

Know-How: The 8 Skills That Separate People Who Perform from Those Who Don't

Ram Charan

ebooks / Download PDF / *ePub / DOC / audiobook

["Brilliant, immensely practical, and comprehensive . . ."]
—STEPHEN R. COVEY

KNOW-HOW

THE 8 SKILLS THAT
SEPARATE PEOPLE WHO PERFORM
FROM THOSE WHO DON'T

RAM
CHARAN

COAUTHOR OF *EXECUTION* AND AUTHOR OF
WHAT THE CEO WANTS YOU TO KNOW

 Download

 Read Online

#638034 in eBooks 2007-01-02 2007-01-02 File Name: B000N2HCJM | File size: 61.Mb

Ram Charan : Know-How: The 8 Skills That Separate People Who Perform from Those Who Don't before purchasing it in order to gage whether or not it would be worth my time, and all praised Know-How: The 8 Skills That Separate People Who Perform from Those Who Don't:

7 of 7 people found the following review helpful. 101 courseBy Sahra BadouAuthor Ram Charan has developed a holistic approach to what executives and managers must do and be to become successful leaders. According to Charan, leadership is a messy phenomenon because there are a number of things that influence it. Therefore, he has identified the skills, personal traits, and emotions that are required by today's business leaders. Here is a breakdown of the eight know-hows: 1. Positioning and Repositioning: Finding a central idea for business that meets customer demands and that makes money. 2. Pinpointing External Change: Detecting patterns in a complex world to put the business on the offensive. 3. Leading the Social System: Getting the right people together with the right behaviors and the right information to make better, faster decisions and achieve business results. 4. Judging People: Calibrating people based on their actions, decisions and behaviors, and matching them to the non-negotiables of the job. 5. Molding a Team: Getting highly competent, high ego leaders to coordinate seamlessly. 6. Setting Goals: Determining the set of goals that balances what the business can become with what it can realistically achieve. 7. Setting Laser-Sharp Priorities: Defining the path and aligning resources, actions and energy to accomplish the goals. 8. Dealing With Forces Beyond the Market: Anticipating and responding to societal pressures you don't control but that can affect your business. Command of the eight know-hows, according to the author, enables you to diagnose any situation and take appropriate action, lifting you out of your comfort zone of expertise by developing skills that prepare you to do what the situation requires, not just what you've traditionally been good at. The know-hows do not, however, stand alone. There are a million things that can block human beings from making sound judgments and taking effective action. That's where personal traits, psychology and emotions enter the leadership picture. Furthermore, the eight know-hows are especially influenced by a handful of personal traits that can affect leadership: ambition, drive and tenacity, self-confidence, psychological openness, realism and an insatiable appetite for learning. I found this book too basic and common-sense. Is it because I have read so many business management books in the last year that I have come to expect more? Take for example the following statements: "The true test of your positioning is the real world. If people like what you have to offer and you can sell it at a profit, you'll make money. If they're confused about what your business provides or they don't like it, you won't." (Is this too basic or just me?) "The frequency, depth and abruptness of change in the world today means that you will be frequently shaping and reshaping your business so that it fits with the ever-changing landscape in a way that delivers your moneymaking aspirations." (Is it all about making money? Many management gurus will disagree with this last remark.) "Selecting the right set of goals is the ultimate juggling act. The goals have to be of the right type and magnitude to be both achievable and motivational." (Again, too basic or just me?) I personally found the book too basic for a manager at the helm of a big company. I think this book will appeal more to students in a 101 course on management and leadership. The stories of CEOs who turned large companies around make excellent case studies in a classroom environment. 0 of 0 people found the following review helpful. Very clear framework, so often hard to executeBy DLGCharan writes a deceptively clear but difficult to execute outline of what so many business leaders need to pay attention to. This book could easily provide the context for a business school degree program. In my opinion, the highest value is Charan writing with uncommon common sense, certainly one of the most valuable and elusive thinking qualities in my experience. Very smart, and in my opinion very accurate, with a clear focus on being clear in his writing. Always easier said than done, but well worth the pursuit because the right focus is what he is writing about. Another strong aspect of Charan is he is no Monday morning quarterback: he understands the complexity of making the right decisions in real time situations. Bravo, well done. 3 of 4 people found the following review helpful. How to be or judge a great CEOBy Eric KassarThe book starts out by discussing a frustrating topic "the appearance of leadership." Unfortunately certain traits can lead people to assume someone would make a good (effective) CEO, but these can often be deceptive. A CEO that delivers results over a sustained period will be one who has "know-how". The author describes that as the following eight characteristics: 1. The ability to position and reposition the company to be on the right ends of trends to make money. 2. The ability to pinpoint external changes and their effects on the company and its markets. 3. The ability to lead and shape the organizations "social system" or culture. 4. The ability to judge people well and determine if and where they fit best. 5. The ability to mold teams - to get strong individuals to work well as a team. 6. The ability to set goals - specifically the proper goals to ensure success. 7. The ability to set priorities - not just the right ones, but also sticking with and reinforcing them. 8. The ability to deal with forces beyond the market. The author dedicates a chapter to explore each of these in depth. Most of these were clear and actionable. The only exception was the last one, which I think could have been handled better. The author describes the necessity to "work with" special interest groups, but then admits one can get caught in the crossfire between them (he mentions Ford getting between gay rights and religious fundamentalists). I would have liked to have seen it suggested for businesses to steer clear of endorsing/promoting special interests and clearly communicate that, as the proper course. With the recent commotion for corporations to be "socially responsible", companies need to stand up and say it is WRONG to take money from customers, employees, and/or shareholders (the only sources of fund for companies) and patronize selected causes. There is no way for a company to give to any cause, and please everyone, so individuals should get/keep their money and do with it as each pleases. Overall, this is a great book for people who want to be, or even judge, a CEO. This book really should be required reading for anyone who sits on a board of directors.

The new grand theory of leadership by Ram Charan . . . The breakthrough book that links know-how; the skills of people who know what they are doing; with the personal and psychological traits of the successful leader. How often have you heard someone with a commanding presence deliver a bold vision that turned out to be nothing more than rhetoric and hot air? All too often we mistake the appearance of leadership for the real deal. Without a doubt, intelligence, vision, and the ability to communicate are important. But something big is missing: the know-how of running a business; the capacity to take it in the right direction, do the right things, make the right decisions, deliver results, and leave the people and the business better off than they were before. For well over four decades, Ram Charan has been learning in the most visceral way the underlying reasons why leaders succeed and fail. As one of the most influential advisers to top management teams of leading companies around the world, he has had a front-row seat to observe the cause and effect of leadership practices and behaviors. Ram Charan's insight into the real content of leadership provides you with the eight fundamental skills needed for success in the twenty-first century: Positioning (and, when necessary, repositioning) your business by zeroing in on the central idea that meets customer needs and makes money; Connecting the dots by pinpointing patterns of external change ahead of others; Shaping the way people work together by leading the social system of your business; Judging people by getting to the truth of a person; Molding high-energy, high-powered, high-ego people into a working team of leaders in which they equal more than the sum of their parts; Knowing the destination where you want to take your business by developing goals that balance what the business can become with what it can realistically achieve; Setting laser-sharp priorities that become the road map for meeting your goals; Dealing creatively and positively with societal pressures that go beyond the economic value creation activities of your business. Know-How is the missing link of leadership. By showing how the eight know-hows link to, interact with, and reinforce personal and psychological traits, Ram Charan provides a holistic and innovative portrait of successful leaders of the twenty-first century. From the Hardcover edition.

.com In Know-How, Ram Charan, coauthor of the bestseller *Execution: The Discipline of Getting Things Done*, gives readers a bold new approach to understanding leadership. Charan suggests that when it comes to choosing our business leaders, we don't recognize the crucial difference between the appearance of leadership and the actual ability to run a business. We focus too much on superficial things, like raw intelligence or a commanding presence, and don't pay near enough attention to the skills leaders need. In his new book, Charan identifies the eight skills leaders must develop and refine, and explains how personal traits factor in. Curious readers can learn more about Know-How: The 8 Skills That Separate People Who Perform from Those Who Don't in our brief Q A with author Ram Charan, and sneak a peek at the first chapter, below. --Daphne Durham QA with Ram Charan Q: You identify 8 know-hows. Can you take us through one of them? A: In this time of continual change, money making or business models are becoming obsolete more frequently than ever before. It wasn't that long ago when AOL was king of the hill. That leadership was taken over by Yahoo. Now Yahoo is at a crossroads and the leadership has been taken over by Google. So far Google is ahead. It has the central recipe to increase its revenues via advertising because it knows how to measure advertising effectiveness better than anybody else. Leaders at both AOL and Yahoo must be scratching their heads trying to figure out how to reposition the company to make money in the new context. Repositioning is a know-how. It's hard work, and it requires imagination. We will have an opportunity to see about the decision made by Time Warner top brass to summarily replace Jim Miller with Randy Falco of NBC Universal. Randy has a distinguished record. He will have to demonstrate one of the most crucial know-hows in this book: Can he reposition AOL for the new game, and in time? Cost cutting is not the answer. Q: How can you build your know-how, or help others develop theirs? A: No talented athlete ever became a champion without consistent regular practice in the right way, along with feedback and hard work. There are no short cuts. That's why you should start practicing early in your career by taking assignments that will help you cultivate the know-hows and seeking out bosses you can learn from. Q: Many people think of leaders as having innate traits that set them apart from the rest of us. Are you saying we should be looking at skills instead of personality? A: At the time somebody enters the work force, a great deal of his or her personality has been formed. Most people who talk about leadership today talk about personality, personality, personality. Personality traits, presence, charisma--they will experience attrition if you don't practice them in the context of know-hows. Personality traits and know-hows reinforce each other. In the 21st century, the transparency of results is immediate. Failure is detected very early. Dependence on personality traits without the mastery of the know-hows is a recipe for disaster. Q: What do you think about the future? A: The future is very bright. The global economy will continue to expand. There will be more demand for leaders than ever before. Master the know-hows. Hone your personality traits while you're mastering the know-hows. Don't forget that your success must come in the context of global competition. Take the opportunity to win.