

## Review of *All In* by Adrian Gostick and Chester Elton

In their 2012 book, *All In: How the Best Managers Create a Culture of Belief and Drive Big Results*, Adrian Gostick and Chester Elton help us to understand that it is culture that “binds us together.” In their study of 300,000 people, Gostick and Elton discovered that leaders who create a culture where employees are energized, enabled and engaged outperform their competitors.

These leaders create an environment and the conditions that allow their people to participate with passion in the work and goals of the organization. They take advantage of their people’s natural tendency to want to make a difference in their world and provide opportunities for them to learn, grow and thrive in the organization. They encourage their “squeaky wheels, they don’t silence them because they know that true creativity and innovation arises not when everyone is in agreement, but when they are free to discuss their differences.

Effective leaders trust their best people to innovate. They provide them with the resources, not just financial resources, but the personnel support and training that they require to move their idea from fledgling concept to full-blown, chart-topping, best-selling product. These leaders embrace change and the old adage, “fail fast, fail often, fail cheap.” They also embrace ambiguity, uncertainty and “not knowing.”

Above all, effective leaders focus their talent on the possibilities that can be, rather than the pain of the change effort.

All in all, Gostick and Elton’s *All In* is a pragmatic exploration of how today’s leaders can affect positive change in their organizational culture, in client and employee satisfaction, in higher productivity and job performance. And as they suggest, all of these factors create the conditions that drive higher than average revenue and profitability.