



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

By Tony Schwartz, Jean Gomes, Catherine McCarthy



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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 extra-ordinary 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.

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Editorial Review

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*)

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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

Review

"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*)

Users Review

From reader reviews:

James Miguel:

Now a day those who Living in the era exactly where everything reachable by connect with the internet and the resources included can be true or not need people to be aware of each details they get. How people have to be smart in obtaining any information nowadays? Of course the answer then is reading a book. Examining a book can help individuals out of this uncertainty Information particularly this *The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance* book because book offers you rich details and knowledge. Of course the data in this book hundred percent guarantees there is no doubt in it as you know.

Brian Ramos:

The feeling that you get from *The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance* could be the more deep you searching the information that hide inside words the more you get serious about reading it. It does not mean that this book is hard to comprehend but *The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance* giving you joy feeling of reading. The copy writer conveys their point in particular way that can be understood by anyone who read this because the author of this book is well-known enough. This specific book also makes your personal vocabulary increase well. Making it easy to understand then can go to you, both in printed or e-book style are available. We advise you for having this kind of *The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance* instantly.

Mamie Esters:

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Joey Leigh:

Playing with family within a park, coming to see the coastal world or hanging out with friends is thing that

usually you could have done when you have spare time, and then why you don't try issue that really opposite from that. Just one activity that make you not feeling tired but still relaxing, trilling like on roller coaster you have been ride on and with addition details. Even you love The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance, it is possible to enjoy both. It is good combination right, you still wish to miss it? What kind of hang type is it? Oh can occur its mind hangout people. What? Still don't get it, oh come on its called reading friends.

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