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Fake Work: Why People Are Working Harder than Ever but Accomplishing Less, and How to Fix the Problem

Brent D. Peterson, Gaylan W Nielson
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"'Synergy' means the whole is greater than the sum of the parts. These two authors have produced a superior, synergistic product on a subject of immense importance."

—Stephen R. Covey, author of *The 7 Habits of Highly Effective People*

FAKE “WORK”

Why People Are Working Harder
Than Ever but Accomplishing Less,
and How to Fix the Problem

BRENT D. *and* GAYLAN W.
PETERSON NIELSON

Foreword by STEPHEN R. COVEY

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Brent D. Peterson, Gaylan W Nielson : Fake Work: Why People Are Working Harder than Ever but Accomplishing Less, and How to Fix the Problem before purchasing it in order to gage whether or not it would be worth my time, and all praised Fake Work: Why People Are Working Harder than Ever but Accomplishing Less, and How to Fix the Problem:

0 of 0 people found the following review helpful. Tells it like it is! By Alex Raymond Fake Work by Brent D. Peterson and Gaylan W. Nielson is one of the most insightful (and unfortunately overlooked) business books out there. This book cuts through the b.s. about equating work activity with results and drives home a killer point: LOTS of the work your people do is a waste of time. Think your people are focused on what's most important for your company? Think again. Where does the responsibility for this lie? Start at the top. Giving statistics, case studies and anecdotes, the authors uncover all sort of worst practices from across the business community. A very compelling read - enjoy!

0 of 0 people found the following review helpful. Excellent! By Mark H. Attermeier As a physician doing administrative work in a nationally known health care system, I have discovered that I was not prepared to understand the fundamentals of the business world. This book clarified, in great detail, how a successful organization must behave in order to remain relevant. I hope to improve my success in contributing to the work effort of those around me.

0 of 0 people found the following review helpful. Give voice to a very difficult to quantify common work situation By Lee Evans Fake work gives voice to a very difficult to quantify work situation but goes further to explain actionable steps to identify, and promote real work. I personally loved the book because it spoke so directly to a situation I found myself in after working for many years. I highly recommend this book to anyone who's working in a profession where they are busy but effectively doing nothing productive or, as the book describes it, "fake work".

How many countless working hours have you spent on projects, proposals, paperwork, and meetings that felt useless or were ignored or dismissed? Hard work is not the same as real work. Half of the work we do consumes valuable time without strengthening the short- or long-term survival of the organization. In a word, it's fake. Not only does fake work drain a company's resources without improving its bottom line, it steals conviction, care, and positive morale from employees, and adds the burden of high turnover, communication breakdowns, and cultural patterns of poor productivity. But how can you turn fake work into real work? Internationally renowned business consultants Brent D. Peterson and Gaylan W. Nielson explain how to identify needlessly time-consuming and sometimes difficult tasks (which aren't always as easy to spot as they seem) and shift your focus toward rewarding work that will achieve results. With more than twenty years of experience, Peterson and Nielson have successfully helped corporations, government agencies, nonprofits, schools, and community groups increase their productivity and retain talented employees by understanding and using their skills on things that actually matter. They illustrate their advice with stories about real world employees who have been trapped by fake work. Fake Work offers solutions that will change the way you view work, including how to recognize fake work and how to get out of it, how (and what) to communicate with your colleagues to eliminate fake work, how to recognize and counteract the personality traits that encourage fake work, and how to close the gap between your company's strategies and the work that needs to be done to reach the results critical to your and your company's survival.

From Publishers Weekly Peterson, cofounder of the Work Itself Group, and Nielson, cofounder of the Ascent Group, seek to answer why people spend so much time doing so little real work—what they term a fake work phenomenon that mires employees in redundant tasks that result in low morale, cost overruns and organizational stagnation. While the authors nimbly dissect the problem, they fail to provide a road map for what they say is the most basic ingredient to doing real work, which is strategy; they reiterate the importance of a organizational strategy and keeping priorities, but fail to provide any sort of blueprint for floundering organizations to develop that strategy. Instead, the authors cover a number of irrelevant topics—how to be a good listener, how to be a good manager and how to maneuver in corporate culture. This overambitious book wants to be all things to all people: advice to workers and tactics for managers, but after the tests and stories and steps, there is little analysis to uncover better practices and processes. (Jan.) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "Peterson and Nielson explore the depth and breadth of a subtle yet intriguing phenomenon that plagues contemporary work life. No one can afford to be without this book." -- R. Wayne Pace, Ph.D., founding president, Academy of Human Resource Development "'Synergy' means the whole is greater than the sum of the parts. These two authors have produced a superior, synergistic product on a subject of immense importance."-- Stephen R. Covey, author of *The 7 Habits of Highly Effective People* "Read this book and get real!"-- Ken Blanchard, coauthor of *The One Minute Manager*; and *The One Minute Entrepreneur*; "Fake Work powerfully diagnoses why most organizations and people are overworked and yet are underperforming, being trapped in the thick of thin things. It will forever change how you and your organization look at work -- and better yet, how real work is identified and done, and the results that follow."-- Stephen M. R. Covey, New York Times bestselling author of *The Speed of Trust* "It is refreshing to be exposed to some new ideas with enormous practical relevance. Better yet, the authors propose actionable cures for this silent disease of fake work that most businesses don't recognize they have."-- Jack Zenger, CEO of Zenger Folkman and coauthor of the bestselling *The Extraordinary Leader* "A must-read for anyone who works. The concepts within these pages will change your view of work and inspire you to focus on what's really important to the strategies of your company."-- Hyrum Smith, co-founder of FranklinCovey, CEO of Galileo "The damage fake work does to our organizations is incalculable. Leaders who care passionately about both performance

and people should pay close attention to this important book."-- Craig Swenson, president, Argosy University "Fake Work masterfully helps you diagnose the symptoms and spot the root causes of fake work, and put your people on the path to work that really matters. An organization pays a heavy price when its bright, capable people quit and leave. But it's even more costly when bright, capable people quit and stay."-- Rodger Dean Duncan, author of ChangeSmarts: Engaging People's Heads, Hearts, and Hopes "This remarkable book, backed by years of research, is a how-to-do-it road map leading to peak performance."-- Dr. Charles R. Hobbs, president, Unified Power, LLC "Peterson and Nielson explore the depth and breadth of a subtle yet intriguing phenomenon that plagues contemporary work life. No one can afford to be without this book."-- R. Wayne Pace, Ph.D., founding president, Academy of Human Resource Development