What makes these questions so valuable is that they have truly stood the test of time--they've guided countless men and women, across many centuries and cultures, to resolve the hardest questions of work, responsibility, and life. You can use the five-question framework on your own or
with others on your team to help you cut through complexities, understand critical trade-offs, and develop workable solutions for even the grayest issues. Sep 6, Decision making, Leadership, Leading teams, Management philosophy, Management skills, Problem solving.

Educator Copy. Add to Coursepack. Add to Collection. Add to Cart for purchases and permissions. Add to Cart. Details Pub Date: Sep 6, Discipline: General Management. Source: Harvard Business Press Books. Length: page s. However, the book is largely humanist and self-admittedly so, and the author's own ideas about religion and humanity pervade the more universally applicable ideas, almost tainting them in the process. I'll likely refer to the framework presented here, but it wasn't enjoyable to read. Jun 30, Janka H. Interesting, almost philosophical in the best meaning and also pragmatically also, at its best meaning approach to the difficult managerial problems. How to proceed in the unsure, difficult situations? Mr Badaracco offers the 5 questions approach: What are the net, net consequences? Some of the questions are ethical, some are pragmatic. And I find them quite useful. Well, everyone operates on Interesting, almost philosophical in the best meaning and also pragmatically also, at its best meaning approach to the difficult managerial problems.

Well, everyone operates on the music of their own drums, so to say. I can attest to the more emotional approach in my case, so i definitely need to add the question " What will work in the world as it is?" The book also contains some useful techniques and tips on how to operate on these questions. May 06, Sara on ourselves rated it really liked it. This is a fine, basic moral framework that I think is a good one, but also is likely more suited as an introduction to business morals, for example at a business school. The questions are: 1. What are the net, net consequences? What can I live with? Jun 26, Dustin rated it itShelves: leadership-self-help, y, mils.

Badaracco offers a humanist approach to grappling with decision points in the gray. Overall, difficult to argue with many of the points. However, he is very repetitive and his constant devil's advocate statements while good in being honest seem to undercut his arguments at points. Seems like further editing would have been helpful. Jul 01, Mukesh Sharma rated it it was great.

This book truly gives a sense to making tough decisions. Yes, it depends and changes from person to person, but one can still refer to these questions when get stuck in a conundrum or dilemma. Gray decisions are not easy to make and they need to be solved within a time frame else they lose their essence. A good book to read. Jan 15, Adam Nowaczyk rated it really liked it. This was a bit of a complex read. It split hairs in some areas, but really hammered down on figuring out what is important and how it is important. The philosophies explored are very interesting. You'd have to read to understand. Jul 06, Lauren Kelly rated it it was ok Shelves: non-fiction. Very meh. The five questions were somewhat valuable, I guess, but the underlying rationale made me not buy into the ideas.

There were too many assumptions made about "human nature," "core responsibilities" and what counts as a "good life. It's just not how think of the world and approach it. It was also repetitive and doesn't seem to be based on hard science. Jun 07, Greg rated it it was amazing Shelves: business, hbr-titles. The core task of managers is that what we call gray areas. These are the challenges whose answers are not easy.

Managers face these kinds of problems every day. Will you promote someone who has a stellar record but cannot work with his colleagues well? Will you fire someone who is underperforming despite the fact that he is friends with the owner of the company? What will you do if your subordinate messed up pretty badly by following your orders? Many questions harder than these surrounds manager The core task of managers is that what we call gray areas. Many questions harder than these surrounds managers every day. Thankful, this book gives us the 5 questions that we should ask to help deal with those gray areas. These 5 questions should all be considered whenever one is faced with the gray challenge. This book does a good job of explaining each of the questions. The meaning is deep. The explanations are easy to understand and at the same time goes deep into human psyche.

Another remarkable thing about this is that each questions are not considered in isolation. The author explains or reviews the previously discussed questions in relation to the current one. This makes the message solid and clear: You've got to consider all the 5 questions to help you get the right perspective in your problem. Otherwise, one will end of making a decision he or she will regret doing. Jul 30, Theodore Kinni rated it it was amazing. An ethical, responsible process for thinking thru tough decisions with no right answers—managers should read this.

Shelves: my-humble-library. Good book for managers and those not too familiar with ethical study. Jun 13, Tern rated it really liked it. The book is not logically rigorous but provides a set of useful tools for decision-making. May 05, Mills College Library added it. There are no discussion topics on this book yet. Be the first to start one ».


Resolve Your Toughest Work Problems with 5 Questions - HBS Working Knowledge

Want to Read saving…. Want to Read Currently Reading Read. Other editions. Enlarge cover. Error rating book. Refresh and try again. Open Preview See a Problem? Badaracco Jr.. Details if other ». Thanks for telling us about the problem. Return to Book Page. Preview — Managing in the Gray by Joseph L. Badaracco Jr. But you have to make a decision. You have to choose, commit, act, and live with the con How to Resolve the Really Hard Problems Every manager makes tough calls—it comes with the job. You have to choose, commit, act, and live with the consequences and persuade others to follow your lead.

Gray areas test your skills as a manager, your judgment, and even your humanity. How do you get these decisions right? In Managing in the Gray, Joseph Badaracco offers a powerful, practical, and even radical way to resolve these problems. Picking up where conventional tools of analysis leave off, this book provides tools for judgment in the form of five revealing questions. Asking yourself these five questions provides a simple yet profound way to broaden your thinking, sharpen your judgment, and develop a fresh perspective. You can use the five-question framework on your own or with others on your team to help you cut through complexities, understand critical trade-offs, and develop workable solutions for even the grayest issues. Get A Copy.
Harcover , pages. More Details Other Editions 1. Friend Reviews. To see what your friends thought of this book, please sign up. To ask other readers questions about Managing in the Gray , please sign up. Lists with This Book. This book is not yet featured on Listopia. Add this book to your favorite list ». Community Reviews. Showing Average rating 3. Rating details. Sort order. Jun 09, Bailey L. Recommended by a close friend and mentor, I found the 5 questions to be practical and thought-provoking. Some of what this book relies on has me a bit skeptical though -- pragmatism and humanism both carry flawed philosophical foundations that I don't agree with as a believer. Namely, that we can create our own morals based on what we want to believe. The five questions are: What are the net, net consequences?

What are my core obligations? What will it work in the world as it is? Who are we? What ca Recommended by a close friend and mentor, I found the 5 questions to be practical and thought-provoking. What can we live with? Nonetheless, this is what I am taking away from this book and the 5 questions: - Many problems are incorrectly defined. All great leaders were effective managers who got the process right. To write well is to think clearly. That's why it's so hard. All in all, his last page delineated that it's not enough to be a pragmatist, but one must be an ethically sensitive pragmatist.

I wrote in the margin to think on the separation between these two. As the word ethics again brings into question what THAT word really means, I'm not totally buying into this. Looking forward to discussing this book with others who have read it soon to grapple with these ideas. View 2 comments. Sep 05, Darren rated it really liked it. Five questions: What are the net consequences? What do we really stand for? If you can answer them, the future might be a lot brighter! The book itself was interesting and the concept engaging. You might really get it and fall in love with it. Mar 12, Justin Hairston rated it it was ok. The author is clearly very smart, and the essential framework seems like it could be extremely useful. However, the book is largely humanist and self-admittedly so, and the author's own ideas about religion and humanity pervade the more universally applicable ideas, almost tainting them in the process. I'll likely refer to the framework presented here, but it wasn't enjoyable to read. Jun 30, Janka H. Interesting, almost philosophical in the best meaning and also pragmatical also, at its best meaning approach to the difficult managerial problems.


He does so in a nuanced and empathetic manner that clearly recognizes the challenges and conflicts routinely faced by well-meaning managers as they strive to make decisions. Strong, resilient brands are the result of everyone in the organisation thinking and acting as people first. Books that truly help do this deep work are hard to find. I think Managing the Gray will join the ranks of the few I regularly reference and recommend. It is rigorous and enjoyable. Interesting, practical, and compelling. Joseph L. Badaracco is the John Shad Professor of Business Ethics at Harvard Business School, where he has taught courses on leadership, strategic corporate responsibility, and management in the school's MBA and executive programs. Customer reviews. How are ratings calculated? Instead, our system considers things like how recent a review is and if the reviewer bought the item on Amazon.

It also analyzes reviews to verify trustworthiness. Review this product Share your thoughts with other customers. Write a customer review. Top reviews Most recent Top reviews. Top reviews from Japan. There are 0 reviews and 0 ratings from Japan. Top reviews from other countries. Translate all reviews to English. Verified Purchase. As the book explains there are five questions we must all ask ourselves and it goes into a detailed review on why we should ask those questions and what we should be considering when asking them of ourselves. This is not a generic self help book or an easy answer to all of your problem solving questions, but is instead a true guide on how to tackle sticky problems as a manager. Report abuse. L'autore cerca di rispondere alle gray questions della vita utilizzando cinque domande intese come cinque punti. Offre diversi spunti senza scendere in dettaglio.

- Business & Economics: Books: Shop Online at Best Prices in Egypt | Souq now

Translate all reviews to English. Verified Purchase. As the book explains there are five questions we must all ask ourselves and it goes into a detailed review on why we should ask those questions and what we should be considering when asking them of ourselves. This is not a generic self help book or an easy answer to all of your problem solving questions, but is instead a true guide on how to tackle sticky problems as a manager.

Report abuse. L'autore cerca di rispondere alle gray questions della vita utilizzando cinque domande intese come cinque punti. Offre diversi spunti senza scendere in dettaglio. Consigliato per chi si avvicina a questo genere di analisi. Report abuse Translate review to English. It is worth reading and when you consider the purpose of reading it, anything gained will be a dramatic return on your investment. I personally enjoyed the book and found several gems within it which enhanced my own management style. I thought this was a terrific read. Badaracco combines solid thought processes with historic philosophical teachings to produce a workable process for problem solving. As he puts it - work through it as a manager and solve as a human being. He lays out four mgmt questions - what are the consequences, what are our obligations, what is practical and who are we mission.

Then the final question - what can we live with. Reads quickly and provides a good process to not only make a decision, but to implement once made. I had to buy this book for a college course but I ended up really liking it. It does a good job of describing how to approach complex problems and I highly recommend it for anyone who has trouble making large decisions.

See all reviews. Back to top. Get to Know Us. Make Money with Us. Amazon Payment Products. Joe: Good. The fifth question says, what can I live with? In other words, what can you, as the decision-maker and as a manager and as a human being, live with? What can you sleep with? What do you think you can look back on? You asked where the clarity comes from, and this is ultimately where the clarity comes from. It comes out of the decision. This is why I think this way. When it comes to the larger decisions, I can imagine answering these questions and having a lot more
information and a lot more data, but still some confusion about which direction to go.

But there are other cases where even after asking these questions, you are pulled in different directions. You decide what you can live with, as a manager and as a human being. One of the things you wrote in your book is, work through it as a manager and resolve it as a human being, which I love. Joe: Yes, you put that very well in the mantra about approach it as a manager, work through it as a manager, and then resolve it as a human being is the central idea in the book. We will deserve good outcomes. I struggled with it. I did the best I could and this is what I think is right.

Joe: Great question. Gut can be a trap and gut is also crucial. A lot of people get the sequence wrong. Make your judgment about the consequences of duties, etc. Not before. This is what they wanted to discourage. I would discourage young people who think just decision after decision, bang, bang, bang, that they ought to look at some of their successful predecessors and find some time to step back when they need to.

I love that award. Joe, thank you so much for coming onto the Bregman leadership podcast. Joe, Badaracco, thank you for joining us. Peter: If you enjoyed this episode of the Bregman Leadership podcast, please subscribe and leave a review on iTunes. For more information about the Bregman Leadership Intensive, as well as access to my articles, videos, and podcasts, visit PeterBregman. Thank you to Clare Marshall for producing this episode, and to Brian Wood, who created our music.

Thanks for listening and stay tuned for the next great conversation. This was really an excellent podcast Peter, thanks for it. The title is an acronym for five pillars. I will be more than happy to share more the work should you be interested. Your email address will not be published. Save my name, email, and website in this browser for the next time I comment. Peter: Is that an ethics question, primarily? Peter: Got it. Asking yourself these five questions provides a simple yet profound way to broaden your thinking, sharpen your judgment, and develop a fresh perspective. What makes these questions so valuable is that they have truly stood the test of time--they've guided countless men and women, across many centuries and cultures, to resolve the hardest questions of work, responsibility, and life.

You can use the five-question framework on your own or with others on your team to help you cut through complexities, understand critical trade-offs, and develop workable solutions for even the grayest issues.

Get A Copy. Hardcover , pages. More Details Other Editions 1. Friend Reviews. To see what your friends thought of this book, please sign up. To ask other readers questions about Managing in the Gray , please sign up. Lists with This Book. This book is not yet featured on Listopia. Add this book to your favorite list ». Community Reviews. Showing Average rating 3. Rating details. Sort order. Jun 09, Bailey L. Recommended by a close friend and mentor, I found the 5 questions to be practical and thought-provoking. Some of what this book relies on has me a bit skeptical though -- pragmatism and humanism both carry flawed philosophical foundations that I don't agree with as a believer. Namely, that we can create our own morals based on what we want to believe. The five questions are: What are the net, net consequences? What are my core obligations? What will work in the world as it is? Who are we? What ca Recommended by a close friend and mentor, I found the 5 questions to be practical and thought-provoking.

What can we live with? Nonetheless, this is what I am taking away from this book and the 5 questions: -Many problems are incorrectly defined. All great leaders were effective managers who got the process right. To write well is to think clearly. That's why it's so hard. All in all, his last page delineated that it's not enough to be a pragmatist, but one must be an ethically sensitive pragmatist. I wrote in the margin to think on the separation between these two. As the word ethics again brings into question what THAT word really means, I'm not totally buying into this. Looking forward to discussing this book with others who have read it soon to grapple with these ideas. View 2 comments. Sep 05, Darren rated it really liked it. Five questions: What are the net consequences? What do we really stand for?

If you can answer them, the future might be a lot brighter! The book itself was interesting and the concept engaging. You might really get it and fall in love with it. Mar 12, Justin Hairston rated it it was ok. The author is clearly very smart, and the essential framework seems like it could be extremely useful. However, the book is largely humanist and self-admittedly so , and the author's own ideas about religion and humanity pervade the more universally applicable ideas, almost tainting them in the process.

I'll likely refer to the framework presented here, but it wasn't enjoyable to read. Jun 30, Janka H. Interesting, almost philosophical in the best meaning and also pragmatical also, at its best meaning approach to the difficult managerial problems. How to proceed in the unsure, difficult situations? Mr Badaracco offers the 5 questions approach: What are the net, net consequences? Some of the questions are ethical, some are pragmatical. And I find them quite useful. Well, everyone operates on Interesting, almost philosophical in the best meaning and also pragmatical also, at its best meaning approach to the difficult managerial problems.

Well, everyone operates on the music of their own drums, so to say. I can attest to the more emotional approach in my case, so i definitely need to add the question "What will work in the world as it is?" The book also contains some useful techniques and tips on how to operate on these questions. May 06, Sara onourselves rated it really liked it.

This is a fine, basic moral framework that I think is a good one, but also is likely more suited as an introduction to business morals, for example at a business school. The questions are: 1. What are the net, net consequences? What can I live with? Jun 26, Dustin rated it it liked it Shelves: leadership-self-help , y , mlis. Badaracco offers a humanist approach to grappling with decision points in the gray. Overall, difficult to argue with
many of the points. However, he is very repetitive and his constant devil's advocate statements while good in being honest seem to undercut his arguments at points.

Seems like further editing would have been helpful. Jul 01, Mmakesh Sharma rated it really liked it. This book truly gives a sense to making tough decisions. Yes, it depends and changes from person to person, but one can still refer to these questions when get stuck in a conundrum or dilemma. Gray decisions are not easy to make and they need to be solved within a time frame else they lose their essence. A good book to read. Instead, our system considers things like how recent a review is and if the reviewer bought the item on Amazon. It also analyzes reviews to verify trustworthiness. Review this product Share your thoughts with other customers.

Write a customer review. Top reviews Most recent Top reviews. Top reviews from Japan. There are 0 reviews and 0 ratings from Japan. Top reviews from other countries. Translate all reviews to English. Verified Purchase. As the book explains there are five questions we must all ask ourselves and it goes into a detailed review on why we should ask those questions and what we should be considering when asking them of ourselves. This is not a generic self help book or an easy answer to all of your problem solving questions, but is instead a true guide on how to tackle sticky problems as a manager. Report abuse. L'autore cerca di rispondere alle gray questions della vita utilizzando cinque domande intese come cinque punti. Offre diversi spunti senza scendere in dettaglio. Consigliato per chi si avvicina a questo genere di analisi. Report abuse Translate review to English. It is worth reading and when you consider the purpose of reading it, anything gained will be a dramatic return on your investment.

I personally enjoyed the book and found several gems within it which enhanced my own management style. I thought this was a terrific read. Badaracco combines solid thought processes with historic philosophical teachings to produce a workable process for problem solving. As he puts it - work through it as a manager and solve as a human being.

He lays out four mgmt questions - what are the consequences, what are our obligations, what is practical and who are we mission. Then the final question - what can we live with. Reads quickly and provides a good process to not only make a decision, but to implement once made. I had to buy this book for a college course but I ended up really liking it. It does a good job of describing how to approach complex problems and I highly recommend it for anyone who has trouble making large decisions.