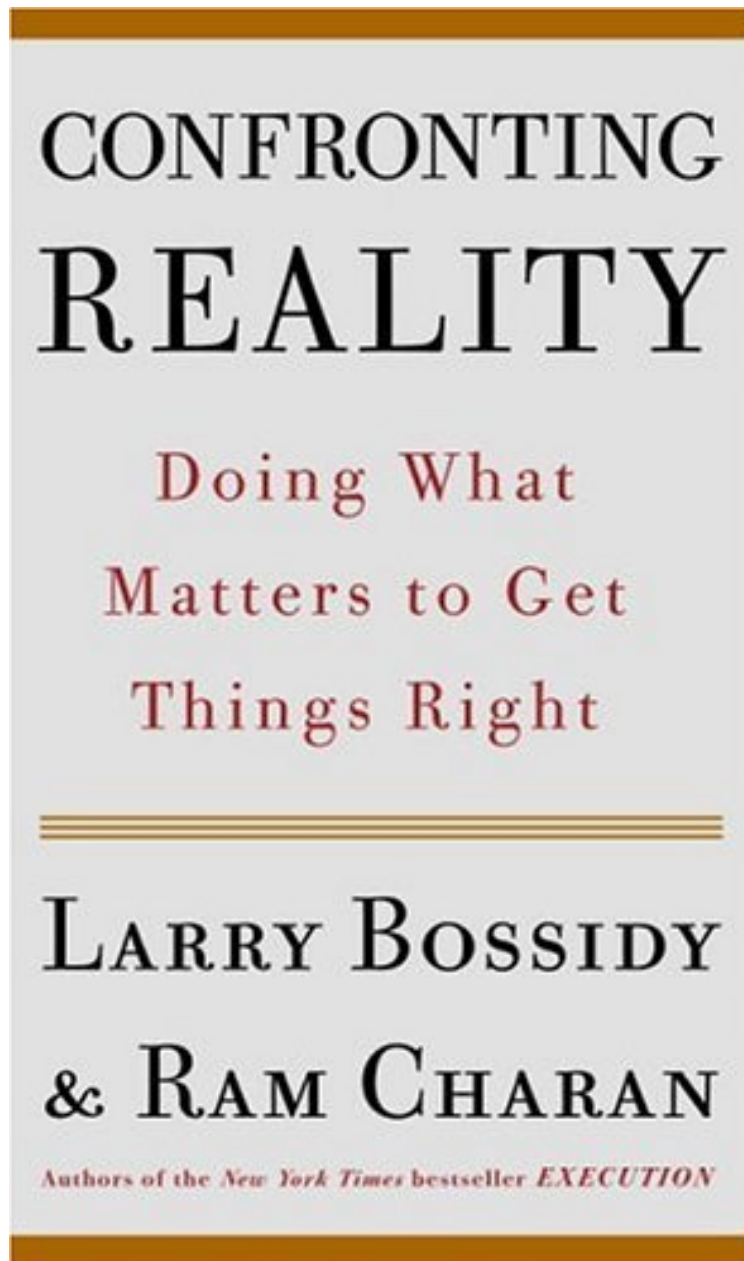


Confronting Reality: Master the New Model for Success

Larry Bossidy, Ram Charan

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Larry Bossidy, Ram Charan : Confronting Reality: Master the New Model for Success before purchasing it in order to gage whether or not it would be worth my time, and all praised Confronting Reality: Master the New Model for Success:

0 of 0 people found the following review helpful. Ok.... So what else is New??By Terry TuckerRegrettably, the

contents of the book do not actually live up to the title. Although the authors offer their own esoteric version of a business model, liberally illustrated with contemporary business case studies from Kmart, Dell, Wal-Mart and some others, the thesis of the book is heavy on the human aspects of confronting reality. In some instances, like some history authors, the authors of this book seem to twist the contemporary/historical case studies in order to substantiate their thesis. Unfortunately, it appears that they have found what they were looking for and then devised the questions and thesis around that. It is difficult to decide if this book is about execution, business or change management. I have decided that, in my humble opinion, that it is none of these. To the authors credit, they provide the friendly reminder on how to look at things in a different light; in essence lots on talking the talk, but very short on how to walk the walk. If you're thirsty for knowledge and are searching for something tangible, don't buy this book; if however you are philosophically minded and want to debate the merits of the intangible elements of leadership and organizational behavior then this book may be of some interest for you. All in all, the book is ok, it assumes a level of business understanding (or in the authors words, savvy) on the part of the reader, knows the talk, does not necessarily walk the walk and is heavy on what many might call the human elements of business. 0 of 0 people found the following review helpful. Enhance daily operation leadership By Wilson This book is much closer to daily operation in manufacturing environment, I hope I can read more after read author's another book "execution-the discipline of getting things done", but I made a mistake in which I only ordered a audio book, so I added another order to buy paper version again. I will recommend this book to my colleagues and my team to lean meantime. I hope author can sale his books with free-CD. 6 of 7 people found the following review helpful. Look! A FOREST!!! By Byron W Instead of piecemealing a business to death: strategy, marketing, finance, etc. Bossidy and Charan give us a view of a whole business, from the chair of the savvy Entrepreneur or that of the CEO. They show how to fit all the pieces of a business together. Bossidy and Charan use well-known examples and analyze the pitfalls and successes of these examples (Home Depot, Walmart, Thompson) according to a three-part business model: external environment, internal operations and financial targets. They also show you how to integrate by juggling the three simultaneously! This was a great introductory book to orient businesspersons of any trade, level and experience to the whole shebang of business. But... Truthfully, I have read this 'business model' stuff before, with more depth and more analysis. I read the book "The Escher Cycle" by F. Jackson a couple of years back. That book goes into much more detail about most of Bossidy and Charan's three-part business model. Couple that book with "Value Migration" and you'll have a much better handle on the hurly-burly world of business.

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.

.com In their 2002 bestseller, Execution: The Discipline of Getting Things Done Larry Bossidy and Ram Charan identify why people don't get results: they don't execute. Bossidy and Charan are back with another stellar study on organizational behavior that shows how companies can succeed if they return to reality and examine every part of their business. Confronting Reality is based on a simple concept, but many companies approach strategy and execution in a surprisingly unreal manner and even the simplest of measurement methods, like the business model, are not applied correctly. Cisco, 3M, KLM, Home Depot, and the Thomson Corporation are just a few of the companies that Bossidy and Charan examine. To demonstrate how to examine a business using the business model, Bossidy and Charan map out external variables, financial targets, internal activities, and an iteration stage (defined as a time to

"make tradeoffs, apply and develop business savvy") to prove how a dynamically evolving business model will help improve performance. "The version of the business model we have developed is a robust, reality-based process for thinking about the specifics of your business in a holistic way. It shows you how to tie together the financial targets you must meet, the external realities of your business and internal activities such as strategy development, operating tactics, and selection and development of people." Larry Bossidy, retired chairman and CEO of Honeywell International and Ram Charan, author of *What the CEO Wants You to Know* and *Profitable Growth Is Everyone's Business*, have once again shed industrial-strength light on how to run a successful business. --E. Brooke Gilbert .com Exclusive Content .com Interview: Larry Bossidy and Ram Charan Larry Bossidy and Ram Charan are back with *Confronting Reality* to show how companies can succeed if they get back to reality and examine every part of their business. .com senior editor E. Brooke Gilbert interviewed Bossidy and Charan to discuss the current business climate, their new book, and future projections. Read the interview. Larry Bossidy and Ram Charan Discuss the Airline Industry Larry Bossidy and Ram Charan discuss the airline industry's failure to confront reality based on a recent Wall Street Journal article and their new book as a backdrop. Read their comments. From Publishers Weekly On the heels of their business bestseller *Execution*, retired Honeywell chairman and CEO Bossidy and corporate guru Charan take a step back and focus on the more fundamental issue of figuring out what to execute in the first place. The message is simple ("relentless realism"), and their solution is a return to the "ancient analytical tool" of a three-part business model that includes external realities (such as customer demand and industry conditions), financial targets (such as cash flow and revenue growth) and internal realities (such as operational and workforce capabilities). Bossidy and Charan use that model to analyze how companies such as EMC, Cisco and Sun reacted to the meltdown of the high-tech sector, and how Home Depot built efficiency, 3M reignited growth through innovation and Thomson Corp. restructured its focus. The book loses steam in the final quarter, getting repetitious but still managing to make a few familiar points feel fresh, some as simple as developing one's own "business savvy" and "need to know." The authors use the same winning formula as in their first book. The concepts are basic, the tone is conversational and the content is not unique, but sales of the previous book (600,000 in the U.S.; 1.5 million worldwide) and the authors' personal platforms virtually guarantee widespread attention in the business media and corporate sales. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From Booklist Sweeping changes have radically altered the business environment since the optimistic 1990s, including the harsh realities of globalization and outsourcing, and the hangover of overinvestment and overcapacity. Now, more than ever, businesses cannot survive if they continue to depend on what has worked in the past. Bossidy, former CEO of Honeywell International, and Charan, advisor to CEOs and senior executives, present a sound framework for confronting these realities head on. Going back to basics, they redefine the often hazy concept of the business model with a logical breakdown of its elements, linking and reinforcing external and internal realities in relation to financial targets. This model is demonstrated through the examples of real-world leaders, including Joe Tucci at EMC, John Chambers at Cisco, Jim McNerney at 3M, and Bob Nardelli at Home Depot, all of whom have had to face enormous challenges when the business climate shifted drastically and unexpectedly. Demonstrating their own capacity for business savvy, the authors teach that there are no cookie-cutter solutions; each situation is a unique challenge and requires a tailor-made solution. David Siegfried Copyright copy; American Library Association. All rights reserved