NINE LIES ABOUT WORK
A Freethinking Leader's Guide to the Real World

MARCUS BUCKINGHAM and ASHLEY GOODALL

MARCUS BUCKINGHAM is a global researcher and the author of nine business books including First, Break All the Rules and Now, Discover Your Strengths. He collaborated with Dr. Donald Clifton to create the StandOut strengths assessment which has been completed by more than one million people to date. He worked as a senior vice president at Gallup for 19 years and is currently head of people and performance research at the ADP Research Institute. He also is the founder of his own consulting company. Marcus Buckingham is a graduate of the University of Cambridge. www.marcusbuckingham.com

ASHLEY GOODALL is senior vice president of Leadership and Team Intelligence at Cisco Systems. He worked for fourteen years at Deloitte where he was responsible for leader development and performance management. Ashley Goodall excels at looking at large organizations from the inside. He is a graduate of Columbia University and Oxford University. www.ashleygoodall.com

The website for this book is at: www.freethinkingleaders.org.

MAIN IDEA
Why is it that many of the ideas and practices which are pretty much held as universal truths are actually deeply unpopular with and intensely frustrating to the people they are supposed to serve? The workplace of today is full of systems, processes and tools but for the most part they are deeply flawed and work against the idea that you should have the ability to express what's unique about you in the work you do every day. That's why global worker engagement is at less than 20 percent.

Specifically, there are nine myths or lies which will get pushed at you daily which simply are not true. They aim to satisfy the organization's need for control more than anything else. Replace them with nine truths and prosper.

“We came to think of our audience not as the new leader but as the freethinking leader. A leader who embraces a world in which the weird uniqueness of each individual is seen not as a flaw to be ground down but as a mess worth engaging with, the raw material for all healthy, ethical, thriving organizations; a leader who rejects dogma and instead seeks out evidence; who values emergent patterns above received wisdom; who thrills to the power of teams; who puts faith in findings, not philosophy; and above all, a leader who knows that the only way to make the world better tomorrow is to have the courage and the wit to face up to how it really is today. This is for you.”

– Marcus Buckingham and Ashley Goodall

### LIES

1. People care which company they work for
2. The best plan always wins
3. The best companies cascade goals
4. The best people are well-rounded
5. People need feedback
6. People can reliably rate other people
7. People have potential
8. Work-life balance matters most
9. Leadership is a thing

### TRUTHS

1. People care which team they’re on
2. The best intelligence wins
3. The best companies cascade meaning
4. The best people are spiky
5. People need attention
6. People can reliably rate their own experience
7. People have momentum
8. Love-in-work matters most
9. We all follow spikes

BECAUSE THAT'S WHERE THE REAL WORLD WORK HAPPENS
BECAUSE THE WORLD MOVES TOO FAST FOR PLANS TO MATTER MUCH
BECAUSE PEOPLE WANT TO KNOW WHAT THEY ALL SHARE
BECAUSE FOR HUMANS, UNIQUENESS IS A FEATURE, NOT A BUG
BECAUSE WE ALL WANT TO BE SEEN FOR HOW WE ARE AT OUR BEST, NOT OUR WORST
BECAUSE AT THE END OF THE DAY, THAT'S ALL WE HAVE
BECAUSE WE ALL MOVE THROUGH LIFE DIFFERENTLY
BECAUSE WHEN YOU LOOK AT IT, THAT'S WHAT WORK IS REALLY FOR
BECAUSE STRANGELY ENOUGH, SPIKES BRING US CERTAINTY
We condense 300+ page business books into 8-page summaries.

By reading summaries, you'll get the key ideas in 30 mins, so you can spend more time turning your ideas into dollars.

Knowledge is Power — Invest in Your Future

For just $2 per week, you will...

> Learn from the mistakes and success of the smartest people in business;
> Get fresh ideas, strategies & motivation that could be worth millions to you;
> Follow emerging trends, so you can catch the wave before your competitors do;
> Catch up on the classics you always wanted to read.

1,000 Top Business Book Summaries

Our catalog includes summaries on a range of topics for aspiring entrepreneurs, managers, and consultants.