



## 12: The Elements of Great Managing

*Rodd Wagner, James K. Harter*

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How do great managers inspire top performance in employees? How do they generate enthusiasm, unite disparate personalities to focus on a common mission, and drive teams to achieve ever-higher goals?

More than a decade ago, The Gallup Organization combed through its database of more than one-million employee and manager interviews to identify the elements most important in sustaining workplace excellence. These elements were revealed in the 1999 best seller *First, Break All the Rules*. *12: The Elements of Great Managing* is that management classic's long-awaited sequel. It follows great managers as they implement the 12 elements to turn around a failing call center, save a struggling hotel, improve patient care in a hospital, maintain production through power outages, and successfully face a host of other challenges in settings around the world.

Gallup's study now includes 10 million employee and manager interviews spanning 114 countries and conducted in 41 languages. In *12*, authors Rodd Wagner and James K. Harter weave the latest Gallup insights with recent discoveries in the fields of neuroscience, game theory, psychology, sociology, and economics. Written for managers and employees of companies large and small, *12* explains what every company needs to know about creating and sustaining employee engagement.

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