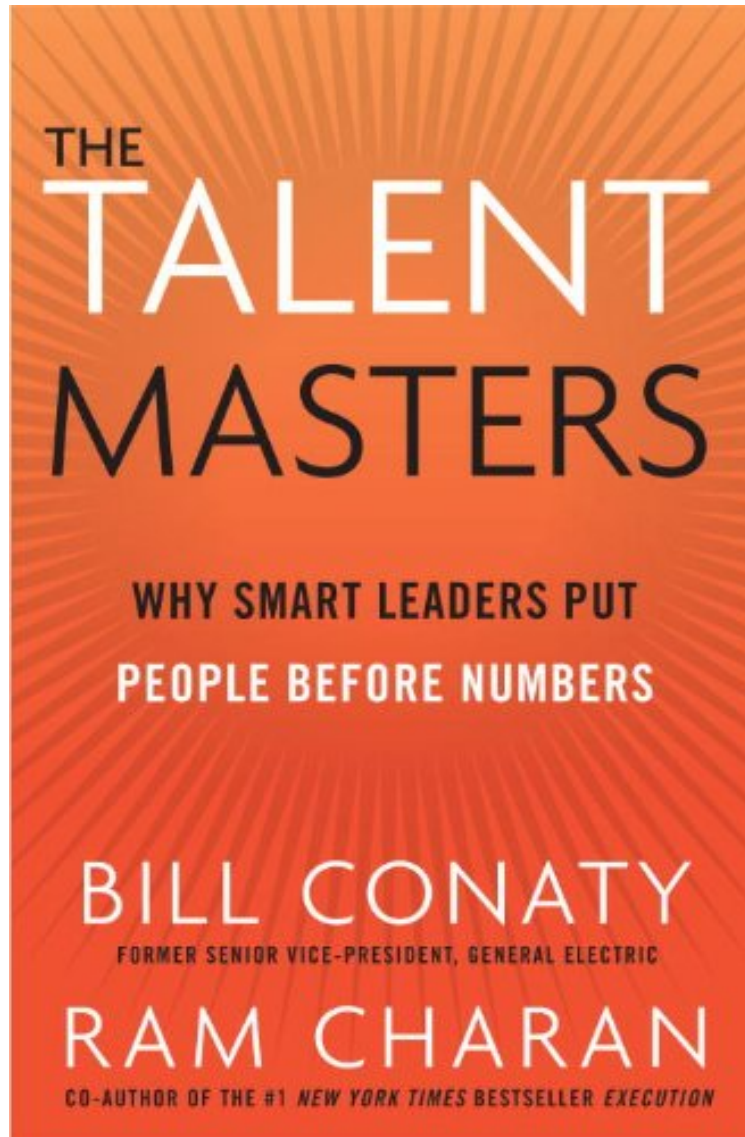


[FREE] The Talent Masters: Why Smart Leaders Put People Before Numbers

The Talent Masters: Why Smart Leaders Put People Before Numbers

Bill Conaty, Ram Charan
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Bill Conaty, Ram Charan : The Talent Masters: Why Smart Leaders Put People Before Numbers before purchasing it in order to gage whether or not it would be worth my time, and all praised The Talent Masters: Why Smart Leaders Put People Before Numbers:

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management. I given this book away to others many times now.

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, PG, 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.

.com Guest er: Larry Bossidy on The Talent Masters Larry Bossidy is the retired CEO and chairman of Honeywell International and the co-author of Execution: The Discipline of Getting Things Done and Confronting Reality. During my years as CEO of Allied Signal and Honeywell, I spent a great deal of time on people issues. In fact, I often surprised CEOs at other companies when I personally called them to check references on a person I was considering for a key position. Quite often they would ask, "Why are you calling?" My answer was always quite simple: "The success of my business depends on talent more than anything else. Just about everyone believes that people are our most important asset, but my experience has been that they are not quite sure about how to translate that truism into action. Now, along come Bill Conaty and Ram Charan with the book on how to make that translation, on how to judge raw human talent, pinpoint a person's unique combination of traits, and develop that talent so that leaders improve and don't just mark time. Anyone who thinks that making judgments about people is totally subjective will quickly change his or her mind after reading The Talent Masters. Conaty and Charan's great accomplishment—using in-depth examples from companies that have been talent masters for decades, as well as those that are still "works-in-progress"—is demonstrating that making judgments about how to help people grow in their jobs can be specific, verifiable and right-on-the-button. Moreover, in what may prove to be their most important point, they show why it is absolutely necessary to have the courage to take the actions the data suggests. They have written the book about the art and science of talent. If you are looking for an edge in a brutally competitive marketplace then there is no better place to start than The Talent Masters. From Publishers Weekly Corporate guru Charan (The Game Changer) and Conaty, a 40-year HR leader at General Electric, reveal how successful companies stay on top by developing leaders at every level of operation. Heading the list is GE under the leadership of Jack Welch. Nicknamed "Neutron Jack" for his ruthless willingness to fire non-performers, Welch created a new culture at GE by transforming the criteria for executive performance so that management had to get to know their workers, which allowed them to choose future leaders to develop in a series of room-to-grow jobs. The authors offer suggestions for adopting Welch's methods for today's global environment, examining not only GE but also Novartis, Hindustan Unilever, and Procter and Gamble to suggest that today's leaders need to manage multiple brands in one country, shepherd a single brand across the globe, and spend time working abroad. A liberal use of jargon ("He searches for discontinuities in the external landscape") will distance general readers, but business types will find this useful. (c) Copyright PWxyz, LLC. All rights reserved. "Enduring principles and powerful practices combine in this must-read human resource manifesto for leaders at every level."—Jack Welch "The definitive guide to the art and science of talent development."—Andrea Jung, chairman and CEO of Avon Products "Practical, readable and very actionable" —A.G. Lafley, retired chairman and CEO of Procter Gamble "Knowing how to spot top talent and where exactly to place it is at the crux of this marvelous book, The Talent Masters. Its pages provide a vivid recounting of many true-to-life leadership dilemmas in contemporary organizations that reveal just how critical it is to make good, sound judgments when choosing from amongst the talent of an organization."—Stephen R. Covey, author, The 7 Habits of Highly Effective People and The Leader in Me From the Hardcover edition.