

## What The CEO Wants You To Know: How Your Company Really Works

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

My friend, I do not believe you are a racist. Melvin Gravely eloquently accomplishes what many have undoubtedly wished to do: talk openly to someone we know about race in the United States today. Gravely uses significant experience as a business and civic leader to express a rare balance in this timely message. Dear White Friend is a forthright, collegial conversation via chapters in the form of letters, each with a combination of personal reflection and meaningful hard facts. Gravely challenges the reader but without judgment or indictment. His depth of thought, deftness of expression, and clear, layman's terms make for an urgent call to begin to close the gap between races in America. The book presents an invitation to understand three questions at the heart of the issue: What is really going on with race in our country? Why must we care? And what can we do about it together? In the end, Gravely calls on us to ask ourselves, "What is my role in all of this?" After reading Dear White Friend, readers will understand why their answer to his question can change everything.

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives—with lessons and techniques you can apply to your own company, and career, right now. In Working Backwards, two long-serving Amazon executives reveal the principles and practices that have driven the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them—much of it during the period of unmatched innovation that created products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services—Bryar and Carr offer unprecedented access to the Amazon way as it was developed and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels of the company. With a focus on customer obsession, long-term thinking, eagerness to invent, and operational excellence, Amazon's ground-level practices ensure these characteristics are translated into action and flow through all aspects of the business. Working Backwards is both a practical guidebook and the story of how the company grew to become so successful. It is filled with the authors' in-the-room recollections of what "Being Amazonian" is like and how their time at the company affected their personal and professional lives. They demonstrate that success on Amazon's scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time. Whatever your talent, career or organization might be, find out how you can put Working Backwards to work for you.

In Don't Mess It Up: How Founders and Their Successors Can Avoid the Clichés That Inhibit Growth, author and six-time second CEO Les Trachtman offers his expertise on the most effective ways to successfully hand off your company to a worthy successor. He also has advice for those who are inheriting a business and want to take it to the next level, as well as for boards who are dealing with these leadership transitions. In his direct, no-nonsense approach, Les shows readers how seemingly harmless business clichés such as "get it right" and "be careful" can have a detrimental effect on a company's future by conveying that such imperative ingredients such as risk and innovation are things to now be avoided. Readers will learn how to:

- Understand the metamorphosis required to transition from great founder to great CEO
- Know when, and if, it's time to replace yourself
- Pick the right successor
- Prepare yourself and your company for the fragile transition
- Create a successful CEO transition
- Separate yourself from the company

There is likely no one more experienced in founder transitions than Les Trachtman. He has been an innovative and respected successor at six different companies; let his hard-won advice guide you through your transition and toward success.

CEO Excellence

Business Acumen to Build Your Credibility, Career, and Company

Dear White Friend

The A Method for Hiring

How to Think Like a CEO

How Your Company Really Works

Turning the Employees You Have into the Dream Team You Always Wanted

**The Mind of the CEO** offers unprecedented access to the most dynamic business leaders of our time. Reading this book is like being at the World Economic Forum in Davos, Switzerland -- not at the formal presentations but in the hotel bar afterward, where the microphones are turned off and world-famous business leaders say what they really think. Better still, their confidant, Jeffrey Garten, interprets what they say, telling you how their views relate to each other and the world economy, and noting the many important things left unsaid. A revealing glimpse into the future of business, **The Mind of the CEO** captures as no other book before it what is in the minds of top business leaders and what it means for all of us.

Please note: This is a companion version & not the original book. Sample Book Insights: #1 The best CEOs are like the best teachers. They are able to take the complexity and mystery out of business by focusing on the moneymaking fundamentals. And they make sure that everyone in the company understands those building blocks of business. #2 Business is simple and logical. It is based on serving your customers, managing your cash effectively, using your assets wisely, and constantly improving and growing. These are the basics. #3 All employees, no matter what they do for a living, will be better at their jobs if they understand how moneymaking tools are applied within their organizations. The same is true for business. #4 The best CEOs and street vendors think the same way. They know their cash situation, their most profitable items, and the importance of keeping their products moving off the shelves. They know their customers because satisfying customers is what ultimately keeps

you in business.

Describes how corporations work and reviews the critical elements of business success--growth, return on assets, rate of inventory turnover, understanding customers, and taking advantage of the changing marketplace.

'The most influential consultant alive.' Fortune Have you ever noticed that the best CEOs seem to have a special kind of intelligence, an ability to sense where the opportunities in their industries are and how to take advantage of them? The best have a knack for simplifying the most complex business practices down to the fundamentals - the same fundamentals of the small family business. In What the CEO Wants You To Know, Ram Charan explains in clear, simple language how to do what great CEOs do instinctively and persistently - understand the basic building blocks of a company and use them to figure out how to make it work as a total business. Being able to decide what to do when, despite the clutter of day-to-day to-do lists and the complexity of the real world, takes the mystery out of business and offers a clear road map of organisational success. First published in 2001 (with over 300,000 copies sold worldwide) but never before published in the UK, this business classic has been completely rewritten and updated with new stories from today's market leaders and companies, and the latest insights from the cutting edge of management research. 'One of the world's most renowned management consultants and authors.' Fast Company

What the CEO Wants You to Know

The 22 Vital Traits You Need to Be the Person at the Top

The CEO Test

The Outsiders

Insights, Stories, and Secrets from Inside Amazon

What the CEO Wants You To Know, Expanded and Updated

The Discipline of Getting Things Done

*How do you gain an edge in the digital world order? "Another book for the ages from a master! . . . Particularly insightful is his emphasis on how the end-to-end individual consumer experience will separate winners from losers in our new digital age."—Fred Hassan, chairman, Caret Group; former CEO, Schering-Plough and Pharmacia* The old ways of creating competitive advantage for your business—such as building moats to ward off competitors—have become dangerous. Giants like Amazon and Alibaba are creating vast new market spaces through a deft combination of tools like machine learning and business savvy that reimagines customer experiences while generating immense shareholder value. A handful of traditional companies, including Fidelity Investments, Walmart, and B2W, have adopted these new approaches to reinvigorate their businesses. Most, however, are stalled—and the clock is running out. In this lively, accessible guide, Ram Charan, bestselling author and adviser to some of the world's top CEOs and boards, redefines competitive advantage for the digital-first era, offering a set of new rules to get ahead: • Create an ecosystem with third-party partners to revolutionize and personalize the customer experience. • Empower teams focused on a single task, building a "social engine" that drives constant innovation, fast execution, and customer satisfaction. • Attract funders who understand the big picture: that beyond a certain scale, major upfront spending will turn into a cash-generation machine. Filled with stories that peek behind the curtain of digital behemoths as well as traditional companies that have transformed their organizations, *Rethinking Competitive Advantage* offers concrete advice and methods to help you conceive of new market spaces and moneymaking models. Competing against digital giants might seem daunting, if not impossible. The necessary computing power is within any company's reach. By borrowing from these digital winners' playbooks, traditional companies and upstarts alike can gain an upper hand. Whether you're in the C-suite or brainstorming the next big idea from your garage, *Rethinking Competitive Advantage* is the ultimate guide to creating competitive advantage today.

*According to John Warrillow, the number one mistake entrepreneurs make is to build a business that relies too heavily on them. Thus, when the time comes to sell, buyers aren't confident that the company—even if it's profitable—can stand on its own. To illustrate this, Warrillow introduces us to a fictional small business owner named Alex who is struggling to sell his advertising agency. Alex turns to Ted, an entrepreneur and old family friend, who encourages Alex to pursue three criteria to make his business sellable: \* Teachable: focus on products and services that you can teach employees to deliver. \* Valuable: avoid price wars by specialising in doing one thing better than anyone else. \* Repeatable: generate recurring revenue by engineering products that customers have to repurchase often.*

*Are you ready to lead? Will you pass the test? Despite all the effort through the years to understand what it takes to be an effective leader, the challenges of leadership remain enormously difficult and elusive; even today, most CEOs don't last five years in the job. The demands to deliver at a consistently high level can be unforgiving. The loneliness. The weight of responsibility. The relentless second-guessing and criticism. The pressure to build all-star teams. The 24/7 schedule that requires superhuman stamina. The tough decisions that often leave no one happy. The expectation to always have the right answer when it can be hard just to know the right question. These challenges are brought into their highest and sharpest relief in the corner office, but they are hardly unique to chief executives. All leaders face their own version of these tests, and the authors draw on the distilled wisdom, stories, and lessons from hundreds of chief executives to show how every aspiring leader can master these challenges and lead like a CEO. These foundational leadership skills will make all aspiring executives more effective in their roles today and lift the trajectory of their careers. The CEO Test is the authoritative, no-nonsense insider's guide to navigating leadership's toughest challenges, brought to you by authors uniquely qualified to tell the stories. Adam Bryant has conducted in-depth interviews with more than 600 CEOs. Kevin Sharer spent more than two decades as president and then CEO of Amgen, where he led its expansion from \$1 billion in annual revenues to nearly \$16 billion. He has served on many boards and is a sought-after mentor for CEOs of global companies. Leadership is getting harder as the speed of disruption across all industries accelerates. The CEO Test will better prepare you to*

*succeed, whether you're a CEO or just setting out to become one.*

*It's business school, the Branson way. Whether you're interested in starting your own business, improving your leadership skills, or simply looking for inspiration from one of the greatest entrepreneurs of our time, Richard Branson has the answers. Like a Virgin brings together some of his best advice, distilling the experiences and insights that have made him one of the world's most recognized and respected business leaders. In his trademark thoughtful and encouraging voice, Branson shares his knowledge like a close friend. He'll teach you how to be more innovative, how to lead by listening, how to enjoy your work, and much more. In hindsight, Branson is thankful he never went to business school. Had he conformed to the conventional dos and don'ts of starting a business, would there have been a Virgin Records? A Virgin Atlantic? So many of Branson's achievements are due to his unyielding determination to break the rules and rewrite them himself. Here's how he does it.*

*What Leaders Need to Hear But Are Rarely Told*

*The Realities of Race, the Power of Relationships and Our Path to Equity*

*WorkParty*

*The CEO Next Door*

*Creating a Business That Can Thrive Without You*

*Who*

*The High-Potential Leader*

Real estate mogul Jack Winter has rules. Lots of rules. After all, a man doesn't build an empire without a little discipline. And on page one of the rulebook? Don't sleep with your employees. Especially when a multimillion dollar real estate deal is at stake... Luckily for Jack, Cassie James isn't really his employee. She's a hot bartender who just happens to be the math genius he needs, and if they share a wall... Well, that's just a sexy little perk. So they strike a deal: Cassie helps Jack with the merger. And until the deal goes through at Christmas, they can indulge every impulse they desire. But the more Jack indulges, the more he seems to break...

Thousands of business books are published every year— Here are the best of the best After years of reading, evaluating, and selling business books, Jack Covert and Todd Sattersten are among the top experts on the category. Now they have chosen and reviewed the one hundred best business titles of all time—the ones that deliver the biggest payoff for today's busy readers. The 100 Best Business Books puts each book in context so that readers can quickly find solutions to the problems they face, such as how best to spend The First 90 Days in a new job or how to take their company from Good to Great. The choices are surprising—you'll find reviews of Moneyball and Orbiting the Giant Hairball, but not Jack Welch's memoir. At the end of each review, Jack and Todd direct readers to other books both inside and outside The 100 Best. And sprinkled throughout are sidebars taking the reader beyond business books, suggesting movies, novels, and even children's books that offer equally relevant insights. This book is a must-read for anyone, from entry-level to CEO, who wants to cut through the clutter and discover the brilliant books that are truly worth their investment of time and money.

What the CEO Wants You to Know takes the mystery out of business and shows you the secrets of success Have you ever noticed that the business savvy of the world's best CEOs seems like a natural talent? They sense where the opportunities are and how to take advantage of them. And their companies make money consistently, year after year. How different is it to run a big company than to sell produce and run a small shop in a village? In essence, not very, according to Ram Charan. From his childhood in India, where he worked in his family's shoe shop, to his education at Harvard Business School and his experience advising many of the world's best CEOs, Ram understands business as few can. The best CEOs have a knack for bringing the most complex business down to the fundamentals--the same fundamentals that helped him to run the family shoe shop. And, they have business acumen--the ability to focus on the basics and make money for the company. What the CEO Wants You to Know captures these insights and translates them into simple language how to do what great CEOs do instinctively and persistently: \* Understand the basic building blocks of a business and use them to figure out how your company makes money and grows. \* Decide what to do, despite the clutter of day-to-day business and the complexity of the real world. Many people spend more than a hundred thousand dollars on an MBA without learning how to put the pieces of the puzzle together. Many others lack a formal business education and feel shut out from the executive suite. What the CEO Wants You to Know provides you with the universal laws of business, no matter whether you are selling fruit from a stand or running a Fortune 500 company.

Many executives don't take full advantage of the assistant who sits right outside their door. This book educates executives about all the ways in which they can streamline and improve the way they work with the help of a great assistant, while teaching them to identify great candidates and maximize the benefits of this special relationship.

*The CEO's Playbook*

*Dear Mr. CEO, I Want You*

*How Founders and Their Successors Can Avoid the Clichés That Inhibit Growth*

*The CEO's Secret Weapon*

*Saving the CEO*

*Seeing the Big Picture*

*Execution*

***A manager's guide to hiring the right employees introduces the practical and effective A Method for Hiring, which draws on the expertise of hundreds of high-level executives to present a simple, easy-to-follow program to guarantee hiring success. 50,000 first printing.***

***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.**

**My boss Grant O'Connell, the CEO of O'Connell, Thompson, and Taylor Enterprises, is sexy as sin. Too bad he's also a tyrannical jerk. For the past year and a half, I've worked my ass off for him and obeyed his every command. But one day, out of the blue, he fires me. I later discover it's because he found an unsent letter that I wrote to him - a letter that described all the dirty things I would like him to do to me... \*\*\*The first standalone book in the OTT Enterprises series featuring alpha male businessmen and the women they want to make theirs.\*\*\* WORD COUNT: 6,200**

**Many business leaders love their work and their company, but don't know what else to do to get their employees to love it, too. Their employees may be good people; however, leaders who want their team to become brilliant together are facing roadblocks. In The CEO's Playbook, Nora Ganescu shows businesses how to become that exciting and innovative workplace that creates one game-changing success after the other. She also understands the importance of key elements such as dedication, passion, and joy at work and teaches leaders how to instill these qualities within their employees. If running your company feels more like pushing a huge boulder up the mountain, then you are not alone. The CEO's Playbook can help.**

**The World's Business Leaders Talk About Leadership, Responsibility The Future Of The Corporation, And What Keeps Them Up At Night**

**How Everybody Needs to Think Differently About Sales**

**Why Smart Leaders Put People Before Numbers**

**What They Say, Why They Matter, and How They Can Help You**

**How to Create & Cultivate the Career of Your Dreams**

**The 100 Best Business Books of All Time**

**The Talent Masters**

**The classic on the universal laws of business success, completely revised and updated for today's leaders Completely rewritten for today's business world, What the CEO Wants You to Know, expanded and updated, written by bestselling author Ram Charan, describes the fundamentals behind every business, from street vendors in Mumbai, to Fortune 500 companies. Drawing on stories from Uber, Amazon, Apple, Toyota, Netflix, Lyft, The Limited, Walmart, GE and Starbucks, Charan, in the most accessible language imaginable, explains the ins and outs of how companies work, from gross revenue and operating costs, to inventory and cash flow, from turnover, profits and margins, to return on capital and accounts payable and receivable, from product quality to sales. A classic in the business literature, with hundreds of thousands of copies in print, this short and engaging book is like a miniature MBA course between covers. For everyone who wants to master and understand the levers that drive a successful business, What the CEO Wants You to Know is the perfect answer.**

**It's time to redefine the CEO success story. Meet eight iconoclastic leaders who helmed firms where returns on average outperformed the S&P 500 by more than 20 times.**

**In this expanded 20th Anniversary Edition of the book that started a business revolution, a successful businessman shares his philosophy of management that puts the concerns of the employees first and creates a company that will provide people with lifelong livelihood. Original. 50,000 first printing. Confronting Reality will change the way you think about and run your business. It is the first book that shows how to connect the big picture of the new era of business with the nitty-gritty of what to do about it. Through a completely new way to understand and use the business model as the primary tool for confronting reality—a breakthrough that will become the management innovation of this decade—you'll know sooner rather than later whether your fundamental business premise is under assault, where your best opportunities lie, what you should change and what you should leave alone, and how to realistically plan the future of your business. The fundamentals of how a business makes money are being rapidly and permanently altered by sweeping**

structural changes. With their extraordinary depth and breadth of experience, Larry Bossidy and Ram Charan are the ideal guides for everyone—entrepreneur, mid-level manager, or CEO—about what is to be done so you can get things right in this challenging, radically changed world. They start by showing you how to understand the most fundamental element of any business: whether you can realistically make the money you hope to in the game you're playing. Bossidy and Charan show how to use the business model to develop a robust, reality-based process for thinking about the specifics of your business in a holistic way. They show how to tie together the financial targets you must meet, the external realities you face, and internal activities such as strategy development, operating tactics, and selection and development of people. Through the lens of the business model, as well as the skillful use of initiatives and development of people with the right leadership characteristics, you'll see how Robert Nardelli at Home Depot, Jim McNerney at 3M, Dick Harrington at the Thomson Corporation, Michael Wisbrun at KLM, Joseph Tucci at EMC, and John Chambers at Cisco confronted reality. Whether they faced crisis or opportunity, all made the right kinds of changes through a combination of business savvy (the art of understanding the fundamentals driving a business) and business model thinking.

*New Rules for the Digital Age*

*Confronting Reality*

*Understanding Startup Ceos*

*How Great Leaders and Their Assistants Maximize Productivity and Effectiveness*

*The 4 Behaviors that Transform Ordinary People into World-Class Leaders*

*Doing What Matters to Get Things Right*

*The Only Sensible Way to Run a Company*

Complete your leadership toolkit with this inside look at high-level, executive positions *Hidden Truths: What Leaders Need to Hear But Are Rarely Told* delivers profound and rarely discussed insights about C-suite jobs that provide aspiring leaders with practical, new skills that will equip them for the immense challenges of their desired jobs. Through 14 illuminating chapters, accomplished Harvard Business School faculty member and former Senior Partner of McKinsey & Company sets out the essential habits that help leaders create success, time and time again. You'll learn: How to recognize the limits of monetary incentives for employees and colleagues To manage your relationships with members of the Board of Directors How to value and realize true diversity How to manage mergers and acquisitions properly, one of the most difficult parts of business leadership Perfect for managers, executives, and other business leaders with an eye on the C-suite, *Hidden Truths* also belongs on the bookshelves of people who already find themselves in a C-level position and wish to learn how to better manage the stresses and challenges of the job.

First, we leaned in. Now we stand up. In this "much-needed combo of real talk, confessions, and lessons learned along the way" (Chelsea Handler), Jaclyn Johnson—the founder and CEO behind *Create & Cultivate*, the fastest growing online platform for millennial businesswomen—offers a rallying cry for a new generation of women who are redefining the meaning of work on their own terms. Jaclyn suffered a massive blow in her early twenties. She was on an upward career climb and confidently moved across the country for a job—and then, was abruptly let go. Attempting to turn that closed door into an open window, she launched a company with a trusted business partner. Soon after, she discovered said business partner had made detrimental decisions to the company without her knowledge. Before she knew it, she was in the throes of a brutal business partner break up. She was only twenty-four. Determined to bounce back, Jaclyn overhauled the mess that was her life and by the time she was in her early thirties, she had sold a company and launched the much-buzzed about *Create & Cultivate* platform—and advised and invested in multiple million-dollar projects at the same time. So, how did she do it? In *WorkParty*, Jaclyn shows how she turned distrust into determination, frustration into fuel, and heartache into hard work—and how you can, too. With stories from leading female entrepreneurs including Christene Barberich (co-founder of *Refinery29*), Alli Webb, (creator of *Drybar*), Morgan Debaun (founder of *Blavity*), Jen Gotch of *Ban.do*, Rebecca Minkoff, and Kendra Scott, you will learn the tips and tricks from the best in the business while cultivating the passion and happiness you need to succeed. "This is the book you need to take your career to the next level—on your own terms" (*Refinery29*).

From the creator of the popular website *Ask a Manager* and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for *Ask a Manager* "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's *Ask a Manager* column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

Charan has seen the business world from both ends of the spectrum. While growing up in India, working in his family shoe business, he came to understand how a business works and the critical elements of success. A powerful lesson in what is really important in business, this remarkable book takes the lessons of the peddler and reveals how they can be used by the rest of us.

*The Mind Of The CEO*

*Don't Mess It Up*

*Eight Unconventional CEOs and Their Radically Rational Blueprint for Success*

*Working Backwards*

*The Founder's Dilemmas*

*The 8 Skills That Separate People Who Perform from Those Who Don't*

*Master the Challenges That Make or Break All Leaders*

**\*\*\*Over a half-million sold! The sequel, *The Unicorn Project*, is coming Nov 26\*\*\*** “Every person involved in a failed IT project should be forced to read this book.”—TIM O’REILLY, Founder & CEO of O’Reilly Media “*The Phoenix Project* is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of *The Phoenix Project* continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling *The Phoenix Project*, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in *The DevOps Handbook*. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named *Phoenix Project*. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions.”—JEZ HUMBLE, Co-author of *Continuous Delivery*, *Lean Enterprise*, *Accelerate*, and *The DevOps Handbook* ———— “I’m delighted at how *The Phoenix Project* has reshaped so many conversations in technology. My goal in writing *The Unicorn Project* was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

*The Talent Masters* itself stems from a unique marriage of talents. Bill Conaty, in the course of a 40-year career at General Electric, worked closely with CEOs Jack Welch and Jeff Immelt to build the company's internationally renowned talent machine. Ram Charan is the legendary advisor to companies around the world. Here they combine their unparalleled experience and insight to create a blueprint for talent development, and to show how critical it is to the continuing and future success of every business. The essential skill that lasts. Why talent management guarantees future results in a way that short-term financial success and market share cannot. Secrets of the masters. How world-class companies achieve their stellar performance decade after decade by finding and nurturing leadership talent. The importance of knowledge. Why knowing and understanding your talent and reviewing it systematically is the foundation for creating a steady, self-renewing stream of leaders for all levels of your organization - from first-line supervisors to the CEO. *The Talent Masters* tool kit. Specific guidelines that will help you assess and improve your company's talent mastery capabilities.

Do you ever wonder what goes on in the mind of a startup CEO? What are they thinking? What motivates them? How can I be successful working for one? These are all common questions that if go unanswered make it seem like start-up CEOs are impossible to understand. Start-up CEOs are some of the most unique people you'll ever meet and require a specific relational approach, but don't worry there's hope, and having a true understanding of their mindset is the answer. Dan Slagen, three time start-up executive shares how-to tips and secrets based on years of experience working directly for, advising, and having countless exchanges with start-up CEOs from early stage to IPO. Whether you report directly to your startup's CEO on the executive team or not, want to better understand startup CEOs in general, or you are a start-up CEO and want to gain a better perspective on your employees thought process, this book is for you."

*The Founder's Dilemmas* examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

*Anticipating and Avoiding the Pitfalls That Can Sink a Startup*

*How to Grow Fast, Take on New Responsibilities, and Make an Impact*

*The Six Mindsets That Distinguish the Best Leaders from the Rest*

*Summary of Ram Charan's What the CEO Wants You To Know, Expanded and Updated*

*What the Customer Wants You to Know*

## **Using Your Business Acumen to Understand How Your Company Really Works Built to Sell**

*Drawing on in-depth interviews with hundreds of the nation's top executives, D. A. Benton explains the 22 vital traits that make a CEO - the leader responsible for making decisions, guiding teams, selling ideas, managing crises, and conquering the mountains before them. You'll penetrate the mystery of why some people make it to the top and some don't, when they're all equally good at their jobs. You'll learn how to avoid getting fired and how to get promoted more quickly, how to enjoy the quality of life you want and deserve, and - if you decide you want to be the Big Boss - how to have the right character traits to get there. These are some of the traits that make a CEO. Are you ready to make them yours? You're gutsy and a little wild - yet modest and in control. You're competitive and tenacious - yet flexible and generous. You're willing to admit mistakes - yet unapologetic. You're secure in yourself - yet constantly improving. You're original and straightforward - yet think before you talk. Make your ascent not only gratifying, but also exhilarating and fun. This is how chiefs run the show - and how you can act like a chief to become a chief, even sooner than you dreamed.*

*From the bestselling author of What the CEO Wants You to Know? How to rethink sales from the outside in We have to face the truth: the process of selling is broken. Customers have more choices and are under intense pressure. Yet few companies are facing this reality. When they don't, a lingering malaise sets in. More than ever these days, the sales process tends to be a war about price-a frustrating, unpleasant war that takes all the fun out of selling. But there's a better way to think about sales, says bestselling author Ram Charan, who is famous for clarifying and simplifying difficult business problems. What the customer wants you to know is how his or her business works, so you can help make it work better. It sounds simple, but there's a catch: you won't be able to do that with your traditional sales approach. Instead of starting with your product or service, start with your customer's problems. Focus on becoming your customer's trusted partner, someone he can turn to for creative, cost-effective solutions that are based on your deep knowledge of his values, goals, problems, and customers. This book defines a new approach to selling which Charan calls value creation selling-that while radical is nonetheless practical. VCS has been battle-tested in companies in a variety of industries, such as Unifi, Mead-Westvaco, and Thomson Financial. It will enable you to:*

- Gain a deeper knowledge of your customer's problems
- Understand how your customer's company really makes decisions
- Help your customer improve margins and drive revenue growth
- Connect sales with other key functions such as finance and manufacturing
- Come up with new customized offerings
- Make price much less of an issue

*VCS gets you out of the hell of commoditization and low prices. It differentiates you from the competition, paving the way to better pricing, better margins, and higher revenue growth, built on win-win relationships that deepen over time. Someday, every company will listen more closely to the customer, and every manager will realize that sales is everyone's business, not just the sales department's. In the meantime, this eye-opening book will show you how to get started.*

*NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER • Winner of CMI Management Book of the Year 2019 Based on an in-depth analysis of over 2,600 leaders drawn from a database of more than 17,000 CEOs and C-suite executives, as well 13,000 hours of interviews, and two decades of experience advising CEOs and executive boards, Elena L. Botelho and Kim R. Powell overturn the myths about what it takes to get to the top and succeed. Their groundbreaking research was the featured cover story in the May-June 2017 issue of Harvard Business Review. It reveals the common attributes and counterintuitive choices that set apart successful CEOs—lessons that we can apply to our own careers. Much of what we hear about who gets to the top, and how, is wrong. Those who become chief executives set their sights on the C-suite at an early age. In fact, over 70 percent of the CEOs didn't have designs on the corner office until later in their careers. You must graduate from an elite college. In fact, only 7 percent of CEOs in the dataset are Ivy League graduates--and 8 percent didn't graduate from college at all. To become a CEO you need a flawless résumé. The reality: 45 percent of CEO candidates had at least one major career blowup. What those who reach the top do share are four key behaviors that anyone can master: they are decisive; they are reliable, delivering what they promised when the promise it, without exception; they adapt boldly, and they engage with stakeholders without shying away from conflict. Based on this breakthrough study of the most successful people in business, Botelho and Powell offer career advice for everyone who aspires to get ahead. Based on research insights illustrated by real life stories from CEOs and boardrooms, they tell us how to:*

- Fast-track our career by deploying the career catapults used by those who get to the top quickly
- Overcome the hidden handicaps to getting the job we want.
- Avoid the 5 hazards that most commonly derail those promoted into a new role.

*For everyone who aspires to rise up through the organization and achieve their full potential, The CEO Next Door is an essential guide.*

*Matt Mochary coaches the CEOs of many of the fastest-scaling technology companies in Silicon Valley. With The Great CEO Within, he shares his highly effective leadership and business-operating tools with any CEO or manager in the world. Learn how to efficiently scale your business from startup to corporation by implementing a system of accountability, effective problem-solving, and transparent feedback. Becoming a great CEO requires training. For a founding CEO, there is precious little time to complete that training, especially at the helm of a rapidly growing company. Now you have the guidance you need in one book.*

*The Great CEO Within: The Tactical Guide to Company Building*

*Like a Virgin*

*How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work*

*What the CEO Really Wants from You: The 4as for Managerial Success*

*Know-How*

*The Great Game of Business*

*Secrets They Won't Teach You at Business School*

#1 NEW YORK TIMES BESTSELLER □ More than two million copies in print! The premier resource for how to deliver results in an uncertain world, whether you're running an entire company or in your first management job. □A must-read for anyone who cares about business.□□The New York Times When Execution was first published, it changed the way we did our jobs by focusing on the critical importance of □the discipline of execution□: the ability to make the final leap to success by actually getting things done. Larry Bossidy and Ram Charan now reframe their empowering message for a world in which the old rules have been shattered, radical change is becoming routine, and the ability to execute is more important than ever. Now and for the foreseeable future: □ Growth will be slower. But the company that executes well will have the confidence, speed, and resources to move fast as new opportunities emerge. □ Competition will be fiercer, with

companies searching for any possible advantage in every area from products and technologies to location and management. Governments will take on new roles in their national economies, some as partners to business, others imposing constraints. Companies that execute well will be more attractive to government entities as partners and suppliers and better prepared to adapt to a new wave of regulation. Risk management will become a top priority for every leader. Execution gives you an edge in detecting new internal and external threats and in weathering crises that can never be fully predicted. Execution shows how to link together people, strategy, and operations, the three core processes of every business. Leading these processes is the real job of running a business, not formulating a vision and leaving the work of carrying it out to others. Bossidy and Charan show the importance of being deeply and passionately engaged in an organization and why robust dialogues about people, strategy, and operations result in a business based on intellectual honesty and realism. With paradigmatic case histories from the real world—including examples like the diverging paths taken by Jamie Dimon at JPMorgan Chase and Charles Prince at Citigroup—Execution provides the realistic and hard-nosed approach to business success that could come only from authors as accomplished and insightful as Bossidy and Charan.

There are many books on leadership. What the CEO Really Wants from You is one of the few to address the question that is uppermost in the mind of any manager: What he should be doing to make his or her boss his partner rather than his opponent. We spend most of our lives at work or thinking about it. Starting from a young age, fired by boundless energy and optimism, we launch into our careers sure of our abilities. Yet, things do not always turn out as we expect they would. It is not our abilities alone. The business environment is one of change and ambiguity. It is no easy task for any manager to negotiate the journey to success. As Paul Polman, CEO of Unilever, points out in his foreword, partnerships with others, but above all with your direct boss and organization, are more important than ever before. Not only that, a good boss has an instinct for the right people, and getting them to do better. A good manager, by eliciting his help, helps himself. Few people are better qualified to guide on this journey than R. Gopalakrishnan. He brings forty-five years of experience to this subject in some of the most challenging jobs. In this immensely practical book informed by the wisdom he has gleaned over the years, he offers the reader the benefit of all he has learnt, summarized in the four As - Accomplishment, Affability, Advocacy and Authenticity. This is a book that will be of immense use to any manager, and one that just might bring him the answers it takes years to find - what the CEO really expects from him. You can also buy from Online stores: Buy from a nearby bookstore- Flipkart.com Reliance Timeout Homeshop18.com DC books Infibeam.com Crossword Bookstore Uread.com Landmark Bookstore Indiaplaza.com Om Book Shop Starmark Bookstore Sapna Bookstore Full Circle Bookstore Bahri Sons Bookstore Teksons Bookstore Sankars Bookstore

Set your sights on High-Potential leadership and help your organization thrive In today's tumultuous and rapidly evolving business environment, High-Potential leaders are in high demand. Do you possess the relationship skills, strategic vision, innovation, and determination needed to thrive as a high-potential leader in your organization? New York Times bestselling author Ram Charan answers that question and helps you hop on the fast-track to leadership success in this insightful guide. Traditionally, leaders have risen up through the ranks based on their cognitive abilities, analytical skills, thoroughness, and even perfectionist tendencies, but as modern businesses have moved to a more digitally-driven model, the criteria for leaders has markedly changed. The High-Potential Leader explains the modern business climate while highlighting the critical role relationship building, communication style, engagement, and ability to motivate and bring out the best performance in others play in becoming an impactful leader. Whether you're just embarking on your leadership journey or are ready to make the leap to the next leadership level, Charan's real-world lessons and practical advice will help you discover who you are as a leader, chart your path, accelerate your growth, and ultimately, become the high-potential leader your organization needs to succeed.

Advocates that employees should focus their attention on what the author defines as the key drivers of cash, profit, assets, growth, and people to evaluate the viability of their organization and their prospects for advancement.

Hidden Truths

Rethinking Competitive Advantage

Ask a Manager

A Novel about IT, DevOps, and Helping Your Business Win

The Phoenix Project