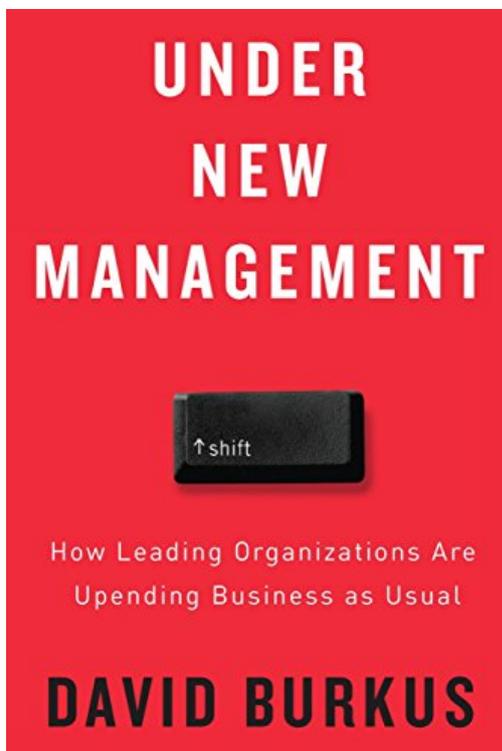


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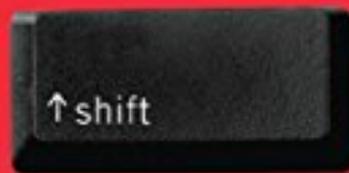


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Review

"Is your company ready for a radical departure from 20th-century management standards and a bold move into a new approach? In UNDER NEW MANAGEMENT, David Burkus has collected the stories of dozens of companies that are making this journey. They're standing the old rules on their heads and running their businesses with refreshing amounts of transparency and autonomy. Even better, Burkus shows how you can do it, too."

- Daniel H. Pink, bestselling author of DRIVE and TO SELL IS HUMAN

"I can't stop raving about Under New Management to friends and colleagues. If you are going to read one book on being a better manager in the next year, start here. David Burkus has assembled the most practical research and provocative ideas into an incredibly quick read." - Tom Rath, bestselling author of STRENGTHS FINDER 2.0

"In Under New Management, Burkus hauls 20th-century management ideas to the scrap heap while revealing counterintuitive practices that will drive organizational performance in the back half of the 21st century. And like any good manager, he under-promises, and over-delivers. Under New Management is a lively, provocative, must read."

-Whitney Johnson, Thinkers50, World's Most Influential Management Thinkers, author of DISRUPT YOURSELF: PUTTING THE POWER OF DISRUPTIVE INNOVATION TO WORK.

"David Burkus challenges established management principles and reveals the counterintuitive practices that really drive organizational performance. Under New Management makes a provocative case that you should put customers second, close open offices, and ditch performance appraisals."

-Adam Grant, Wharton professor and New York Times bestselling author of GIVE AND TAKE and ORIGINALS

Under New Management dares us to rethink some of our most closely held assumptions about management – should we fire managers? Pay people to quit? Celebrate departures? Burkus masterfully questions so-called "best practices" and illustrates how today's leading companies are unleashing human talent. If you want to

stay ahead in the new game of work, read this book!

-Liz Wiseman, bestselling author of **MULTIPLIERS** and **ROOKIE SMARTS**

On Seinfeld, perpetual screw-up George Constanza eventually realized that since every impulse he had turned out to be wrong, if he simply did the opposite he would succeed. In David Burkus' brilliant follow-up to the *Myths of Creativity*, he proves (with data!) just how well that same bit of logic applies to modern management. Get rid of your email, open offices, and performance reviews. Let people take vacation whenever they want, and pay them to quit. If what you're doing isn't working, Burkus will show you what does.

-Heidi Grant Halvorson, bestselling author of **NO ONE UNDERSTANDS YOU AND WHAT TO DO ABOUT IT**

From the Inside Flap

A provocative work that challenges the traditional and widely accepted principles of business management—and proves that many of them are outdated, outmoded, or simply don't work anymore.

Should employees know each other's salaries?

Do open floor plans really work? Or is it all just about saving money?

Are there companies that truly put their employees' welfare first . . . and their clients second?

Are annual performance reviews really necessary?

In *Under New Management*, Dr. David Burkus, a highly regarded and increasingly influential business school professor, challenges many of the established principles of everyday business practices. Drawing upon the latest research in the field, Burkus has found that not only are many of our fundamental management practices wrong and misguided, but even worse, they can be downright counterproductive.

These days, the best companies are breaking the old and tired rules. For example, in some firms, e?mail is now restricted to only certain hours, so that employees can work without distraction. Netflix no longer has a standard vacation policy of two to three weeks, but instructs employees to take time off when they feel they need it. And at Valve Software, there are no managers; the employees govern themselves. And this is just the beginning.

The revolutionary insights Burkus reveals here will convince companies to leave behind decades'old stale management approaches and to implement new ways that will thoroughly enhance employee productivity and morale.

From the Back Cover

IS YOUR COMPANY READY TO BE PLACED . . . UNDER NEW MANAGEMENT?

"Is your company ready for a radical departure from twentieth-century management standards and a bold new approach? In *Under New Management*, David Burkus has collected the stories of dozens of companies that are making this journey. They're standing the old rules on their heads and running their businesses with refreshing amounts of transparency and autonomy. Even better, Burkus shows how you can do it too."—Daniel H. Pink, author of *Drive* and *To Sell Is Human*

"I can't stop raving about *Under New Management* to friends and colleagues. If you are going to read one book on being a better manager in the next year, start here. David Burkus has assembled the most practical research and provocative ideas into an incredibly quick read." —Tom Rath, best-selling author of

StrengthsFinder 2.0

“In *Under New Management*, Burkus hauls twentieth-century management ideas to the scrap heap while revealing counterintuitive practices that will drive organizational performance in the back half of the twenty-first century. And like any good manager, he under-promises and over-delivers. *Under New Management* is a lively, provocative must-read.” — Whitney Johnson, *Thinkers50*, *World’s Most Influential Management Thinkers*, and author of *Disrupt Yourself: Putting the Power of Disruptive Innovation to Work*

“David Burkus challenges established management principles and reveals the counterintuitive practices that really drive organizational performance. *Under New Management* makes a provocative case that you should put customers second, close open offices, and ditch performance appraisals.” — Adam Grant, Wharton professor and New York Times best-selling author of *Give and Take* and *Originals*

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