could be explained more poignantly in 1/2 the words. The length was challenging, but there were a few portions that were just plain bad. Particularly the section on interviewing and interview techniques. Her "special!" scenario based interviewing is really just traditional interviewing with some lipstick on it, and has been proven to be less effective than a 50/50 coin flip. For real useful interviewing tips, read up on Behavioral interviewing, which has a much higher chance of actually helping you select a candidate that fits the needs of the job. The other pseudo scientific parts about learning theory, motivational drives, belief acquisition, and other portions of the mental models she brings up are bad as well. I'm sorry, are you a cognitive or developmental psychologist? No? Then stay away from producing scientific theories about how things happen inside people's heads - unless you're going to present some serious scientific data to back up your claims. If you want actual practical advice on managing, I recommend: "The 27 most common challenges managers face", and "First, Break all the rules". For information on personality types, learning styles, and understanding employees: "Discovering Your Personality Type: The Essential Introduction to the Enneagram" and 'StrengthsFinder 2.0'. Overall, this book was a disappointment. Grab it if you've never managed before and want a 'light' intro to feel good about the job you're about to start. Otherwise, there won't be much here that is useful.

1 of 1 people found the following review helpful.
Theoretical, practical, and entertaining
By Jared I am a manager of a sales team and have read scores of books on leadership, management, and communication over the past year. This book was among the very best. I am on my second reading, and am certain I will read it a third, and quite possibly even a fourth, time. Anderson does a great job of using a theoretical framework in a way that is very relatable, ie the metaphor of creating a thriving garden. It fits the process of selecting and developing employees very well. She also goes further by getting into the practical details of how to coach employees, how to set up a successful first day, how to make performance agreements, and the like. Anderson successfully combines these elements, the theoretical and practical, to create a book that is clear in it's overall message and includes lots of details on how to actually apply the concepts. Finally, it is a relaxing, entertaining read to boot. If I could recommend only three books on the topic, this would surely make the list.

2 of 2 people found the following review helpful.
Learned most of this in Manager 101 courses.
By GP The Engineer Maybe i should have read the sample first, expected this would have deeper or more complicated methods for me to try. There was a great build up in the first chapter or two, then it trailed off to basic information i'd be a fool to not already know. Well written for a beginning manager, but if you've got experience already i'd recommend skipping.

How to develop an all-star staff, even if you don't know the first thing about managing
Your employees are, like you and me, flawed and hopeful human beings whose success is at least partly dependent on your skill as a manager, human beings who will thrive with skillful and consistent attention and wither without it.
Erika Andersen has helped some of the best-managed companies in the world develop their employees. Now she explains how to stay ahead of the competition by investing in your people.

You'll discover that:

- Listening is your most powerful asset. Use it to motivate and build commitment.
- Everything you know about interviewing is wrong. Discover what you really need in a potential employee.
- Successful companies hire for keeps. Get people feeling like part of the team from day one.

Whether you're a first-time manager or a senior executive, Andersen will help you create a dynamic workplace, where the efforts you make today will blossom into success for years to come.