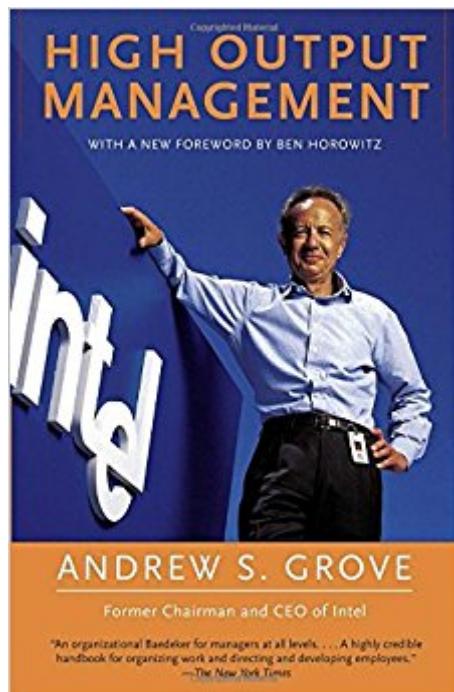


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# High Output Management



## Synopsis

In this legendary business book and Silicon Valley staple, the former chairman and CEO (and employee number three) of Intel shares his perspective on how to build and run a company. The essential skill of creating and maintaining new businesses—“the art of the entrepreneur”—can be summed up in a single word: managing. Born of Grove’s experiences at one of America’s leading technology companies, *High Output Management* is equally appropriate for sales managers, accountants, consultants, and teachers, as well as CEOs and startup founders. Grove covers techniques for creating highly productive teams, demonstrating methods of motivation that lead to peak performance—throughout, *High Output Management* is a practical handbook for navigating real-life business scenarios and a powerful management manifesto with the ability to revolutionize the way we work.

## Book Information

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## Customer Reviews

"An organizational Baedeker for managers at all levels. . . . A highly credible handbook for organizing work and directing and developing employees."—The New York Times "[Andy's] book played a big role in shaping my management style."—Mark Zuckerberg, cofounder and CEO of Facebook "A good book, generous enough with advice and observations to be required reading."—The Wall Street Journal "A great book. . . . Its elementary prescriptions form the basis of a highly effective management style."—San Francisco Chronicle "An important book which says some

very important things . . . beautifully and with style." •Peter Drucker "High Output Management is a bible that every entrepreneur and every manager in the country should look at, read and understand." •Bill Campbell, former Intuit CEO "Andy exemplifies the best of Silicon Valley. Andy built the model for what a high quality Silicon Valley company could be." •Marc Andreessen, creator of the original Mosaic and Netscape web browsers

This is a user-friendly guide to the art and science of management from Andrew S. Grove, the president of America's leading manufacturer of computer chips. Groves recommendations are equally appropriate for sales managers, accountants, consultants, and teachers--anyone whose job entails getting a group of people to produce something of value. Adapting the innovations that have made Intel one of America's most successful corporations, High Output Management teaches you: what techniques and indicators you can use to make even corporate recruiting as precise and measurable as manufacturing how to turn your subordinates and coworkers into members of highly productive team how to motivate that team to attain peak performance every time Combining conceptual elegance with a practical understanding of the real-life scenarios that managers encounter every day, High Output Management is one of those rare books that have the power to revolutionize the way we work

This is not a review, rather some thoughts that occurred to me while reading the book. As manager of a small team I found the book to be full of very practical advice. In particular, the Part 4 - The Players contains very useful processes which are immediately applicable to my daily activities as a manager. Grove's main accomplishment in this book, is the simplification of very complex organizational concepts and processes into simple steps that anyone can follow and manage. Grove is clearly a decisive individual, this also emerges clearly from the text. He lays out a dilemma, lists the pros and cons and then makes a decision, for better or worse. The book is also a very frank account of the ups and downs of management, the author shares his mistakes and moments when his judgement was not accurate. You get the feeling, that he wrote the book, had it proof read and published, and was not at all concerned with the politics or how he would be perceived. Grove's dedication to Intel and its employees is also abundantly clear, it must have been a real privilege to work with a manager to that caliber.

Andrew Grove, the ex-Intel CEO, has written a little gem. This book was published in 1983 and

speaks more to the business world today and would have been groundbreaking back then. Therefore, he was well ahead of his time. The first part talks about productivity and really looking at your operation. It reminded me of my lean training and what's value-added and what is not. The second part dives into more of what a manager does including meetings, performance reviews, and training. My biggest take away was when he said a manager should train his team. That really hit me hard because he made a compelling reason why. I will closely be looking at this in my work. The world lost a great leader when he passed away in March 2016, but his words will live on. Highly recommend this book.

Andy means business here. The idea about managerial leverage deserves attention, and like another practice deserves ongoing attention. I read the book at a slow pace, I would recommend this book to be read and practiced after Peter Drucker's effective executive. Another thing about careful, employee appraisal, I am so with it! Although bound by the culture and system in my own company...

Overall I liked the book. As someone managing team for only 2 years I found a lot of answers to my problems. I specifically liked how Andy gives his own views and explanations to various managerial problems. Reading the book felt like listening to him directly (or better to say seeing into his head and thinking process which is invaluable insight) which made the advice even stronger. Thank you for writing the book!

Best management book I have read. Good advice, easy read, to the point, I would not say that of the vast majority of such management books out there. This book is a gem to give to every freshly promoted managers. In a nutshell management is about enabling your team to output more work, not just you. This is an important and hard concept to grasp especially for young talented individuals who got promoted because of their individual contributions. It definitely helped me make progress in managing my team.

The book excels at providing sound and practical advice on how to navigate through corporate environment although some of it has become somewhat obsolete in light of the evolution of organization, technology and management practices

Although originally authored in 1995, the content is timeless. As you read, grasp the principle and

overlook, at time, the dated examples. Still a necessary business tome.

I read the book "The Hard Thing About Hard Things" and really loved some of the ideas. He mentioned that some of his thinking came from this book. I found this book to be packed with solid fundamental ideas on how to manage people. With chapters on interviewing, performance reviews and one-on-ones there are some great concepts covered and actionable things you can apply every day at work.

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