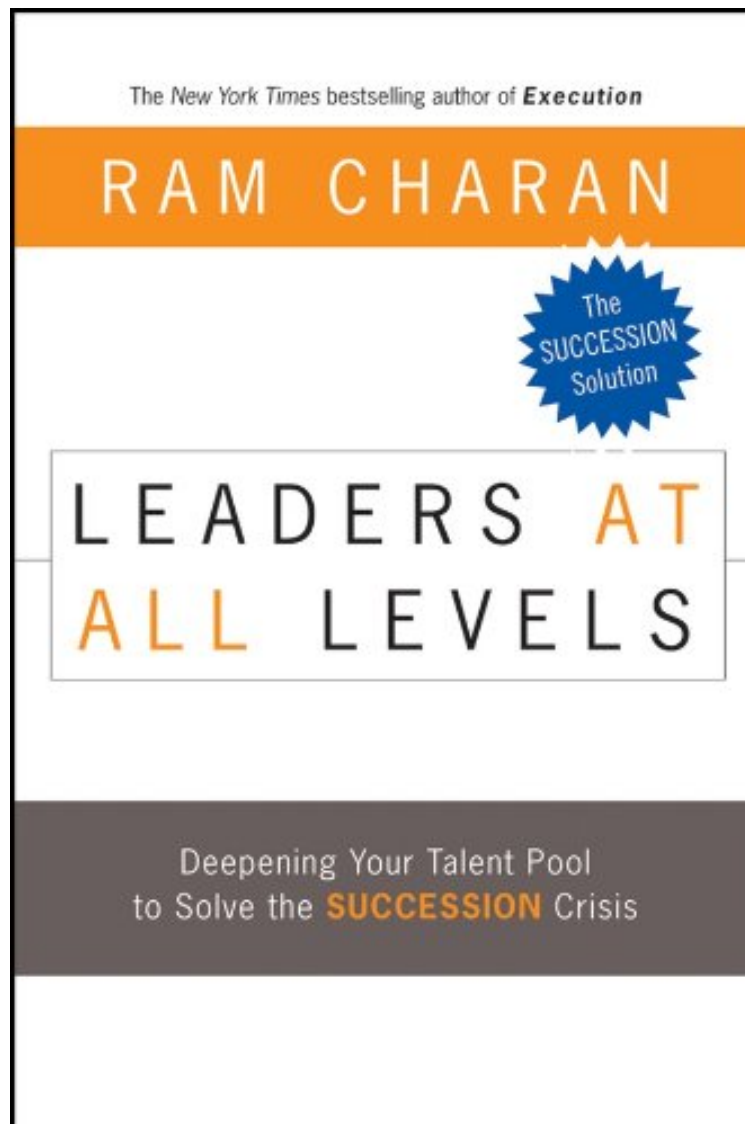


(Library ebook) Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis (J-B US non-Franchise Leadership)

Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis (J-B US non-Franchise Leadership)

Ram Charan

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Ram Charan : Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis (J-B US non-Franchise Leadership) before purchasing it in order to gage whether or not it would be worth my time, and all praised Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis (J-B US non-Franchise Leadership):

1 of 1 people found the following review helpful. Applying Leader Apprenticeship to Smaller OrganizationsBy J.

Eich As an admirer of Ram Charan, I found that "Leaders at All Levels" had most of the "markers" by which a very good business book should be judged: clarity of thought, pragmatism, depth of research and capable of being implemented. It is an important contribution to the literature for sure. Ram's apprenticeship construct was especially appealing and worthy of emulation. Sadly however, in my experience it is the rare CEO who will commit to what Ram calls for despite the sensibility of the theory he puts forth. To many CEOs, "time is money" and they would not see it being worth the investment (and I don't mean financial). Companies such as General Electric, IBM, Procter and Gamble and others have long been recognized for their enduring commitment to leadership development. Authors ranging from Charan to Noel Tichy to Warren Bennis have nicely chronicled them in recent years. As I read "Leaders at All Levels" I kept asking myself: * Will apprenticeships be attempted in many of the nation's best hospitals and health systems? * Can the apprenticeship schema be adapted for use in our finest colleges and universities? * Would the apprenticeship in modified form work in the myriad of our country's not-for-profit organizations? I have long believed that a CEO's foremost responsibility is to ensure his or her institution or organization has a workable and successful system for identifying and grooming future leaders. I am cautiously optimistic that when executives read this book they will follow Ram's counsel that "individual leaders can...even if their companies don't." Over my 30+ year career I have tried to develop an organized way to spot and grow those who possessed potential to be future leaders. In some cases, I have had to counsel many of those to embark on self-directed leadership programs for lack of institutional will. I remain hopeful that Charan or others will address ways smaller organizations--for profit and not-for-profit--can tailor his innovative thinking so many more organizations become rich leadership pipelines.

Ritch K. Eich, Ph.D. President Eich Associated
1 of 1 people found the following review helpful. Faulty Conventional Wisdom About Leadership
By John W. Pearson "The first law of holes--when you're in one, stop digging--tells us what to do: abandon our traditional leadership development practices. They're not working." And with that blast across the corporate training bow, best-selling author Ram Charan delivers a revolutionary, but thoroughly practical new look at how to rebuild succession and leadership development from the ground up. His remedy: the Apprenticeship Model with real-life practice, feedback, corrections and more practice. Calling his model "radical and not for the fainthearted," it gives mega-roles to line leaders who supervise other leaders. "Preparing future leaders becomes part of their job description," he adds. Creating the talent for your organization is not HR's job. Every leader must be constantly focused on the talent pool. Healthy organizations, he pleads, find their future CEOs in their own pools. Charan wants you to scratch your traditional performance assessments and, instead, mentor emerging leaders with the "gap question." For example, Novartis Pharmaceuticals U.S. asks its people to identify any big gaps between the target job and the leader's current capabilities. They ask, "What would happen if we put the person in the job right now?" and then they look for ways to close the gap "and thus minimize the risk, with assignments tailored to prepare the person." The author warns, "The CEO job requires giant leaps in learning. Leaders will not be prepared to lead large companies unless each job is much more complex than the one before." Mentoring apprentices will get you there, he promises. So, would you spend \$18 to ensure your organization's future? Business and nonprofit leaders (especially board members) will find Ram Charan's "Succession Solution" difficult to ignore. If you're comfortable with your current faulty conventional wisdom, don't buy this book.

0 of 0 people found the following review helpful. Five Stars
By Guillermo Very instructive!

Learn how top companies solve the problem of leadership succession from corporate America's leading consultant. A serious crisis looms in American management today. More and more CEOs are failing; there remains an acute shortage of capable replacements. The true dilemma in leadership is the stagnant state of corporate leadership development. Because companies fail to hone their unit managers' leadership abilities, they are never able to fill their succession pipelines. With unit managers stagnating, companies have difficulty executing at every level, compounding the crisis. In *Leaders at All Levels*, bestselling author Ram Charan shows how top companies approach leadership development as a core competency, recognizing that an adaptable leadership pool is a competitive advantage, and focusing their attention on bringing out the best in the leaders they have. Charan reveals exactly what's wrong with corporate leadership development and tells how to make it right. He explains the concept of a leadership "gene pool" and shows how companies can discover just what "DNA" they need to succeed. He also details how to uncover the hidden leaders in a company, when and where to bring in fresh talent, how to coach, measure, and reward leadership, and much more. For CEOs, directors, and anyone involved in leadership development, *Leaders at All Levels* is an eye-opening guide on how to get succession right.