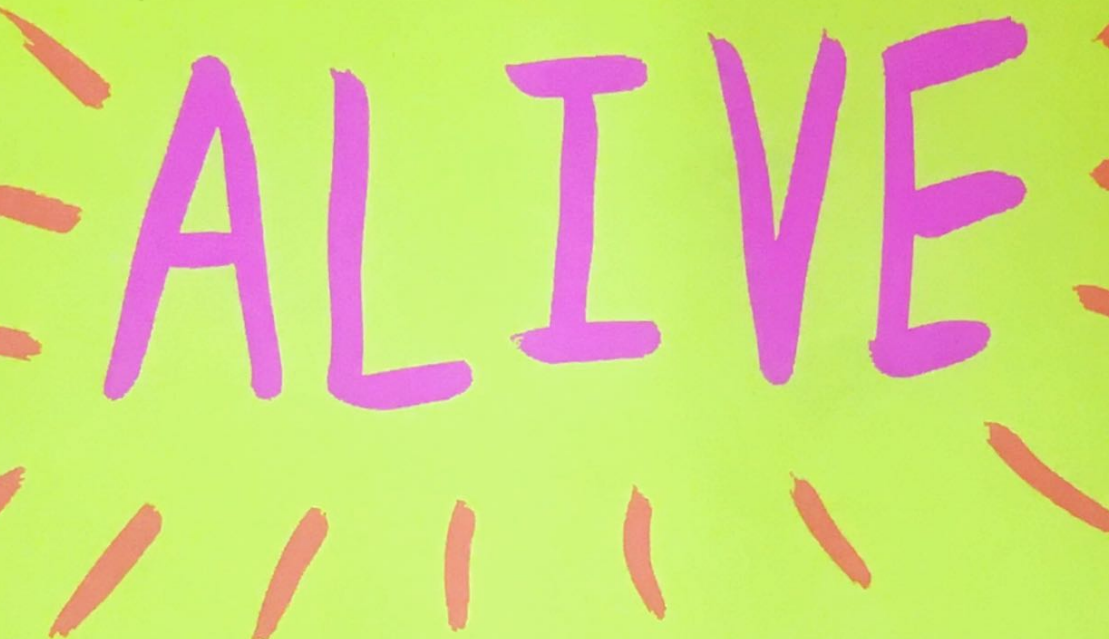


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The Neuroscience of Helping  
Your People Love What They Do

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# ALIVE AT WORK

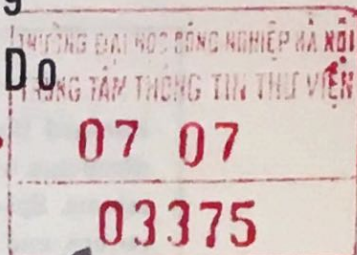
DANIEL M. CABLE

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HARVARD BUSINESS REVIEW PRESS

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The Neuroscience of Helping  
Your People Love What They Do



# ALIVE AT WORK

DANIEL

M. CABLE

  
GIFT OF THE ASIA FOUNDATION  
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## INTRODUCTION

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# OUR ORGANIZATIONS ARE LETTING US DOWN

"I wonder what my soul does all day when I'm at work."

—*Graffiti seen in London*

Let's start with a couple of questions. Are you excited about your work? Or does work make you feel like you need to "shut off" in order to get through it?

If you answered "yes" to the first question, you're in the fortunate minority. But, if you're in a position to lead and motivate others, there's still a good chance that those who fall under your leadership would answer no.

According to both US and global Gallup polls, about 80 percent of workers don't feel that they can be their best at work, and

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