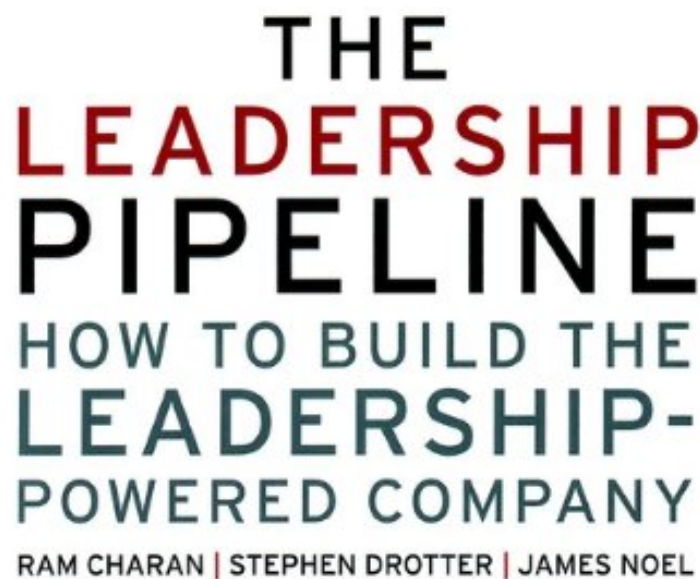


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The Leadership Pipeline: How to Build the Leadership-Powered Company (J-B US non-Franchise Leadership)

Ram Charan, Stephen Drotter, James Noel
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Ram Charan, Stephen Drotter, James Noel : The Leadership Pipeline: How to Build the Leadership-Powered Company (J-B US non-Franchise Leadership) before purchasing it in order to gage whether or not it would be worth my time, and all praised The Leadership Pipeline: How to Build the Leadership-Powered Company (J-B US non-Franchise Leadership):

0 of 0 people found the following review helpful. Required read for all my clientsBy TQMiamiWant to be a better leader? Struggle with knowing what you should be focused on at your level? Sometimes feel like you have been

promoted and still doing what you did in your previous role? Want to know what it takes to get yourself to the next level? Read this wonderfully insightful book. I use this with practically all of my executive coaching clients. Leaders often fail or falter because the organization rarely provides them with a playbook of specific expectations for their role, beginning with the first level of supervisory to the c-suite role. I have assigned this to many of my leader clients (and HR sponsors) and found that the insights gained provide us some meaty places to work in the coaching and development of the leader. It's as if someone finally turned the lights on. The authors of this book do an amazing job of laying out an adaptive model that can help to clear away the fog that comes from lacking expectations for each level within an organization. If you're looking for your next great read, this will become your handbook for leadership now and into the future. As an executive coach, I highly recommend this read for leaders, executive coaches, and HR professionals. 2 of 2 people found the following review helpful. Well worth it for anyone who's recently had a promotion (good gift to celebrate this too!) By corntin This book was suggested to me as it would outline some of the management challenges I was facing. It was a very insightful read. This book helped me understand what I need to stop doing, and although I already had an idea it was helpful to see it clearly in black and white. The book outlines six promotional steps (the book calls them leadership passages) between managing self (i.e. being a worker) to Enterprise manager (e.g. CEO). It gives signs to look for showing what's working and what's not in subordinates and your own new role as well as pointers on how to address them. I recommend it to anyone who has recently been promoted as it highlights some of the things you have to learn to do and some of the things that you need to stop doing as your role changes. These include the way you work, what you value and how you manage your subordinates. 0 of 0 people found the following review helpful. Read this book NOW! Read the other leadership books later. By rlewis What a great, detailed and thorough examination of delegation at each leadership or management level of the organization. Any established or emerging manager can save him or her self time, energy and many headaches by reading and acting on this book. It would not be an exaggeration to say thousands of leaders - perhaps millions - could benefit from reading and acting on this book.

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.

.com For every organization that's ever reached beyond its own borders for top leadership only to have those high-profile, high-salary top leaders bungle and exit as abruptly as they appeared, this smart, substantive, and clear-eyed book is a godsend. Written by three genuine experts in management development (one of them helped design GE's deservedly famous succession-development process), *The Leadership Pipeline: How to Build the Leadership Powered Company* finally shows organizations how to undo the knots and clogs in their in-house "leadership pipeline" so they can constantly groom the best people at every level to move up to the next rung of leadership. Not only do the authors identify the six transition phases, or "turns," of the pipeline--from self-manager (individual worker), first-line manager, and managers' manager to function manager, business manager, group manager and enterprise manager (the last essentially being a CEO)--they describe each with remarkable insight; these six levels of leadership growth, for example, exist at the base of every midsize or large organization regardless of how each structures its individual hierarchy. With each, they take care to point out both the new skills and values (there is a difference) one must acquire before making a turn, as well as how to measure whether someone has them before moving them along. They also show how to determine whether candidates are embodying those skills and values once they've made the transition, and how to groom them for the next level right from day one. The result? Not just one potentially qualified in-house candidate for a top leadership position (the kind of dearth that forces companies to look outward for expensive and often short-lived leadership "stars"), but a whole generation of them, not to mention younger generations to succeed them. The book includes sample scenarios (from both fictional and real-life organizations), definitions, checklists and charts that break down and illustrate its main points in every chapter. Though shrewd and straightforward on every page, *The Leadership Pipeline* isn't for anyone looking an easy, step-by-step, worksheet-guided quick fix to management development and succession planning. The authors stress that it takes some hard thinking for companies to determine what they really need from leaders at each level (and to figure out which individuals have the potential and desire to scale those levels). It requires serious homework to translate this book's excellent guidance into a plan for your own organization's pipeline. That's a small price to pay, however, for a book with such uncommonly clear insight into what it takes to nurture and navigate the best leadership from right inside your own house. --Timothy Murphy From Booklist One of management's biggest challenges is finding new leaders, and one of the questions that

arises in this quest is whether to bring in "new blood" and fresh ideas or take advantage of "home-grown" experts already acclimated to an organization's corporate culture. The current labor shortage and a greater willingness by younger workers to change jobs have only added to this challenge. Recent books such as *High Flyers: Developing the Next Generation of Leaders* (1998) and *Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People* [BKL Ag 00] have weighed in on the side of "growing your own," and now Charan and his coauthors add their support. Charan is a "leadership coach" and has written extensively for academic and popular business journals. He and two fellow consultants describe the natural hierarchy of work that exists in most organizations, which takes the form of six career passages that the authors call the "leadership pipeline." For leaders to progress, they must be working within each passage at a level appropriate to their skills, values, and use of time. David Rouse

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