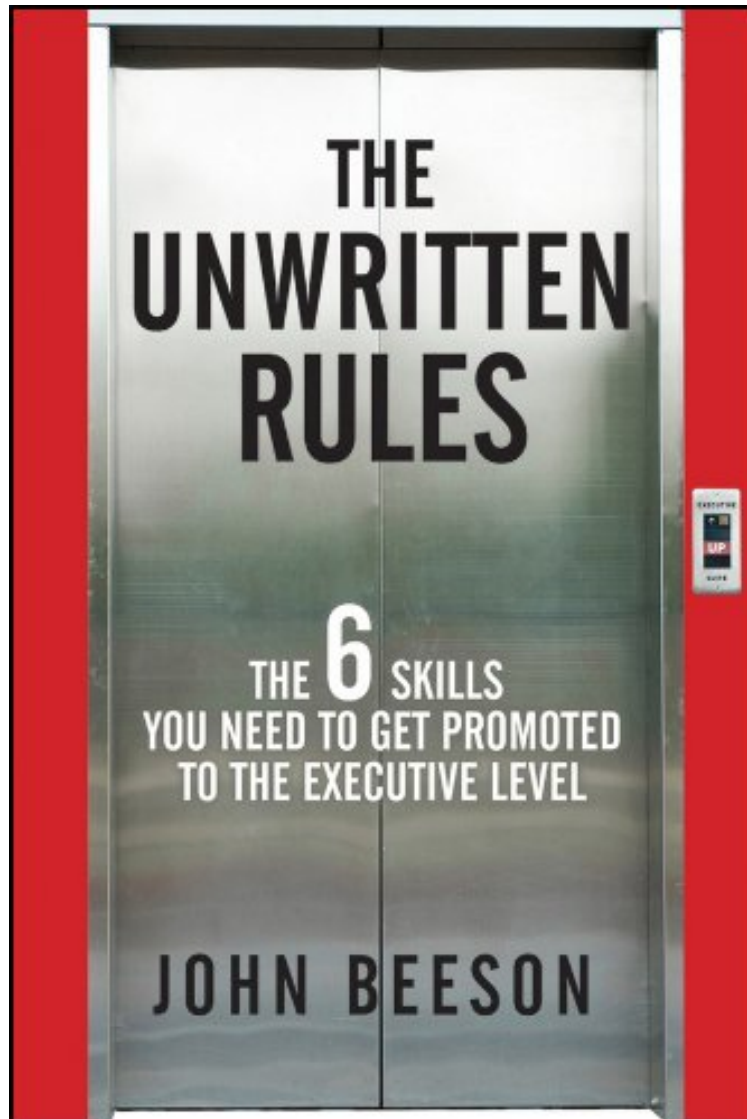


The Unwritten Rules: The Six Skills You Need to Get Promoted to the Executive Level

John Beeson

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John Beeson : The Unwritten Rules: The Six Skills You Need to Get Promoted to the Executive Level before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Unwritten Rules: The Six Skills You Need to Get Promoted to the Executive Level:

5 of 9 people found the following review helpful. WorthlessBy GTB513Don't waste your money. This book provides not valuable insight whatsoever. All obvious stuff with little or no relevant case studies.7 of 7 people found the following review helpful. A must read for current and future executives.By janet rifkinAs a former Dean of a college

at a large public university, I wish I had been able to benefit from the insights and strategic advice that permeates this book. Universities are complex organizations that require leaders to exercise management skills for which they are often unprepared. At the same time, the culture of a university is one that aspires to "educate" future leaders but in actuality offer few professional opportunities for staff to learn essential skills, behaviors and attitudes that are critical to achieving this goal. This book offers practical strategies, interesting and relevant case studies and an overall framework that can help transform any workplace into one in which people will be encouraged to perform at their best level, to feel respected by colleagues and supervisors and to develop into positive leaders themselves. One of the best books of this kind I have read, one that I have recommended to colleagues who hold a range of administrative positions in higher education. 4 of 4 people found the following review helpful. What you don't know CAN hurt you -- buy this book! By Merrill Rose Not only has John Beeson skillfully solved the mystery of who gets promoted and why, but he has also armed the rest of us with the tools we need to interpret the clues around us and uncover the path to the top of our own organizations. The vivid examples he uses of talented strivers who have stumbled on the way made me cringe in recognition of similar missteps I've made or witnessed. Yet the stories of people who got it right -- and just how they did it -- provided powerful evidence that Beeson's advice is well worth heeding. It's clear that Beeson has spent a lot of time behind closed office doors and has managed to get executives and their bosses to talk about things that would otherwise not be brought to light. He effectively draws upon this inside intelligence and his expertise in the field of leadership development and succession planning to provide his readers an indispensable guide to advancement.

Maximize your chances to get promoted to the executive level As predictable career paths have become extinct in most organizations, managers aspiring to the C-level job are left to their own devices to determine how to advance their careers. Even in companies committed to talent development, guidance to aspiring executives is often vague and contradictory. This happens, executive coach John Beeson argues, because executive promotions are made based on the decision makers' intuitive sense of whether or not a manager can succeed at higher levels within the organization. Beeson decodes these leadership criteria--the unwritten rules--that companies use to make decisions about who gets promoted and who doesn't, and identifies the six core "selection factors" that are imperative for success at the executive level Demonstrating strategic skills Building a strong management team Managing implementation Exhibiting the capacity for innovation and change Working across organizational boundaries Projecting executive presence Filled with stories of managers who successfully climbed up the executive ladder--and some who struggled-- The Unwritten Rules is an invaluable resource for aspiring executives.

From the Inside Flap As predictable career paths have become extinct in most organizations, managers aspiring to the C-suite are often left to their own devices to determine how to advance their careers. Even in companies that devote considerable time to talent development, the messages to aspiring executives are often vague and contradictory. In some cases, your boss may find it hard to articulate what is holding you back; an otherwise top-performing manager back from advancement. In other cases, the issues affecting your ability to move up the ladder have been identified by your superiors, who hesitate to provide feedback for fear of de-motivating a valued manager the company doesn't want to lose. What you need is real guidance on what the make-or-break issues are when it comes to your career success. In *The Unwritten Rules*, top executive coach John Beeson de-codes the leadership criteria; the unwritten rules; that companies use to make decisions about who gets promoted and whose careers become stalled. He identifies and describes the six selection factors you must develop to lead effectively at the executive level: Demonstrating strategic skills Building a strong management team Managing implementation Exhibiting a capacity for innovation and change Working across organizational boundaries Projecting executive presence This practical and insightful book covers the capabilities necessary to be considered a candidate, the characteristics that prevent someone from becoming a serious candidate, and those capabilities that; after all discussions are over; are most critical in decisions about who advances to the executive level. Drawing on years of practical experience and interviews with senior executives, Beeson shows how to demonstrate convincingly to C-suite decision makers that you have what it takes to make it to the top. Filled with the stories of managers who successfully climbed up the executive ladder and others who struggled and failed to achieve their career goals, *The Unwritten Rules* provides the insight you need to sharpen the leadership capabilities that will truly maximize your chances of getting to the next level. From the Back Cover Praise for *The Unwritten Rules* "The Unwritten Rules brings clarity to the critical skills necessary to move ahead and be successful as a senior business leader. John Beeson's insights, based on long experience providing counsel to executives at major corporations, will be valuable to anyone who aspires to leadership." --Ron Williams, CEO, Aetna "Beeson has done a masterful job writing the unwritten rules of executive career advancement. The reader feels like Beeson is sitting knee to knee; encouraging, counseling, and coaching. The key selection factors are insightful, the tools useful, and the stories real." --Dave Ulrich, professor, Ross School of Business, University of Michigan, and author of the best-selling *The Why of Work* "The Unwritten Rules is a highly practical guidebook for career advancement to executive positions. Beeson offers concrete and well-targeted advice, and steers clear of generalities. An eye-opener." --Susan Peters, vice president

of executive development and chief learning officer, General Electric "The Unwritten Rules shows us what's holding executive development back at most companies and provides one of the freshest blueprints yet for executives aspiring to propel their careers into the C-suite." —Leo Kiely, CEO, MillerCoors "Beeson provides an insider's view of the closely held C-suite executive selection process. A must-read for MBAs starting a career, as well as senior managers looking to take the next step." —Tom Bowler, senior vice president of human resources and organization, United Technologies Corporation "The reasons managers advance to the C-suite are far from obvious. In The Unwritten Rules, Beeson pulls back the curtain and highlights the key factors behind executive-level promotional and placement decisions. This book will help any aspiring executive take control of his or her career advancement." —Dayton Ogden, former chairman and head of global CEO practice, Spencer Stuart About the Author John Beeson is principal of Beeson Consulting, Inc., a management consulting firm specializing in succession planning and top talent development, executive assessment and executive coaching, and organization design and change. His articles on succession planning and talent development have appeared in the Harvard Business Review, Across the Board, and Business Horizons.