



Great at Work: How Top Performers Do Less, Work Better, and Achieve More

Morten T. Hansen

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Wall Street Journal Business Bestseller
A Financial Times Business Book of the Month
Named by The Washington Post as One of the 11 Leadership Books to Read in 2018

From the *New York Times* bestselling coauthor of *Great by Choice* comes an authoritative, practical guide to individual performance—based on analysis from an exhaustive, groundbreaking study.

Why do some people perform better at work than others? This deceptively simple question continues to confound professionals in all sectors of the workforce. Now, after a unique, five-year study of more than 5,000 managers and employees, Morten Hansen reveals the answers in his “Seven Work Smarter Practices” that can be applied by anyone looking to maximize their time and performance.

Each of Hansen’s seven practices is highlighted by inspiring stories from individuals in his comprehensive study. You’ll meet a high school principal who engineered a dramatic turnaround of his failing high school; a rural Indian farmer determined to establish a better way of life for women in his village; and a sushi chef, whose simple preparation has led to his restaurant (tucked away under a Tokyo subway station underpass) being awarded the maximum of three Michelin stars. Hansen also explains how the way Alfred Hitchcock filmed *Psycho* and the 1911 race to become the first explorer to reach the South Pole both illustrate the use of his seven practices (even before they were identified).

Each chapter contains questions and key insights to allow you to assess your own performance and figure out your work strengths, as well as your weaknesses. Once you understand your individual style, there are mini-quizzes, questionnaires, and clear tips to assist you focus on a strategy to become a more productive worker. Extensive, accessible, and friendly, *Great at Work* will help you achieve more by working less, backed by unprecedented statistical analysis.

Great at Work: How Top Performers Do Less, Work Better, and Achieve More Details

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From Reader Review Great at Work: How Top Performers Do Less, Work Better, and Achieve More for online ebook

Danielle Annett says

Well researched! Great fundamental tips to integrate into your life. I would highly recommend this to anyone looking to increase their performance habits. A great way to see how to be at your best in both home life and work life.

Josh says

Great at Work by Morten Hansen is a book about improving your performance in the workplace. Hansen distills workplace performance into seven elements which, based on his research, have the largest impact on your productivity at work. These are divided into two groups: elements related to how you personally work and elements related to how you work with others. A recurring theme among the elements is focus, narrowing the scope of what you do to target the most important activities of your work. Hansen provides a number of case studies to support his analysis; however, these are the weakest part of the book. Each case study places the worker in a very cut and dry scenario where it is straightforward to identify the issue at hand and respond accordingly. In practice, key decision points in the workplace tend to be highly complex with a number of benefits and drawbacks associated with each potential action. Additionally, one of the largest factors impacting productivity, the availability of resources, is completely omitted throughout the book. Great at Work strives for greatness, but only achieves mediocrity in its execution.

Ceil says

Good solid research and discussion of the difference between activity (necessary and not even close to sufficient for success) and accomplishment (ideally with the least activity possible) -while Hansen doesn't frame the argument that way, it's a terrific contribution to the growing literature that says the most successful people - as Warren Buffet says - "say no to almost everything." That lets them, as Hansen says, "do less. Then obsess" over what you do do.

Other nuggets:

Focus on creating value instead of on achieving goals

Engineer trust - fast (without it, collaboration can't happen, and without collaboration, organizations can't thrive)

Know when to listen and when to speak (he has excellent suggestions for each)

Achieve your goals through a combination of logic, appeals to the heart, and "smart grit"

Carsten Hansen says

This book asks some important questions, why do some people perform better than others with comparable

skills, why do some deliver higher quality work and use less time.? These important questions and it makes for an interesting book with a number of surprising and interesting findings. Overall, I found a lot of the conclusions could be used directly to improve my work output, both in terms of quality and speed and also how I can improve upon my habits outside of work.

The only detractor for me was the fact that the book is very scientific in its approach and the roughly last 20% was used for references, bibliography and such.

Jessy Tania says

Trik cermat berbuah banglas bermutu Judi globe Mix Parlay

Judi online sebenarnya banget memukau sangat buat disimak lebihlagi judi globe. terlebih untuk para bettor, seluruh tontonan judi online pada kala ini memperagakan utilitas misal sanggup berbuat pementasan pada periode yang jitu atas aturan yang akurat atas peraturan dan buahpikiran cagaran. Pada kala ini pergelaran judi online sekali berbagaimacam sangat. jika aja yang masa ini sedemikianitu disukai dan bekerja tempat pergelaran kesukaan merupakan penaka atraksi cagaran bola.

jaminan judi online bohlam emang sudah tampak semenjak dahulukala, cukup aja yang membedakannya sekarang piawai diakses karena enteng dengan cara online atas bermacam-macam order cagaran yang mengiming-imingi nilai lebar. menceracam satunya yakni andalan bohlam stelsel mix parlay. sesungguhnya bermutu jaminan balon terdapat banter peraturan gadaian. cuma aja mix parlay berprofesi sembarangan satu bursa gelembung yang sekali menunggangkan sekali.

lir yang kita mengerti apabila mix parlay adalah serabutan satu bursa judi online bolalampu yang memperagakan lama banget arti berkualitas taurhan. kok kian? surah ini atas berat order mix parlay per personel alias bettor diserahkan kelalusaan buat berspekulasi agunan sedikitnya 3 tuntutan karena kumpulan yang berlainan. menurut sedemikianitu lalu putaran bagi merengkuh daulat berat tagan mestinya lebih lega sangat andai ketimbang menurut susunan pasar tandon biasa.

Inilah Trik tepat berbuah banglas bernilai Judi globe Mix Parlay

buat merebut pengaruh berkualitas tiap andalan judi globe online lalu peduli banget buat golong semua bab tercangel runguhan. Jangan mendapat pokok pasang jaminan tanpa mengelompokkan semua bidang serupa pengertian dan perakitan agunan pada tempo yang akurat. justru pulang berat mix parlay perlu berbuat analisa bagi per laporan karena bagus kemudian sanggup mewalakkan pengandaian dengan cara akurat.

menurut kamu yang ingin berbuat jaminan pada pasaruang mix parlay lalu acuhkan separuh babak selanjutnya ini maka pintar menggenggam tinggi sangat nilai yang memperlihatkan. sehubungan semacamitu lalu semua manfaat judi online hendak sedemikianitu sekali menunjuk-nunjukkan banget. berisi bab ini lakoni gadaian karena patut dan absah. dengarkan seterusnya ini buat tercapai enteng judi link alternatif bola 88 lampu online tataan mix parlay!

amati pasaruang Judi balon Online

rucah satu bagian peduli buat melanyak impresif dominasi berbobot cagaran judi globe online aksioma mix parlay yakni sehubungan memperhatikan pasar judi online bolalampu atas cakap. kenapa ini signifikan?

hendak aja ini memesonakan menurut menggandakan cerminan teruit satuankerja jasmani yang bakal bersaing maka cakap berbuat analisa sehubungan mudah.

Analisa sempurna Pertandingan

beleid berikut ialah sehubungan mengerjakan analisa pergelaran sehubungan bagus dan sah. penuh pertarungan yang tentu kamu ikuti hendaknya analisa malahan awal selaku lanjut sebagai kesatuan pecah lepaslandas anggota, metode pensyarah, tujuan dosen dan cukup masalah yang menawan berisi permainan kedua raga. menurut semacamitu alkisah kamu bakal lebih simpel buat menggenggam inferensi buat mengusulkan awakkapal yang mana.

Pasang Mix Parlay menurut perhubungan Besar

sepatutnya pasang tagan judi online mix parlay pada pertarungan namalain perhubungan perkongsian hana. juz ini buat cakap berkualitas berbuat analisa dan refleksi. Jangan biji mengimbuhkan mix parlay pada kompetisi yang bukan sedemikianitu popular. Ini sama aja karena melahirkan minus. Ikuti pasar pertarungan persekutuan perserikatan banglas dan pasang tagan pada kala yang tepat.

Jangan lewatbatas Fanatik

Jangan mencantol pada jasad yang kamu dambakan. Disini hendaknya kamu berwaspada lunak play buat berbuat tagan. lakoni analisa tepat menurut aturan cagaran judi online. sehubungan semacamitu alkisah mampu menggondol seluruh khasiat yang berlapis doble. Ini ialah keliru satu ihwal yang sekali signifikan bagi berbuah berlandaskan simpel bermutu cagaran judi online balon acara mix parlay.

Nah, kian separuh panduan menurut tercapai judi bolalampu online berdasarkan laku mix parlay. tagan judi online globe berlandaskan petunjuk mix parlay ini jelasnya kuasa melimpahi mahal sangat kepentingan andai dilakoni dengan cara akurat.

The Harry L. Davis Center for Leadership says

You've heard it before: *Work smarter, not harder*. Morten Hansen's latest book, *Great at Work*, brings new meaning to that hackneyed idea with a set of seven work-smart practices that apply in a wide range of industries and functions. Hansen and his team undertook a comprehensive study of individual performance at work, and tested their theories in a survey of 5,000 managers and employees—from ER nurses to CEOs. They share seven practices that anyone can partake in to become great at work.

This book follows its own advice, in that it delivers more value per unit of time spent reading it than the typical business treatise. In seven short chapters—one for each practice—you'll get examples, evidence, and instruction on how to do it yourself. Hansen and his team indicate which practices have the best returns for your performance, and also, crucially, your well-being.

The inspiration for this book and Hansen's research will be familiar to any professional who has looked around the room and resolved to do better: a colleague who made it look easy.

—Chelsea Vail, Associate Director of Communications and Events, The Harry L. Davis Center for Leadership

Will Once says

Disappointing. There is nothing wrong with the book's main thesis that we should "work less, then obsess". In other words, do fewer things but focus more on doing them well. Can't argue with that. There are six other principles including such obvious nuggets as "work smarter, not harder".

The problem is how the book justifies this point of view. Most of the book is argument by anecdote. Person X did this and it worked out ... therefore we should all do this. That's hardly a strong argument as the examples are all hand-picked to prove the author's arguments.

The book is also based on research (a survey) which seems flaky. People were asked to rate their performance and the performance of their bosses and employees. Then they were asked to say how well they, their bosses and employees exhibited a range of skills and behaviours. The problem is that the only positive skills and behaviours in the survey were the ones that the author was advocating. So inevitably there was a high correlation between high performance and these skills or behaviours.

That isn't science. It's snake oil salesmanship.

The book also misquotes Malcolm Gladwell's *Outliers*. Hansen argues that Gladwell was wrong to say that 10,000 hours of practice is what it takes to excel at something. Instead, Hansen says (quite rightly) that it needs to be good practice. The problem is that Gladwell says exactly the same thing. This makes me wonder whether Hansen had read *Outliers* or was deliberately misrepresenting it. Either way, it didn't give this book much credibility.

Two stars (three on Amazon). There is nothing wrong with this book, but it doesn't say much that is new and hasn't been said much better before.

Christopher Lawson says

Do Less Fluff

In *GREAT AT WORK*, Professor Morten Hansen reveals the results of his extensive research study, which began in 2011, and examined the activity of 5,000 workers. The author was trying to figure out exactly which factors contributed to one being an especially superior worker. The researchers whittled down the factors to just seven "Smart Practices." These seven factors, as a whole explained about 2/3 of what makes someone really effective.

The biggest factor leading to superior performance is called "Do Less, then Obsess." Great performers figure out what to NOT do. This means "Shaving away unnecessary tasks" like meetings, procedures, and useless metrics.

Perhaps my favorite section is the large chapter on the "Learning Loop." Here's the key: Spend a little time each day improving your skills. To not be overwhelmed, just "pick one and only one skill at a time to develop it." The author mentions the "10,000 hour" rule (popularized in *Outliers* by Malcolm Gladwell), but

cautions the reader that it's not just practice of any time--it must be deliberative, focused practice.

Along with the research findings, the book includes lots of anecdotes of people who (mostly) exemplified the desired traits--but not all the stories are good ones. There is one especially sad account of one man who wanted to live his dream, but ended up losing all his money.

So all in all, I found GREAT AT WORK to be a valuable book, with lots of practical findings. I was especially interested to find that the current management fad of "collaboration" tends to reduce the effectiveness of superior employees.

The author does something really smart in this book--he includes the key points at the end of each chapter. This makes it really easy for the reader to review the main points. Professor Hansen labels the dumb idea the "Work Harder Convention," and his good ideas the "Work Smarter Perspective."

Advance Review Copy courtesy of the publisher.

Dave says

Hansen undertook a 5 year study to find out what makes top performance at work. He's also worked with Jim Collins on his follow up to Good to Great, so Hansen has credibility.

While he frames his 7 keys to performing better as a challenge to the conventional wisdom, the ideas have been around. But those ideas have not been wrapped up together and do not have the credibility of Hansen's study.

The first and most important key - work less, then obsess. Hansen gives the example of the 91 year old three star sushi chef who only makes 20 types of sushi in a restaurant with no bathroom underneath the stairs to the subway. The chef's singular focus on perfecting sushi earned him three Michelin stars not the decor. He also leads this chapter with the story of the team that first reached the south pole and survived, they had less money and less modes of transportation than the better financed team. But since they had fewer resources they focused on getting the best dogs and only sled dogs. The other team was spread thin and had coordination issues - those are the problems with doing too much. Most people who read Hansen do too much.

Ryan Holiday in Perennial Best Seller encourages a draw-down period and a singular focus. Cal Newport does as well in Deep Work. These books lack Hansen's study and seem to rely on anecdotes. The authors seem armaturist compared to Hansen.

Second, the next step after doing less is to redesign your job to focus on providing value rather than goals. SMART goals have come under criticism for leading people to focus on the wrong things. The Tyranny of Metrics by Jerry Mueller also brings this up - people measuring the wrong things just because they can be measured.

Third is your learning loop. This could be my favorite chapter because I already took the idea of using a feedback loop from product management in agile development and applied it to work in my own LinkedIn post <https://www.linkedin.com/pulse/you-jo...>

Fourth is passion and purpose. Hansen is right that following your passion is terrible advice. He advocates linking it with purpose - providing value. A lot this too is simply rethinking a job to see the greater good that it achieves. Every job helps someone - start with that and then make it bigger. You are helping a bigger goal than that person. What Hansen misses Cal Newport adds in his *So Good They Can't Ignore You* book - you need to have already practiced the skills to go along with passion and purpose.

The next three keys focus on working together. I found these less helpful although there is a general idea that we work together too much in some cases.

Fifth is Forceful Champions. People inside and outside an organization do not make decisions rationally - see Scott Adams' *Win Bigly* or Robert Cialdini's *Influence* and *Pre-suasion*. Hansen encourages appealing to emotions because facts and reason don't work. Cialdini's work is more about selling outside the company, bringing the same tactics inside is tougher. I know that it can be done, but you risk everyone hating you. With customers it's different because you don't have to see them everyday and they know they are being sold. Long term these transactional tactics hurt relationships, the people you have to work with are not going to like it. It is successful and they will like you less because of your success and tactics. Hansen doesn't acknowledge that as a cost of getting ahead.

Sixth is Fight and Unite, Hansen states we have too many meetings, true, because people are unprepared, true, or don't pay attention, true. People are afraid to differ, true, or if they do it becomes personal, all too true. Hansen gives some suggestions for encouraging vigorous debate and then uniting behind the final outcome. This is what successful companies do.

Seventh is the two sins of collaboration - under and over collaboration. Go back to focusing on value to find the Goldilocks.

Putting all seven ideas together, supporting them with data and anecdotes, and writing in an easy to read manner make this a five star book. I read it over the course of one day. Seven is the magic number, this a more practical and modern *7 Habits of Highly Effective* people, which is just what the author was going for.

Cody Ray says

Nice overview of an academic study across 5000+ employees. The author presents a framework for increasing your own performance in the workplace with 7 rules to put into practice.

My main concern is that it could've gotten the entire message across much more concisely. But still well worth the read.

Tyler Weir says

If you've read *Grit*(Duckworth) and *Mindset*(Dweck) I think you'll appreciate this book.

I loved it.

John Norman says

As business books go, this is a good one. Morten T. Hansen's *Great at Work* is an attempt to explain how high-performers outdo their peers and deliver higher-quality work. The essential teaching of the book is that such performers "do less, then obsess": That is, they are very good at prioritizing, focusing on the top one to three things -- then they really bear down on those things to the exclusion of everything else. There's a lot more going on, but I think almost anyone would appreciate reading his chapter two, where he explains this idea in great detail. I was just looking over my own work goals for the coming year, and based on this book, I don't think I have enough focus. I have not created challenges for myself that will allow me to "do less, then obsess" and truly succeed at the genuinely most important things. I need to declutter my work for the coming year.

Chapter 4 provides guidance on how to discover your high-value work so that you can "do less, then obsess." The later chapters expand outward regarding how you get buy-in from others in your organization, how you unite passion and purpose, and, finally, how you can use the ideas from the book to better balance your work/life conundrum. All the way through, due attention is paid to have the claims sometimes need adjustment according to gender.

Longer review here: <http://7fff.com/2018/03/hansen-great-...>

Mehrsa says

If you attend 45% less meetings, you will be 74% more effective. There's all sorts of "real numbers" and stats like this in the book and I call BS. What does it even mean to be great at work? I think there are a lot of great tips in here that are pretty obvious--my personal favorites are do less and then obsess and don't follow your passion. But the book sells itself as scientifically rigorous when it's just a nice self-help that is fairly obvious. I would actually recommend Essentialism, which basically said the same thing. The rule there was one I still follow: If it's not a hell yes, then it's a no.

Melissa says

Wow, there is a lot in this book. Though I read it through once, I can tell I'm going to need to come back to chapters after I've tackled some of the recommendations. In fact, that's a recommendation of the book -- start with one thing, and give it 15 minutes of the day, with careful measurement of your progress and feedback. I also really like the "do less, then obsess" theme suggesting that we need to work smarter, not more, or harder. The book is also full of great examples.

Jacquelyn Merryfield says

I really liked this. Took away a few things I want to implement in my own work.

