

"If you want to be a leader who gets hired, and a boss people love to work for, this is a must-read." —Marshall Goldsmith

**BUILD  
AN  
A  
TEAM**

Play to Their Strengths and  
Lead Them Up the Learning Curve

**WHITNEY JOHNSON**

HARVARD BUSINESS REVIEW PRESS

# BUILD AN A TEAM

TRƯỜNG ĐẠI HỌC QUỐC GIA HÀ NỘI  
THƯ VIỆN THÔNG TIN THỐNG KÊ  
07-07  
03529

Play to Their Strengths and  
Lead Them Up the Learning Curve

**WHITNEY JOHNSON**



GIFT OF THE ASIA FOUNDATION  
NOT FOR RE-SALE

HARVARD BUSINESS REVIEW PRESS  
Boston, Massachusetts

QUÀ TẶNG CỦA QUỸ CHÂU Á  
KHÔNG ĐƯỢC BÁN LẠI

### HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact [booksales@harvardbusiness.org](mailto:booksales@harvardbusiness.org), tel. 800-988-0886, or [www.hbr.org/bulksales](http://www.hbr.org/bulksales).

Copyright 2018 Whitney Johnson

All rights reserved

Printed in the United States of America

10 9 8 7

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to [permissions@hbsp.harvard.edu](mailto:permissions@hbsp.harvard.edu), or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication data is forthcoming.

ISBN: 978-1-63369-364-7

eISBN: 978-1-63369-365-4

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992.

## CONTENTS

Introduction: <i>Being the Kind of Boss People Love to Work For</i>	1
1. The S Curve of Learning	13
2. The Seven Accelerants of Learning and Growth	31
3. Recruiting and Hiring	57
4. Managing the Hungry New Hire	87
5. Playing to Their Strengths	109
6. Managing Masters	129
7. Helping People Leap to New Learning Curves	147
Conclusion: <i>Getting Started</i>	167
<i>Notes</i>	173
<i>Index</i>	183
<i>Acknowledgments</i>	191
<i>About the Author</i>	193