

Read Free By Ram Charan What The Customer Wants You To Know How Everybody Needs To Think Differently About Sales Pdf File Free

What the CEO Wants You to Know What the CEO Wants You To Know, Expanded and Updated Owning Up Execution Rethinking Competitive Advantage What the Customer Wants You to Know Know-How Know-how Boards That Deliver Global Tilt The Talent Masters Summary of Ram Charan's What the CEO Wants You To Know, Expanded and Updated The High-Potential Leader What the CEO Wants You to Know The Attacker's Advantage Every Business Is a Growth Business The Attacker's Advantage Leaders at All Levels The Amazon Management System Confronting Reality Talent The Talent Masters The Digital Leader Profitable Growth Is Everyone's Business The Leadership Pipeline OWNING UP The High-Potential Leader Talent Wins The Game-Changer Ram Charan on Coaching High Potentials The Secret to Great Health - The Vedic Health Code Profitable Growth Is Everyone's Business Talent, Strategy, Risk Harsh Realities The First Five Year Plan Boards That Lead The Game Changer Boards At Work Leading Through Inflation n=1: How the Uniqueness of Each Individual Is Transforming Healthcare

YOUR WORLD AS A DIRECTOR HAS SUDDENLY CHANGED. YOU'VE SEEN MEMBERS OF OTHER boards take the heat when their companies imploded. The managements of Lehman Brothers, Bear Stearns, Merrill Lynch, and Washington Mutual clearly failed, but so did their boards. Now the board of every company beset with problems is coming under scrutiny. The pressure is on. Your board must own up to its accountability for the performance of the corporation. Governance now means leadership. Boards must change their modus operandi to address the new and complex issues that are emerging. These include ENSURING LIQUIDITY IN THE CONTEXT OF THE GLOBAL FINANCIAL CRISIS SETTING CEO PERFORMANCE TARGETS IN A VERY UNCERTAIN ECONOMY ASSESSING STRATEGY AND ENTERPRISE RISK UNDER EXTREME VOLATILITY So what should boards do now? What should they be talking about in their meetings and executive sessions? What decisions must they make? How assertive must they be regarding company priorities and operating goals? In Owning Up, business advisor and corporate governance expert Ram Charan answers these and other burning questions on the minds of directors and business leaders. He describes best practices that are emerging in boardrooms he has observed firsthand. And he provides practical recommendations on a range of issues, from compensation to dealing with external constituencies. Wisely attuned to the human side, he confronts the need for some boards to refresh their composition and for others to rebalance their board dynamics. Directors, CEOs, general

counsels, and operating executives will find here the guidance they need to meet the new and rising standards for corporate governance in this demanding business environment. What's the number one item on every company's agenda? Profitable Growth. Every Business Is a Growth Business is your one-stop guide to making profitable growth happen. It's a radical and refreshing source of ideas, inspiration, and common sense, all based on the unparalleled experience and access of Ram Charan and Noel Tichy. Charan and Tichy have worked with some of the world's leading executives--people such as Jack Welch of GE, Eckhard Pfeiffer of Compaq, Larry Bossidy of Allied Signal, John Reed of Citigroup, Dick Brown of Cable & Wireless, Alex Trotman and Jacques Nasser of Ford, and the senior management of Coca-Cola--who have transformed their companies into profitable growth machines. Every Business Is a Growth Business is a distillation of what the authors and these unique leaders have learned about profitable growth: If your business isn't growing sustainably and profitably, it's dying. Any business can grow profitably. There is no such thing as a mature business. A company grows because growth is in the corporate mindset, created by the company's leaders. The mindset of growth starts at the top, but it must reach all the way to the bottom. Sustainable growth is profitable and capital-efficient. "Broadening your pond," changing your company's genetic code, developing a growth strategy from the outside in, and other unique ideas. Every Business Is a Growth Business includes inside accounts of how GE Medical, Allied Signal, Compaq, Citibank, Reynolds and Reynolds, Praxair, and GE Capital developed profitable growth strategies. It includes "The Handbook for Growth," a highly practical guide that will be an immense help as you and your team develop your company's profitable growth strategy. Digitally transform your organization, one manageable step at a time In The Digital Leader: Finding a Faster, More Profitable Path to Exceptional Growth, a team of visionary entrepreneurs delivers an authoritative and engaging roadmap demonstrating how to digitalize your business by taking small, achievable steps that yield measurable, near-term results. In this handbook of concrete strategies and methods, the authors show you how to pinpoint and implement bite-sized projects that sync up with your business priorities. You'll learn how to find and choose between the digital enablement options available to you while discovering the tools you need to explain their value to stakeholders and get much-needed buy-in from executives, managers, and employees. You'll also: Learn about the value of experimentation, continuous innovation, and how to generate dramatic transformation by using incremental changes to your advantage Find out how to digitalize one piece of your business at a time, instead of taking on a gargantuan transformation all at once that is destined for failure Discover how to straddle the technology and business worlds and help define each of them to the other A can't-miss resource for executives, managers, and other business leaders, The Digital Leader also belongs in the bookshelves of IT and data professionals seeking to maximize their impact on the businesses around them. This book, n=1 is a collaboration of physician health system CEO, venture capital entrepreneur and leading global business advisor and best-selling business author. These differing perspectives provide insights into the forces transforming the global society, business and professions with a focus on US healthcare and its transformation. Healthcare leaders must develop the incisive questions that challenge the orthodoxies hindering organizational transformation. Our experience indicates leaders of successful non-healthcare organizations develop cultures of inquiry that guide their organizations through dramatic market change. Unique individuals are the driving force in the transformation of healthcare. Digitization has democratized information, which feeds the desire of people to act, behave and be treated as unique individuals. Scientific innovation is revealing the importance of our biologic individuality. The financial risk of healthcare is increasingly passed to individuals and providers, fueling changes in financial incentives. An individual with information knows their options, and wants to choose the option most

suited to his or her unique healthcare needs and financial means. This profound and fundamental change in the individual's expectations and behavior is accelerating healthcare transformation. The title of this book, $n = 1$, is a symbol of the uniqueness of individuals. The $n=1$ will transform healthcare. One of the most influential advisors to companies around the world uses his wide-ranging experience and unusual depth of insight to provide a bold, new framework for why people succeed. Together, these authors have more first-hand experience in leadership development and succession planning than you're likely to find anywhere else. And here, they show companies how to create a pipeline of talent that will continuously fill their leadership needs—needs they may not even yet realize. The Leadership Pipeline delivers a proven framework for priming future leaders by planning for their development, coaching them, and measuring the results of those efforts. Moreover, the book presents a combination leadership-development/succession-planning program that ensures a steady line-up of leaders for every critical position within the company. It's an approach that bolsters the retention of intellectual capital as it eliminates the need to go outside for expensive "stars," who will probably jump ship before they reach their full potential anyway. 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. A powerful lesson in what is really important in business, this remarkable book by an ultimate insider takes the lessons of the peddler and reveals how they can be used by the rest of us. Reminiscent of bestsellers such as "Who Moved My Cheese?" and "The One-Minute Manager, What the CEO Wants You to Know" is simple, direct, and of immense use to everyone in business. Unleash one of your company's greatest competitive weapons. "Ram Charan is a wise counselor and keen observer on the front lines of the American board revolution. Boards At Work is a rare blend of candid stories of casualties, of victories, and of sound ideas for change illustrated with real-world examples of how to adopt them." —William Adams, director, Bell Atlantic and other boards Unleash one of your company's greatest competitive weapons. In this timely new work, ace consultant Ram Charan takes an eye-opening look at how many boards are transcending tradition by becoming dynamic partners in corporate governance. He also shows CEOs how they can go about tapping the vast storehouse of experience and wisdom a board's membership represents. Filled with specific instructions and strategies, Fortune 500 examples, and real-time tools for initiating board transformations, Boards At Work takes readers to the front lines of the American board revolution. The coauthor of the international bestseller Execution has created the how-to guide for solving today's toughest business challenge: creating profitable growth that is organic, differentiated, and sustainable. For many, growth is about "home runs"—the big bold idea, the next new thing, the product that will revolutionize the marketplace. While obviously attractive and lucrative, home runs don't

happen every day and frequently come in cycles. Products like Kevlar, Teflon, and the Dell business model for selling personal computers may be once-in-a-decade phenomena. A surer and more consistent path to profitable revenue growth is through “singles and doubles”—small day-to-day wins and adaptation to changes in the marketplace that build the foundation for substantially increasing revenues. The impact of singles and doubles can be huge. They are not only the basis for sustained revenue growth but, in fact, the foundation for home runs. Singles and doubles provide the discipline of execution, an absolute necessity for successfully bringing a breakthrough technology to market or implementing a new business model. Inherent in this way of thinking is the revolutionary idea that growth is everyone’s business—not solely the concern of the sales force or top management. Just as everyone participates in cost reduction, so must everyone be engaged in the growth agenda of the business. Every contact of each employee with a customer is an opportunity for revenue growth. That includes everyone from the people working in a company’s call center handling customer inquiries and complaints to the CEO. In this trailblazing book, Ram Charan provides the building blocks and tools that can put a business on the path to sustained, profitable growth. For more than twenty-five years, Ram Charan has been working day in and day out with companies around the world. The ideas he has developed for solving the profitable revenue growth dilemma facing many businesses are based on personally seeing what works in real time. These are ideas that have been tested across industries and that deliver results, and they can be put to use starting Monday morning. Long-term value creation—the board's new agenda. A big shift in public ownership has created a new set of challenges for boards. Index funds managed by firms like Vanguard, BlackRock, and State Street represent an emerging class of permanent institutional investors who are focused on creating and preserving long-term corporate value. These investors are stating in no uncertain terms that simply managing for short-term shareholder profit is not acceptable. Bill McNabb, Ram Charan, and Dennis Carey have been on the front lines of these changes with the investment community, corporate boards, and top-level management teams. Since TSR (total shareholder return) cannot keep the short and long term in balance, the authors argue, boards should focus on a different kind of TSR—talent, strategy, and risk—because decisions and actions around these factors, more than any others, determine whether or not a company creates long-term value. This book redefines the board's agenda and explains how to: Build and incentivize the right leadership team Help leaders take a longer view and communicate it to investors Refresh board composition and create diversity to meet the new challenges Keep major risks, such as cyberattacks and sexual harassment allegations, front and center Analyze the business through the eyes of a shareholder activist With the new realities of corporate ownership, boards need to lead for the long term. This authoritative book shows them how. #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. 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. The coauthor of the international bestseller Execution has created the how-to guide for solving today’s toughest business challenge: creating profitable growth that is organic, differentiated, and sustainable. For many, growth is about “home runs”—the big bold idea, the next new thing, the product that will revolutionize the marketplace. While obviously attractive and lucrative, home runs don’t happen every day and frequently come in cycles. Products like Kevlar, Teflon, and the Dell business model for selling personal computers may be once-in-a-decade phenomena. A surer and more consistent path to profitable revenue growth is through “singles and doubles”—small day-to-day wins and adaptation to changes in the marketplace that build the foundation for substantially increasing revenues. The impact of singles and doubles can be huge. They are not only the basis for sustained revenue growth but, in fact, the foundation for home runs. Singles and doubles provide the discipline of execution, an absolute necessity for successfully bringing a breakthrough technology to market or implementing a new business model. Inherent in this way of thinking is the revolutionary idea that growth is everyone’s business—not solely the concern of the sales force or top management. Just as everyone participates in cost reduction, so must everyone be engaged in the growth agenda of the business. Every contact of each employee with a customer is an opportunity for revenue growth. That includes everyone from the people working in a company’s call center handling customer inquiries and complaints to the CEO. In this trailblazing book, Ram Charan provides the building blocks and tools that can put a business on the path to sustained, profitable growth. For more than twenty-five years, Ram Charan has been working day in and day out with companies around the world. The ideas he has

developed for solving the profitable revenue growth dilemma facing many businesses are based on personally seeing what works in real time. These are ideas that have been tested across industries and that deliver results, and they can be put to use starting Monday morning. Finally, a book that brings the vision of truly good governance down to earth. Ram Charan, expert in corporate governance and best-selling author, packs this book with useful tools and techniques to take boards and their companies to a higher level of performance. Charan puts his finger on a growing problem for boards: the disconnect between directors' efforts and their results. The added time and attention boards invest is not translating into better governance—that is, governance that adds value to the business. *Boards That Deliver* gets beyond the rhetoric of corporate governance reform. It captures the tried-and-true practices used by high-performance boards. In contrast to experts who base prescriptions on number-crunching exercises, Charan identifies the real problems that drain directors' time and suppress their best judgments—and explains clearly and succinctly how boards can solve those problems. These battle-tested solutions help boards achieve what rules and regulations alone cannot—to get succession right, refine a winning strategy, and design a rational CEO compensation package. Good governance requires leadership. *Boards That Deliver* is the no-nonsense guide for directors and CEOs who are rising to the leadership challenge to make their boards a competitive advantage. How do some Companies Multiply their Market Cap several times over? Learning to build a high performing talent engine - today's strategic imperative! In this book, General Atlantic's Operating Partner Anish Batlaw and veteran business advisor and New York Times bestselling author Ram Charan, show you how to build and incentivize management teams that can multiply enterprise value several times over in 4-5 years. No matter how high your company's growth goal is, you'll get from here to there by learning from this book's riveting narrative of the high-stakes personnel decisions and bold actions taken by CEOs, investors, and boards who grew six real--and world-class--companies, ranging from ecommerce startups to major corporations like Johnson & Johnson. Told from both authors' firsthand vantage point inside each company, and from Batlaw's active role in shaping their outcomes, *TALENT* offers a rare inside look at how shareholder value is created when CEOs move with speed and accuracy to get the right leadership teams in place. How can you be sure that your company can grow its value as much as these six companies did? By learning from the versatile and replicable methodology presented in this book, which has worked effectively across geographies, cultures, and sectors. *TALENT* is the answer. Now is the time. 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 is by making innovation an intimate, intentional part of the business that A. G. Lafley - the Jack Welch of the 21st century - has recently transformed Procter & Gamble from a \$39 into a \$76 billion dollar company that touches more than 3 billion people around the world. On the brink of collapse when he joined in 2000, it became a model for growth and innovation. In this inspiring and practical book Lafley explains how

making innovation more than just a stand-alone activity enabled him to turn around growth, productivity and the bottom line. As this book shows, innovation can become a reliable and repeatable game-changer for any business in all areas of the organisation, from the CEO's desk to the everyday activities of each employee. By using new insights and easy-to-relate-to stories from P&G and other companies - describing, for example, the best way to brainstorm, and the "innovation portfolio" - this book is destined to become as influential as Good to Great and as Charan's own bestseller, Execution. 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. If talent is the leading indicator of whether a business is up or down, a success or a failure (and it is) . . . do you know how to accurately judge raw human talent? Understand a person's unique combination of traits? Develop that talent? Convert what supposedly are "soft" subjective judgments about people into objective criteria that are as specific, verifiable, and concrete as the contents of a financial statement? The talent masters do. They put people before numbers for the simple reason that it is talent that delivers the numbers. Success comes from those who are able to extract meaning from events and the forces affecting a business, and are able to look at the world and assess the risks to take and the risks to avoid. The Talent Masters itself stems from a unique combination of talent: During a forty-year career at General Electric, Bill Conaty worked closely with CEOs Jack Welch and Jeff Immelt to build that company's worldrenowned talent machine. Ram Charan is the legendary advisor to companies around the world. Together they use their unparalleled experience and insight to write the definitive book on talent—a breakthrough in how to take a business to the next level:

- Secrets of the masters. The specifics on how companies regarded as world-class—GE, P&G, Hindustan Unilever (and others)—base their stellar performance decade after decade on their systems for finding and nurturing leadership talent.
- Intimate and systemic. Why deep knowledge and intimacy with your talent and a systemic rhythm of reviews are the foundation for creating a steady, selfrenewing stream of leaders for all

levels of an organization—from first-line supervisors to the CEO. • The competency that lasts. Financial results, market share, brand, and legacy products all have a half-life that seems to grow shorter by the year. Talent is the only competency that endures. • What to do Monday morning. The Talent Masters tool kit provides the specific guidelines for assessing and improving your company's talent mastery capabilities. In *Owning Up*, business advisor and corporate governance expert Ram Charan answers present day questions and other burning questions that cloud the minds of directors and business leaders of today. He describes best practices that are emerging in boardrooms he has observed firsthand. And he provides practical recommendations on a range of issues, from compensation to dealing with external constituencies. Wisely attuned to the human side, he confronts the need for some boards to refresh their composition and others to rebalance their board dynamics. 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. 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. *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. Shares a playbook for how to run a business in an era when economic growth has stagnated and power has shifted to countries outside America, identifying unique opportunities while providing strategies for navigating emerging challenges. *A Wall Street Journal bestseller* The forces driving today's world of structural change create sharp bends in the road that can lead to major explosions in your existing market space. But exponential change also offers exponential opportunities. How do you leverage change to go on the offense? The Attacker's Advantage is the game plan for winning in an era of ambiguity, volatility, and complexity, when every leader and every business is being challenged in new and unexpected ways. Ram Charan, harnessing an unequalled depth and breadth of experience working with leaders and companies around the globe, provides tested, practical tools to help you: Build the perceptual acuity to see around corners and detect, ahead of others, those forces -- especially people, who are the catalysts of change -- that could radically reshape a company or industry Have the mindset to see opportunity in uncertainty Commit to a new path forward despite the unknowns, positioning your business to make the next move ahead of competitors Break the blockages that can hold your company back Know when to accelerate and when to shift the short-term and long-term balance Make your organization agile and steerable by aligning people, priorities, decision-making power, budgeting and capital allocation, and key performance indicators to the new realities of the marketplace The Attacker's Advantage provides a stark and simple challenge: stay in a legacy world of incremental gains or defensiveness, or be an attacker by creating a new world, scaling it up quickly, ahead of the traditional players. Breaking away from the shackles of family-run Bombay Oils Industries Ltd, Harsh Mariwala founded Marico in 1987. Today, the homegrown Marico is a leading international FMCG giant which recorded an annual turnover of over Rs 8000 crore last year. Their products, like Parachute, Nihar Naturals, Saffola, Set Wet, Livon and Mediker, are market leaders in their categories. This is the story of grit, gumption and growth, and of the core values of trust, transparency and innovation which have brought the company to its current stature. Co-authored by

leading management thinker and guru Ram Charan, *Harsh Realities* is a much-awaited business book by an innovative and clear-headed leader who built a highly professional, competitive business from the ground up. Two superstars of the business world use their insider knowledge at a wide range of companies to provide a system any business can use to build its most valuable asset: talented leaders who can deliver the goods. *Radical Advice for Reinventing Talent--and HR* Most executives today recognize the competitive advantage of human capital, and yet the talent practices their organizations use are stuck in the twentieth century. Typical talent-planning and HR processes are designed for predictable environments, traditional ways of getting work done, and organizations where "lines and boxes" still define how people are managed. As work and organizations have become more fluid--and business strategy is no longer about planning years ahead but about sensing and seizing new opportunities and adapting to a constantly changing environment--companies must deploy talent in new ways to remain competitive. Turning conventional views on their heads, talent and leadership experts Ram Charan, Dominic Barton, and Dennis Carey provide leaders with a new and different playbook for acquiring, managing, and deploying talent--for today's agile, digital, analytical, technologically driven strategic environment--and for creating the HR function that business needs. Filled with examples of forward-thinking companies that have adopted radical new approaches to talent (such as ADP, Amgen, BlackRock, Blackstone, Haier, ING, Marsh, Tata Communications, Telenor, and Volvo), as well as the juggernauts and the startups of Silicon Valley, this book shows leaders how to bring the rigor that they apply to financial capital to their human capital--elevating HR to the same level as finance in their organizations. Providing deep, expert insight and advice for what needs to change and how to change it, this is the definitive book for reimagining and creating a talent-driven organization that wins. Businesses small and large are straining under decades-high inflation and preparing for a potential recession, while still struggling with ongoing supply and labor shortages. Leaders of these businesses are looking for a guiding voice to help them navigate these unprecedented challenges. 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. 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.

Herbal cures, diets, home, material belongings, marriage, sex all contribute to your health. After helping over 30,000 people, I concluded that there is a correct way of living that will allow you to enjoy the universe in all its glory without getting sick. Besides being able to live longer, enjoy a happy sex and marriage life, the methods found in this book have made many people healthy. Healing is effective immediately, with the help of divine and universal formulas. It shows you how to use the science of nature to cure almost any diseases...

• A.G. Lafley Has Made Procter And Gamble Great Again
• Economist
• Ram Charan Is The Most Influential Consultant Alive
• Fortune Magazine How To Increase And Sustain Organic Revenue And Profit Growth
• Whether You're Running An Entire Company Or In Your First Management Job. Over The Past Seven Years, Procter & Gamble Has Tripled Profits; Hugely Improved Organic Revenue Growth, Cash Flow, And Operating Margins; And Significantly Boosted Dividends. How? A. G. Lafley And His Leadership Team Have Integrated Innovation Into Everything Procter & Gamble Does
• Creating New Customers And New Markets. Through Eye-Opening Stories A. G. Lafley And Ram Charan Show How P&G And Companies Such As Nokia, Lego, And Ge Have Become Game-Changers. Their Inspiring Lessons Will Help You Achieve Higher Growth And Higher Margins, Tap In To Abundant Creativity Outside Your Business, Manage Risk And Integrate Innovation Into Your Decision-Making. In A World Of Unprecedented Change And Competitiveness, Innovation Is The Best
• And Arguably The Only
• Way To Win. Innovation Is Not A Separate Activity, But The Job Of Everyone In A Leadership Position And The Integral Driving Force For Any Business That Wants To Grow And Succeed. This Is A Game-Changing Book That Helps You Redefine Your Leadership. Is your firm's board creating value—or destroying it? Change is coming. Leadership at the top is being redefined as boards take a more active role in decisions that once belonged solely to the CEO. But for all the advantages of increased board engagement, it can create debilitating questions of authority and dangerous meddling in day-to-day operations. Directors need a new road map—for when to lead, when to partner, and when to stay out of the way. Boardroom veterans Ram Charan, Dennis Carey, and Michael Useem advocate this new governance model—a sharp departure from what has been demanded by governance activists, raters, and regulators—and reveal the emerging practices that are defining shared leadership of directors and executives. Based on personal interviews and the authors' broad and deep

experience working with executives and directors from dozens of the world's largest firms, including Apple, Boeing, Ford, Infosys, and Lenovo, *Boards That Lead* tells the inside story behind the successes and pitfalls of this new leadership model and explains how to:

- Define the central idea of the company
- Ensure that the right CEO is in place and potential successors are identified
- Recruit directors who add value
- Root out board dysfunction
- Select a board leader who deftly bridges the divide between management and the board
- Set a high bar on ethics and risk

With a total of eighteen checklists that will transform board directors from monitors to leaders, Charan, Carey, and Useem provide a smart and practical guide for businesspeople everywhere—whether they occupy the boardroom or the C-suite. *A Wall Street Journal bestseller*

The forces driving today's world of structural change create sharp bends in the road that can lead to major explosions in your existing market space. But exponential change also offers exponential opportunities. How do you leverage change to go on the offense? *The Attacker's Advantage* is the game plan for winning in an era of ambiguity, volatility, and complexity, when every leader and every business is being challenged in new and unexpected ways. Ram Charan, harnessing an unequalled depth and breadth of experience working with leaders and companies around the globe, provides tested, practical tools to help you:

- Build the perceptual acuity to see around corners and detect, ahead of others, those forces—especially people, who are the catalysts of change—that could radically reshape a company or industry
- Have the mindset to see opportunity in uncertainty
- Commit to a new path forward despite the unknowns, positioning your business to make the next move ahead of competitors
- Break the blockages that can hold your company back
- Know when to accelerate and when to shift the short-term and long-term balance
- Make your organization agile and steerable by aligning people, priorities, decision-making power, budgeting and capital allocation, and key performance indicators to the new realities of the marketplace

The Attacker's Advantage provides a stark and simple challenge: stay in a legacy world of incremental gains or defensiveness, or be an attacker by creating a new world, scaling it up quickly, ahead of the traditional players. *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 kind of street smarts? 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 fruit from a cart or 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 daily work 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 are used 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 explains in clear, 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 operates as a total business.
- * 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 to pull these 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 success, no matter whether you are selling fruit from a stand or running a Fortune 500 company.