



Praise for:

The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance

By Tony Schwartz with Jean Gomes and Catherine McCarthy, Ph.D.

Tony Schwartz has become a National Treasure, the champion of a new source of renewable energy—ourselves! *The Way We're Working Isn't Working* is a great combination of engaging intellectual foundations, intriguing research findings, and truly practical advice. It's a veritable handbook for putting each of us on a more engaged, more productive, more satisfying—more energetic!—life course.

—**Robert Kegan, PhD, Harvard University School of Education and co-author of *Immunity to Change***

I've read dozens of books about leadership and management. What makes this book unique and essential is the integrated and comprehensive way it addresses the challenge of getting the best from people. *The Way We're Working Isn't Working* lays out a compelling new workplace paradigm and a detailed road map for organizations, leaders and individuals seeking to gain true competitive advantage.

—**Tony Hsieh, CEO, Zappos.com**

The Way We're Working Isn't Working offers us an engaging, thorough, and authoritative manual for optimal performance and for a rewarding life. Tony Schwartz has done it again—a business must-read.

—**Daniel Goleman, author *Emotional Intelligence***

Integrating our physical, emotional, mental, and spiritual lives really enables “one life” and our life's work. Thank you, Tony!

—**Alan Mulally, President and Chief Executive Officer, Ford Motor Company**

For two decades, Tony Schwartz has been observing, reporting and teaching the fundamentals of performance in every arena where excellence matters—from playing fields to corporate boardrooms. His new book looks at the reasons why working harder doesn't translate to working better. Backed by research and his own case studies, he offers a path to better results and higher rewards that should be hugely valuable to individuals and organizations alike.

—**Susan Lyne, CEO, Gilt Group**

There's one compelling reason to read *The Way We're Working Isn't Working*—it works! The 100 senior leaders at the LAPD took the course on which the book is based, and while we were doubtful at first, we became believers and beneficiaries.

—**Bill Bratton, Former LAPD Police Chief**

Open heart surgery is demanding on every level. Before we understood the principles in *The Way We're Working Isn't Working*, our fight with exhaustion—physical, emotional, mental and spiritual—was a daily battle. Today, managing our energy—and regularly renewing it—has become a guiding principle for all the members of my operating room team. The principles and practices in this book have truly changed my life. They will increase your productivity and leave you more energized and more satisfied than you've ever been before.

—**Mark Gillinov, M.D., Cardiovascular Surgeon, Cleveland Clinic**

The transformative power of this work lies in its ability to help very smart and already high-performing people change their current behaviors to be even more effective, fulfilled and connected to others. It is intellectually engaging because it's based on hard research from various scientific disciplines, and provides different frames of reference and new ways to look at old problems. It delivers results because of the specific process of creating and practicing more effective behaviors through rituals, which eventually become virtuous habits. The foundations of good leadership are self-awareness and thoughtful action, and the ideas in this book can be truly life-changing for both.

—**Evan Wittenberg, Head of Global Leadership Development, Google Inc.**

A fantastic book. *The Way We're Working Isn't Working* can bring a much needed shot in the arm to people's search for effectiveness. Tony Schwartz and his colleagues have provided practical, easy applications that will improve performance, sustainability and an increased sense of well being based on balance.

—**Professor Richard Boyatzis, Departments of Organizational Behavior, Psychology and Cognitive Science at Case Western Reserve University, Co-author *Primal Leadership***

In this wonderful book, Tony Schwartz confronts the assumptions that are driving our lives and increasingly the lives of our children. Tony's work with our students has been deeply meaningful. His vision of an energized life led in rhythm with our bodies and our minds, informed by research from all sorts of disciplines—cognitive science, neuroscience, psychology and medicine—makes a compelling argument. It calls for us to realign our lives in significant ways, but also implicitly asks us to ensure that the lives of our children, our co-workers and our friends are also focused on developing skills and strategies to lead more effective rather than merely more productive lives.

—**Dominic A.A. Randolph, Head of School, Riverdale Country School**



Tony Schwartz
CEO, The Energy Project

The Energy Project offers a detailed blue print for a fully engaged workforce and a more satisfying way of life.