



# The Why of Work: How Great Leaders Build Abundant Organizations That Win

By David Ulrich, Wendy Ulrich, Marshall Goldsmith

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**THE NEW YORK TIMES, WALL STREET JOURNAL, AND USA TODAY BESTSELLER!**

## ADVANCE PRAISE FOR THE WHY OF WORK:

"Principled, timely, and engaging, *The Why of Work* teaches that building a culture of abundance and common purpose is essential to organizational success."

--Stephen R. Covey, bestselling author of *7 Habits of Highly Effective People*

"Will have a major impact on how individuals shape their attitude to work, how organizations create abundant cultures, and how leaders turn personal meaning into public good."

--Jigmi Y. Thinley, Prime Minister of Bhutan

"*The Why of Work* shows a better, different way to build and lead organizations. It is an insightful guide to how leaders can infuse meaning into their organizations."

--Jeffrey Pfeffer, Professor, Stanford Graduate School of Business and author of *Power: Why Some People Have It—and Others Don't*

"This book brings the question 'why' to the place in which we spend most of our adult lives, giving us insightful tools to help make a meaningful difference in people's lives."

--Don Hall, Jr., president and CEO, Hallmark Cards, Inc.

"This is a must read for anyone who works, leads others at work, or works to build a supportive environment."

--Beverly Kaye, founder/CEO, Career Systems International, and coauthor of *Love 'Em or Lose 'Em: Getting Good People to Stay*

"*The Why of Work* opens the door to significant employee engagement. The alignment between company values and those of customers and communities can indeed give employees a sense of purpose while delivering great results to customers!"

--Paula S. Larson, Chief HR Officer, Invesys

"Blackstone has proved that finding superior leaders produces superior results. Dave Ulrich has brought this thinking to a new level at Blackstone. Every private equity investor and senior manager must read this book."

--James Quella, Senior Operating Partner, The Blackstone Group

According to studies, we all work for the same thing--and it's not just money. It's meaning. Through our work, we seek a sense of purpose, contribution, connection, value, and hope. Digging down to the meaning of work taps our resilience in hard times and our passion in good times. That's the simple but profound premise behind this groundbreaking book by renowned management expert Dave Ulrich and psychologist Wendy Ulrich. They've talked to thousands of people--from rank-and-file workers to clients and customers to top-level executives--and synthesized major disciplines to identify the "why" behind our most successful experiences.

Using the model of the "abundant organization," they provide you with the "how" to create meaning and value in your own workplace. Learn how to:

- Ask the seven questions that drive abundance
- Understand the needs of your customers and staff
- Personalize the work to motivate your employees
- Build and grow your business in any economy

By following the Ulrichs' step-by-step guidelines, you will set off a chain reaction of positive and enduring effects. Employees who find meaning in their work are more competent, committed, and eager to contribute—and their contribution will result in increased customer commitment, which delivers a winning performance on the bottom line.

*The Why of Work* includes targeted checklists, questionnaires, and other useful tools to help you turn aspirations into action. Using the proven principles of abundance, you can coordinate your needs with those of your employers, your employees, and your customers--and create a vision that resonates for years to come. When you understand why we work, you know how to succeed.

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### **The Why of Work: How Great Leaders Build Abundant Organizations That Win By David Ulrich, Wendy Ulrich, Marshall Goldsmith Bibliography**

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### Editorial Review

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The authors, a consultant and a psychologist, set out to help leaders (within and outside organizations) understand the meaning and purpose of work. We learn that as employees find meaning in their efforts, they contribute to creating value for customers, investors, and communities; hence, finding meaning is good for business. The Ulrichs offer seven disciplines, each with a unique perspective, that leaders can use to build meaning in their organizations or personally, identifying these disciplines with extensive interviews of a wide range of individuals, through training programs for numerous executives and human resource professionals, and by researching academic sources on meaning and living well. These seven disciplines include positive psychology, social responsibility, and employee engagement. This book is an infomercial and handbook for the authors' teaching/consulting efforts and they emphatically conclude that meaning matters for good business, but also "for the hearts and souls of millions of people who get up and go to work every day." --Mary Whaley

From the Back Cover

Before you ask,

"Why aren't my employees working harder?"

. . . ask yourself,

"Why are my employees working?"

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"Breaks new ground. . . . Going beyond competence and commitment to create abundance at work could be the next frontier for leaders." -- Paul Humphries, EVP Human Resources, Flextronics

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Dave Ulrich, PH.D., is a professor of business at the Ross School of Business, University of Michigan, and cofounder of The RBL Group. He has written 23 books that cover topics in HR, leadership, and organization; he serves on the Board of Directors for Herman Miller and the Board of Trustees of Southern Virginia University; and he is a Fellow of the National Academy of Human Resources.

Wendy Ulrich, Ph.D., M.B.A., has been a practicing psychologist for over 20 years. She is the founder of Sixteen Stones Center for Growth, which offers seminar-retreats on creating abundance and meaning, and she has authored two books on personal change.

About the Author

### **About the Authors**

**Dave Ulrich's** work passion has been how to build organization capabilities (systems, processes, cultures) that create value to multiple stakeholders, then to help leaders build intangible value in organizations. Working with over half of the Fortune 200 and with companies throughout the world, he provides seminars, writes books, and coaches leaders to build sustainable organizations by turning customer and investor expectations into personal and organizational actions. He helps leaders move beyond employee engagement to helping employees find real meaning from work. He is a professor of business at the Ross School of Business, University of Michigan and co-founder of The RBL Group. He has written 15 books covering topics in HR and Leadership; is currently on the Board of Directors for Herman Miller; is a Fellow in the National Academy of Human Resources; and is on the Board of Trustees of Southern Virginia University.

**Wendy Ulrich, Ph.D.**, has been a psychologist in private practice in Michigan for over twenty years. She is founder of Sixteen Stones Center for Growth in Utah, offering seminar-retreats on abundance. Their work with organizations and individuals intersects at helping people find meaning at work. Dave works to rethink and redefine how organizations work and Wendy works to help individuals rethink and redefine their own lives. At the same time, they are committed to the importance of the organization's responsibility to shareholders and investors as they respond to external conditions.

## **Users Review**

### **From reader reviews:**

#### **Tony You:**

This *The Why of Work: How Great Leaders Build Abundant Organizations That Win* is great reserve for you because the content that is certainly full of information for you who all always deal with world and also have to make decision every minute. This book reveal it facts accurately using great organize word or we can point out no rambling sentences within it. So if you are read the item hurriedly you can have whole info in it. Doesn't mean it only provides straight forward sentences but tough core information with beautiful delivering sentences. Having *The Why of Work: How Great Leaders Build Abundant Organizations That Win* in your hand like having the world in your arm, facts in it is not ridiculous one. We can say that no guide that offer you world in ten or fifteen tiny right but this book already do that. So , this is certainly good reading book. Hello Mr. and Mrs. busy do you still doubt this?

#### **Harrison Colon:**

Is it you who having spare time after that spend it whole day by means of watching television programs or just lying down on the bed? Do you need something totally new? This *The Why of Work: How Great Leaders Build Abundant Organizations That Win* can be the solution, oh how comes? It's a book you know. You are therefore out of date, spending your free time by reading in this brand-new era is common not a nerd activity. So what these books have than the others?

#### **Laurence Terry:**

Don't be worry in case you are afraid that this book will probably filled the space in your house, you could have it in e-book approach, more simple and reachable. This particular *The Why of Work: How Great Leaders Build Abundant Organizations That Win* can give you a lot of friends because by you taking a look at this one book you have point that they don't and make you actually more like an interesting person. This specific book can be one of one step for you to get success. This guide offer you information that might be your friend doesn't realize, by knowing more than additional make you to be great folks. So , why hesitate? We need to have *The Why of Work: How Great Leaders Build Abundant Organizations That Win*.

#### **Bradford Bryant:**

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