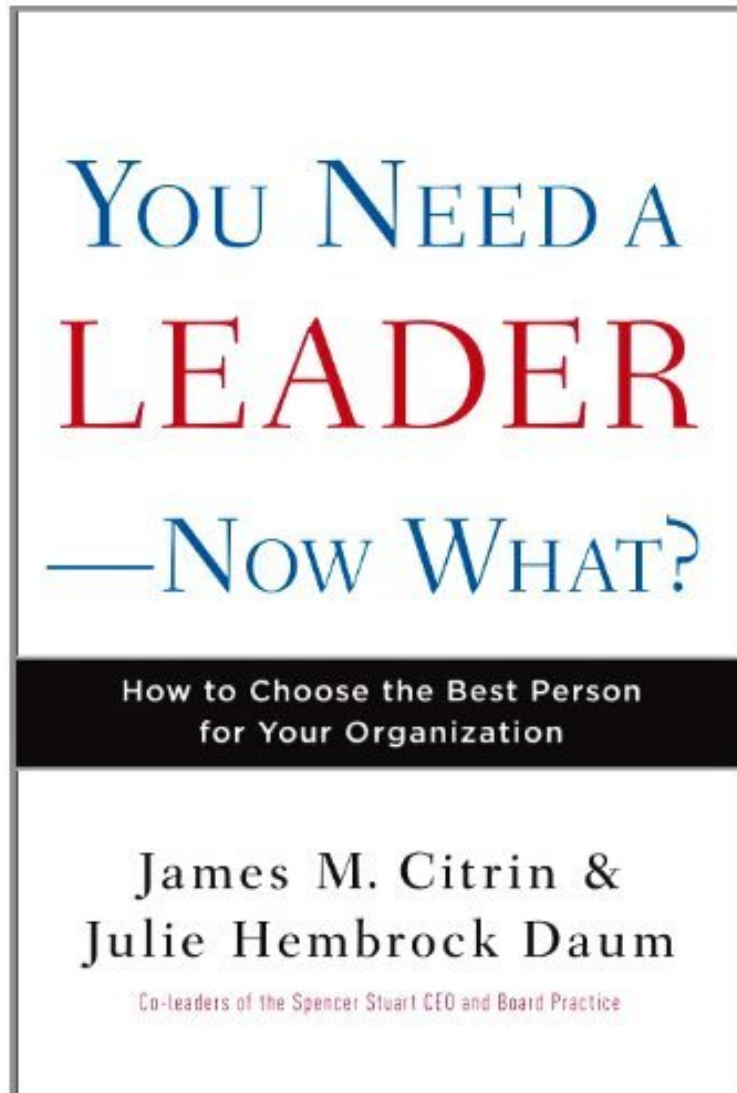


[FREE] You Need a Leader--Now What?: How to Choose the Best Person for Your Organization

You Need a Leader--Now What?: How to Choose the Best Person for Your Organization

James M. Citrin, Julie Daum

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prodigious reader of business, advice, or how-to books. I usually find them to be broad, vague, catchy and filled with cliches, and lacking in practical approaches. I have a 36 year business career, so I am confident in my feelings. When a friend sent me a copy of "You Need a Leader--Now What?" and suggested I read it, my expectation was for more of the same. I was wrong! I highly recommend it to anybody involved in choosing people for jobs or anybody who wants a different spin on leadership. There are numerous compelling reasons why I enjoyed the book so much and learned a great deal. First of all, it is not made up. It is based on research and real life examples of both successful and unsuccessful searches, and where they went right or wrong. Secondly, the authors synthesize a great many thoughts into "three essential truths" that really hit home. Thirdly, they spend pages (but not too many) going over the details of these truths and describing the pitfalls and opportunities associated with them. Finally it is a well written book, and that is rare these days. One of the major insights I took from the work is that there is no perfect candidate who would fit in every job in any institution or business. The real trick is finding the match of skills and circumstances, and the selection process needs to drive everything in that direction in a thoughtful manner. While that may seem obvious, it is not. Also, it does not match up with business leader as super-star culture we now have all around us. I think you will enjoy this book.

Solving the Leadership Jigsaw Puzzle You have a key leadership job to fill. You want the very best person. What exactly does this really mean? How often have you seen someone with great credentials and terrific buzz take an important job, but before long people are wondering "what exactly were we thinking?" Getting the best person is less about finding an individual superstar and more about deeply understanding what your organization needs, the kind of person who will fit into your culture and bring the right experience and skills to get the job done. Based on decades of experience at Spencer Stuart, the gold standard in executive search, Jim Citrin and Julie Daum cut through conventional wisdom and "rules of thumb"; whether the job that needs filling is that of CEO or a key leader in marketing, technology, finance, or human resources. Landmark original research from the United States, the UK, Germany, France, and the Netherlands provides evidence for how an organization can diagnose its needs and decide on who is the right leader for a specific situation at a particular point in time, and whether an outsider or insider would best fit the bill. Eye-opening case studies, including how the New York Public Library worked its way through the maze of pressures--rapidly changing technologies, diverse, demanding constituencies, changing demographics and economic forces--to find the president who could best carry on its mission in the twenty-first century; how Starwood Hotels assessed the value of experience versus potential in choosing a CEO; the person who failed in one circumstance but achieved extraordinary success in others. Steering clear of the red herrings of age, experience, and ethnicity Avoiding the biggest traps of leadership selection, such as "his charisma was intoxicating," and "we thought we really knew him." In a competitive environment as challenging as today's, the one difference, as Sheryl Sandberg, the COO of Facebook notes, "Between companies that change the world and those that don't is having the right people." You Need a Leader--Now What? is the must-have guide for navigating the terrain. From the Hardcover edition.

"The key to running a great business is matching the right person to the right situation. This wonderful book shows how to make that happen. Written by two of the most successful experts in the field, it's filled with illuminating case studies and very clear lessons. Even if you're not headhunting for new executives, this book is both a delight to read and filled with useful insights on how to be an effective leader." -- Walter Isaacson, President CEO, Aspen Institute and author of Einstein: His Life and Universe and Benjamin Franklin: An American Life "Finding the best leader for your organization is often a difficult and lengthy process. This important book offers three essential truths that can help guide and direct you through this puzzle. Through tremendous examples and comprehensive analysis, Citrin and Daum give you the pieces to put it all together." -- Stephen R. Covey, author, The 7 Habits of Highly Effective People and The Leader in Me "One of the most important yet challenging aspects of leadership is surrounding oneself with the right people. Although the process is more art more than science, Jim Citrin and Julie Daum do an outstanding job of lighting the way with research-based principles backed by true stories of success." -- Howard Schultz, Chairman, President CEO, Starbucks and author of Onward: How Starbucks Fought for Its Life Without Losing Its Soul "This book is a 'must-read' for anyone -- a CEO, a board member or an HR professional -- who may ever become part of the process of choosing a new leader for any organization. In clear and concise language that's backed up by a wealth of research, the authors frame the challenge, provide a roadmap to success and practical advice. Read it. You'll learn a lot. You'll think a lot. And you'll...About the Author JAMES M. CITRIN is a member of Spencer Stuart's board of directors and co-leads its CEO and board practice. His diverse client work includes leading media, technology, communications, and consumer companies, as well as other multinational corporations and private-equity firms. A noted expert on leadership, governance, and professional success, Jim is the author of five books, including bestsellers Lessons from the Top, The 5 Patterns of Extraordinary Careers, and You're in Charge--Now What? JULIE HEMBROCK DAUM is

Spencer Stuart's co-leader of Spencer Stuart's CEO and board practice, and she serves on its board of directors. Julie consults with corporate boards, working with companies of all sizes, from the Fortune 10 to start-ups. Julie is also involved in the Northwestern Conference on Corporate Governance and the Wharton/Spencer Stuart Directors' Institute.