



12: The Elements of Great Managing

Rodd Wagner, Ph.D. James K. Harter

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12: The Elements of Great Managing is the long-awaited sequel to the 1999 runaway bestseller *First, Break All the Rules*. Grounded in Gallup's 10 million employee and manager interviews spanning 114 countries, *12* follows great managers as they harness employee engagement to turn around a failing call center, save a struggling hotel, improve patient care in a hospital, maintain production through power outages, and successfully face a host of other challenges in settings around the world.

The authors weave the latest Gallup insights with recent discoveries in the fields of neuroscience, game theory, psychology, sociology, and economics. Written for managers and employees of companies large and small, *12* explains what every company needs to know about creating and sustaining employee engagement.

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