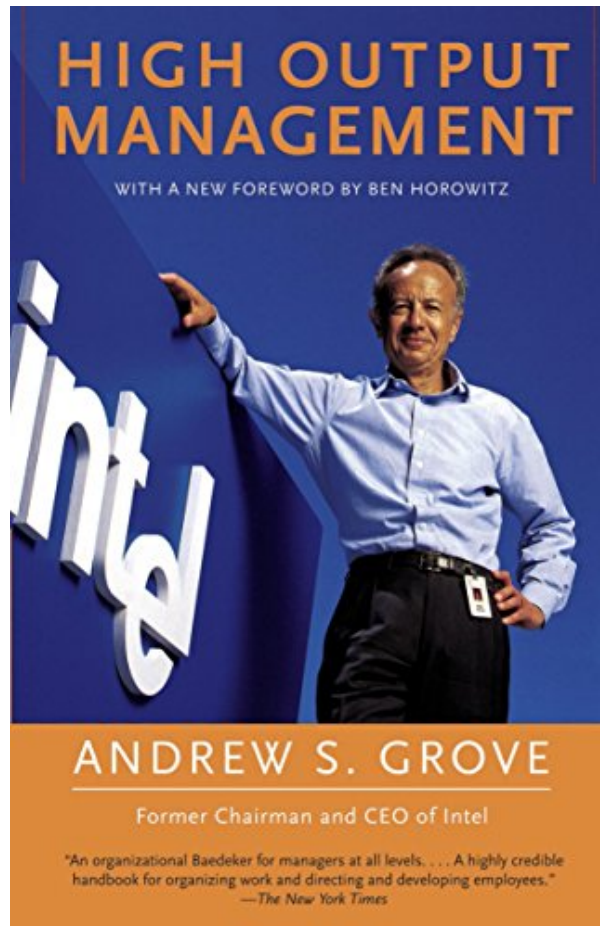
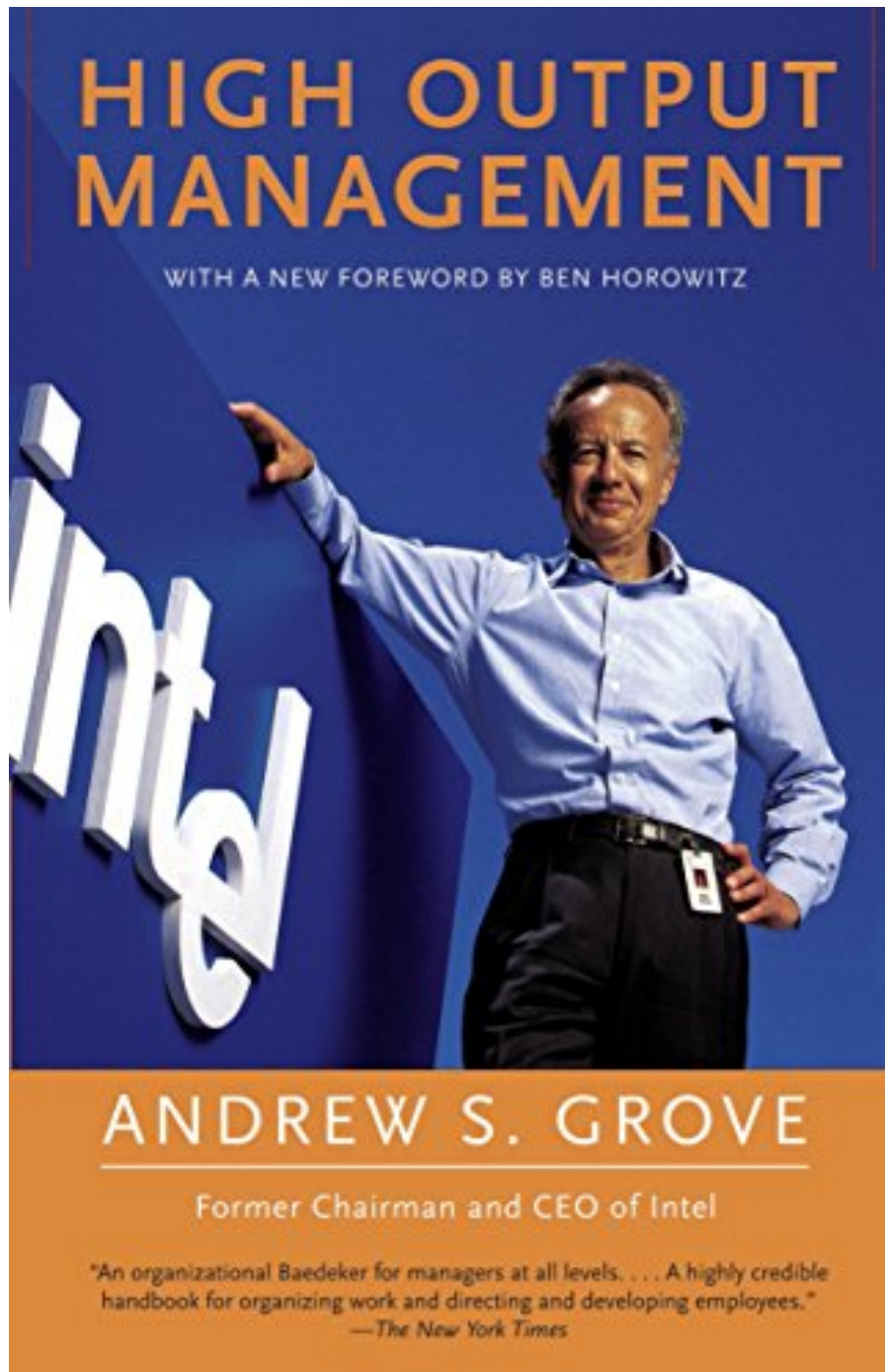


HIGH OUTPUT MANAGEMENT BY ANDREW S. GROVE



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Review

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how to motivate that team to attain peak performance every time

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From the Trade Paperback edition.

- Sales Rank: #12079 in eBooks
- Published on: 2015-11-18
- Released on: 2015-11-18
- Format: Kindle eBook

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Most helpful customer reviews

57 of 61 people found the following review helpful.

A great primer for middle managers

By J. Schulte

I'm a Vice President at a small public company, and I've been managing people for over ten years, and have an MBA from a top ranked business school. Still, I wish I had read this book when I first started managing people.

This certainly appears to me to be a book written by Andy Grove for his own managers at Intel, and I found it interesting to see how he thinks about management. Not surprisingly, he has a very pragmatic, operational view of what good managers do, and he presents a comprehensive guide for all the basics. His whole orientation is that managers are responsible for the total output of their teams, and his focus is always on accomplishments and outputs, not activities.

Topics that are included

- Looking at your operations and finding the bottle necks
- How to monitor and check your processes for high quality and high output
- How managers should spend their time, run team meetings, and stay in touch with subordinates through one on ones
- How to hire, coach, and provide feedback to build your team

What you won't find in this book

- How to think about strategy
- Competitive advantage
- Building a brand
- Competitive analysis

The book has been around for a while, and it's not a trendy management book. There is no new catch phrase or research based on fMRI or paradigm shift. There is nothing sexy or trendy. But it is a very solid introduction from someone who has proven to be among the best at managing. This is one of the great CEOs of our times, and I brilliant mind, passing along what he wants his managers to know. I think that many

managers could vastly improve their performance if they studied and mastered the basics covered here rather than the nifty new concept from the latest HBR.

20 of 20 people found the following review helpful.

Solid management advice

By Alberto Vargas

I got this book because it was recommended by Ben Horowitz in *The Hard Thing About Hard Things*, another solid management book.

This book (*High Output Management*) dates from 1983 and it shows in the tone and subject matter. The book predates widespread email and talks a lot about manufacturing. However, these are not shortcomings. In fact, it is great that the author is not distracted by things like agile, lean, kanban, etc modern marvels. He makes an analogy between a fast food restaurant and other processes, including knowledge work and HR, and the analogy holds up. Of course, he also gives examples from his work at Intel.

Key highlights:

- what are high leverage activities and how to focus on them
- how many direct reports are optimal
- different types of meetings and how to run them, including 1:1s
- task relevant maturity (TRM) of employees and how to manage them accordingly
- how to give performance feedback
- compensation and promotions
- why and how you should invest in training programs
- how to try to keep an employee who is quitting

Everything is meat and potatoes of people and process management, and to the point. As I was reading this book, much of it resonated with my own experience, and at other times I was amazed at insights that showed me how Andy Grove truly was a top manager, after starting as a researcher and engineer.

I wish I had a mentor or manager as wise as Andy Grove.

Highly recommended.

23 of 26 people found the following review helpful.

Great book for teaching individual contributors the value of middle management

By Christopher R. Carlson

I spent the first 10 years of my engineering career happily as an individual contributor for startup type organizations. One day the VP of engineering asked me, "I would like you to hire a few people under you to grow the team. We need to be at 50 people by the end of the year." My reaction was very mixed. On the one hand I liked being recognized with an implied promotion, on the other hand I was being asked to manage. From my perspective at the time the harder problems to solve were technical and I did not covet the job of a professional meeting goer. And besides I already pretty much managed myself, so what value do managers really add anyway?

I wish someone had handed me a copy of Grove's book: "*High Output Management*" earlier on. In it Grove, one of the worlds most successful and talented engineers, explains the essential value of middle management to an engineering organization. He also explains, among other things, many of the essential the tools for successful middle managers: how to think about priorities, the value of communication, a useful framework for scheduling and illustrating trade-offs and how people are intrinsically motivated. He comes across as

credible, concrete and analytical. I.e. as a great engineer who manages great engineers.

I now hand out copies of this book to every engineer I find either considering making the transition to management or ones early in their managerial career struggling with finding self affirmation in the role. Like many great tools or resources, my only complaint is not finding this book sooner.

See all 113 customer reviews...

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