

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

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.

Examines how a growing number of corporate boards of directors are taking a proactive role to influence the future direction of their companies, using the examples of specific corporations to demonstrate the importance of board dynamics

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.

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

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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.

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. "This book is a most important contribution for both new and experienced directors, addressing contemporary corporate governance. The 14 practical questions represent the most vital issues that boards need to proactively address and are particularly crucial now as boards deal with the aftermath of the global financial tsunami." —Thomas J. Neff, chairman, U.S., Spencer Stuart "If Corporate America's board members had answered these questions, the crisis of '08 would have been avoided. The book is that powerful. It should be required reading in every boardroom, executive suite, and business school on the planet. This book with its singular wisdom could change the face of corporate governance—with huge dividends to shareholders and society." —Ralph Whitworth, principal, Relational Investors LLC "Ram Charan always seems to get it right. *Owning Up* not only asks the right questions, it gives answers that can make a real difference for improving board performance." —James M. Kilts, former chairman and CEO, The Gillette Company "As always, well-reasoned, insightful, and thought-provoking. A work that every director will find of value, particularly given the intense pressure of these unprecedented economic times." —Professor Charles M. Elson, director of the John L. Weinberg Center for Corporate Governance at the University of Delaware "Here is the book that every corporate director needs today. With his decades of insider experience, Ram Charan brings more wisdom and insight to this subject than anyone else I know." —Geoff Colvin, Fortune editor and author, *Talent Is Overrated: What Really Separates World-Class Performers from Everybody Else*

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

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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.

A radical new leadership strategy to transform business as we know it—from a dream team of INSEAD professors and mega-bestselling author Ram Charan The business landscape is littered with the wreckage of companies that crashed and burned when an apocalypse came—in the shape of new competitive technologies, upstart entrants, demographic shifts, and new world orders. Who can feel safe in firestorm change? The authors of The Phoenix Encounter Method don't advise safety. In fact, their method of leadership thinking requires you to imagine burning your business to the ground—throwing yourself into a firestorm change—and turning the upheaval to your organization's advantage. It can then rise, phoenix-like, from the ashes, stronger and more powerful than ever. Written with a sense of urgency and purposefully radical provocation, The Phoenix Encounter Method represents the forward thinking of legendary business guru Ram Charan and professors from the senior global leadership program of INSEAD, one of the world's top graduate business schools. The resulting methodology, based on analysis of thousands of articles, studies, reports, and academic and business practice, was field tested in real-life Phoenix Encounters conducted with more than fifteen hundred senior executives—from startups and family businesses to legacy companies—representing a broad range of industry and sectors in both developed and developing economies. Whatever your sector or industry, if you're responsible for your organization's ability to use change as a transformative opportunity, you'll appreciate the dramatic impact The Phoenix Encounter Method will have on you, your leadership, and your organization.

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

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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.

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.

#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.

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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.

'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.

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.

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“There is no better person than Ram Charan to provide advice on managing in a downturn.” –Larry Bossidy, former Chairman & CEO Honeywell International Inc. "This is all classic guru writing, stressing the extremity of the situation. But from Charan - who has already brought us bestsellers such as Execution and What the CEO Wants You to Know - it seems plausible. His forte is bold advice, delivered with convincing rhetoric. And he has completed his new text just at the right time." --Financial Times As a business leader today, you face an unprecedented challenge: the worldwide economic downturn. Cash and credit are dwindling, sales forecasts are dismal, and morale is sinking. This is not a time to reflect. It is a time to act, decide, and energize your people—with urgency. This is your moment. Are you up to the task? In Leadership in the Era of Economic Uncertainty, Ram Charan helps you steer your business through the minefield of contracting markets, cash shortages, and ongoing uncertainty. No matter what your leadership role, Charan’s insight will help ensure that your business emerges leaner, stronger, and well in front of the competition. “We will not know when we have turned the corner, and we cannot envision the shape and scope of the world that will emerge,” Charan writes. “What we can be sure of is that this is a time of tumultuous change, and with change come both danger and opportunity.” In this concise and highly accessible guide, the author provides practical actions you can execute immediately to Protect cash flow vigilantly, even daily, and use cash more efficiently Use ground intelligence to survive the storm and position your business to thrive in the aftermath Develop a better understanding of your customers Reevaluate your pricing strategy and capital expenditures Use cost cutting strategically Using examples and case studies, Leadership in the Era of Economic Uncertainty illustrates how leaders at DuPont, Hanesbrands, Wipro, and other companies used Charan’s techniques to get results. The chaos of global economic meltdown has imposed an urgency you have never before experienced. It’s a scary thing, but it can also be exciting—if you’re prepared.

The Verizon leadership team stands apart from most leadership teams today in their willingness repeatedly to put the enterprise before the individual. At first blush, this might look like a hopelessly old-fashioned notion in the age of the selfie. Yet, I would argue this is a trait that future leaders and boards of directors across industries would do well to understand and embrace. Seidenberg not once but twice in the service of company shareholders and employees subordinated himself and put off taking sole leadership of the company to advance the enterprise’s odds of success. And many others in this story exhibited the same trait to help build this industry-leading enterprise. They understood that the risk of not acting and thereby destroying value during a period of accelerating technological change and industry consolidation—a situation faced by leadership teams around the world today—was much greater than the risk of stepping in as No. 2 or co-CEO. In my 50 years of experience, it is a rare leadership team that will subordinate itself for the benefit of the industry, customers and the company. That principle, that the company comes first, the individual second, is what will define successful leadership teams of the future. Multiple leadership principles, some new, some timeless, emerge from this narrative and will be of great use to the next generation of leaders across industries and around the world. By taking a look at a company that successfully executed exponential transformation, we can take the strategies of Verizon leaders and apply them to our own experiences.—Ram Charan

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

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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.

The phenomenon of uncertainty is not new; what is new is its intensity and potential to change industries and destroy companies. Business leaders can be on the defensive, or they can be on offense, prepared to lead decisively. The ability to deal with uncertainty is perhaps the paramount skill leaders must have to be successful in this era. Without it they risk becoming personally obsolete and driving their companies off a cliff. In *The Attacker's Advantage*, renowned business expert and bestselling author Ram Charan shows what skills are needed to be able to spot the disruption that is coming, and what actions are necessary to take advantage of these changes. While many leaders know how to cope with operational uncertainty—when, for example, revenue fluctuates—the same cannot be said for dealing with structural uncertainty that can alter the money-making patterns of a company, industry or entire economic sector. Charan demonstrates the huge upside offered by structural uncertainty and provides the concepts and tools—such as being able to spot the catalysts of disruption, building organizational preparedness, developing a financial understanding of the consequences—to take advantage of forces that are creating new customer needs, market segments and ways to make money. Uncertainty is now ubiquitous. The sources of structural change are so varied and fast moving, and their convergence so unpredictable. Digitization and the integration of technologies through software and hardware has already impacted many businesses, but much more is to come. With his unparalleled ability to cut through complexity and provide workable solutions, Ram Charan provides his readers with the ability to anticipate and deal with the biggest threats facing their business.

“A must-read for anyone interested in incorporating meditation into their lifestyle.” —Sanjay Gupta, MD, chief medical correspondent for CNN Heartfulness is an ideal, a spiritual way of living by and from the heart that is inclusive of all ideologies, beliefs, and religions. In this heart-centered book, a student in conversation with his teacher, Kamlesh D. Patel—affectionately known as Daaji, the fourth and current spiritual guide of the century-old Heartfulness

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tradition—present a unique method of meditation with the power to facilitate an immediate, tangible spiritual experience, irrespective of a person's faith. Our modern, fast-paced world can be an overwhelming place. Every day, we're bombarded with messages telling us that in order to be happy, fulfilled, and worthy, we must be better, do more, and accumulate as much material wealth as possible. Most of us move through our busy lives with our minds full of these ideas, multitasking as we strive to navigate the responsibilities and expectations we must meet just to make it through the day. But what if there is another way? What if, rather than letting the busyness of life overtake our minds, we learn to be heartfelt instead? Based on Daaji's own combination of approaches and practices for the modern seeker—which draws from the teachings of Sahaj Marg, meaning "Natural Path"—Heartfulness is a contemporized version of the ancient Indian practice of Raja Yoga, a tradition that enables the practitioner to realize the higher Self within. While many books describe refined states of being, *The Heartfulness Way* goes further, providing a pragmatic course to experience those states for oneself, which, per the book's guiding principle, is "greater than knowledge." Heartfulness meditation consists of four elements—relaxation, meditation, cleaning, and prayer—and illuminates the ancient, defining feature of yogic transmission (or pranahuti), the utilization of divine energy for spiritual growth and transformation. Using the method, detailed practices, tips, and practical philosophy offered in this book, you'll reach new levels of attainment and learn to live a life more deeply connected to the values of the Heartfulness way—with acceptance, humility, compassion, empathy, and love.

O.P. Munjal started Hero Cycles in 1956, fuelled by meagre resources and an insatiable ambition. His vision was to create an inexpensive and effective mode of transportation for a post-Independence nation on the move. The rest, as they say, is history: Hero Cycles went on to become the world's largest bicycle manufacturer. This book chronicles the life of O.P. Munjal through anecdotes from his professional and personal life. He proved that a people-focused management style could be superior to the process-driven systems of the West. The book is a result of extensive conversations with O.P. Munjal, Hero employees, dealers, and family members. Join bestselling author Priya Kumar as she takes you on a roller-coaster ride seen through the lens of a visionary with the soul of a poet.

An updated and revised version of the bestselling *The Leadership Pipeline* – the critical resource for how companies can grow leaders from the inside. In business, leadership at every level is a requisite for company survival. Yet the leadership pipeline –the internal strategy to grow leaders – in many companies is dry or nonexistent. Drawing on their experiences at many Fortune 500 companies, the authors show how organizations can develop leadership at every level by identifying future leaders, assessing their corporate confidence, planning their development, and measuring their results. New to this edition is 65 pages of new material to update the model, share new stories and add new advice based on the

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ten more years of experience. The authors have also added a "Frequently Asked Questions" section to the end of each chapter.

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.

Charan has seen the business world from both ends of the spectrum. While growing up in India, working in his family shoe business, he came to understand how a business works and the critical elements of success. A powerful lesson in what is really important in business, this remarkable book takes the lessons of the peddler and reveals how they can be used by the rest of us.

Explains how companies solve the problem of leadership succession. As more and more CEOs are failing, there remains a shortage of capable replacements. The true dilemma in leadership is the stagnant state of corporate leadership development.

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

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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 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.

The authors bring their experience as consultants to the managers of such large companies as CocaCola, Dupont, and Ford to bear on the quest for continual, profitable growth, showing companies in any industry how to foster it. Reprint. 25,000 first printing.

The principles of equality and non-discrimination lie at the heart of international human rights law. They are the only human rights explicitly included in the UN Charter and they appear at the beginning of virtually every major human rights instrument. This volume contains selected works by leading authors on the subject of equality and non-discrimination under international law. The selections are grouped into four sections. The first presents essays that explore theoretical concepts of equality and non-discrimination. The next addresses the development of international legal standards on the subject. The third presents articles analyzing how those standards have been interpreted and applied by UN and regional human rights bodies, and the last contains works on what measures besides legal action States are to take to in order to achieve equality and non-discrimination.

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.

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

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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.

A noted business consultant introduces his nine-step program for creating profitable, sustainable, internally generated growth in a business, in a handbook with useful tools, anecdotes, and real-life business stories.

"How do you gain an edge in the digital age? In this lively, accessible guide, Ram Charan, bestselling author and advisor to some of the world's top CEOs, dissects the changing nature of competitive advantage, illustrating what it takes for companies--old and new alike--to compete against digital giants like Amazon, Alibaba, and Google. In today's business world, good strategy isn't just about preserving market share or building moats to ward off competitors. In the digital age, the most successful companies look at everything through a single lens: How can we create a better end-to-end consumer experience? As Jeff Bezos says, "When given the choice of obsessing over competitors or obsessing over customers, we always obsess over customers." Filled with behind-the-scenes stories of companies like Netflix, Amazon, Fidelity, and Alibaba, *Rethinking Competitive Advantage* highlights the tools these behemoths have relied on to reimagine customer experience and build competitive advantage: platform, data, and ecosystem. These companies don't just develop channels of distribution, they constantly crunch numbers, use algorithms to improve products, and create an ecosystem with outside sellers and their supply chain, where a stream of new innovations reinvigorates the customer's experience and creates new sources of revenue. Today's companies imagine market spaces that don't yet exist, ones with the potential to grow 10x or 100x--and they are willing to spend cash now on the promise of exponential profits down the road. To execute their objectives, these companies build strong, nimble, team-centered workforces that upend traditional hierarchy, forming a "social engine" that drives innovation under visionary leaders. Whether you're in the C-Suite of a Fortune 500 company or brainstorming the next digital start-up from your garage, *Rethinking Competitive Advantage* is the ultimate primer on competitive advantage today, revealing the "secret sauce" behind some of the world's leading companies--and showing you what you must do to compete"--

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

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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.

Keep shareholders happy and manage for the long term. Earning a board seat is a rite of passage. But directors must juggle many responsibilities, from steering company strategy, managing risk, and appointing leaders to setting the right incentives, meeting shareholder expectations, and dealing with activist investors. How do you balance it all? If you read nothing else on boards, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you set your board up for success. This book will inspire you to:

- Ensure you have directors who can meet company goals
- Establish a robust succession-planning process
- Encourage the risk-taking that will generate breakthrough innovation
- Prioritize the health of the enterprise without neglecting shareholders
- Provide the critical support a new CEO needs to succeed
- Ignite nonprofit board members by engaging them in work that matters
- Take on the world's toughest economic, social, and environmental problems

This collection of articles includes "What Makes Great Boards Great," by Jeffrey A. Sonnenfeld; "Building Better Boards," by David A. Nadler; "The Error at the Heart of Corporate Leadership," by Joseph L. Bower and Lynn S. Paine; "The New Work of the Nonprofit Board," by Barbara E. Taylor, Richard P. Chait, and Thomas P. Holland; "Dysfunction in the Boardroom," by Boris Groysberg and Deborah Bell; "The Board's New Innovation Imperative," by Linda A. Hill and George Davis; "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "Ending the CEO Succession Crisis," by Ram Charan; "Comp Targets That Work," by Radhakrishnan Gopalan, John Horn, and Todd Milbourn; and "Sustainability in the Boardroom," by Lynn S. Paine. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas

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provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

Learn why bad decisions happen to good managers—and how to make better ones. If you read nothing else on decision making, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you and your organization make better choices and avoid common traps.

Leading experts such as Ram Charan, Michael Mankins, and Thomas Davenport provide the insights and advice you need to: Make bold decisions that challenge the status quo Support your decisions with diverse data Evaluate risks and benefits with equal rigor Check for faulty cause-and-effect reasoning Test your decisions with experiments Foster and address constructive criticism Defeat indecisiveness with clear accountability

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

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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.

Revised and updated Shortlisted for the Financial Times/McKinsey Business Book of the Year Award From one of the most important economic thinkers of our time, a brilliant and far-seeing analysis of the current populist backlash against globalization. Raghuram Rajan, distinguished University of Chicago professor, former IMF chief economist, head of India's central bank, and author of the 2010 FT-Goldman-Sachs Book of the Year Fault Lines, has an unparalleled vantage point onto the social and economic consequences of globalization and their ultimate effect on our politics. In *The Third Pillar* he offers up a magnificent big-picture framework for understanding how these three forces--the state, markets, and our communities--interact, why things begin to break down, and how we can find our way back to a more secure and stable plane. The "third pillar" of the title is the community we live in. Economists all too often understand their field as the relationship between markets and the state, and they leave squishy social issues for other people. That's not just myopic, Rajan argues; it's dangerous. All economics is actually socioeconomics - all markets are embedded in a web of human relations, values and norms. As he shows, throughout history, technological phase shifts have ripped the market out of those old webs and led to violent backlashes, and to what we now call populism. Eventually, a new equilibrium is reached, but it can be ugly and messy, especially if done wrong. Right now, we're doing it wrong. As markets scale up, the state scales up with it, concentrating economic and political power in flourishing central hubs and leaving the periphery to decompose, figuratively and even literally. Instead, Rajan offers a way to rethink the relationship between the market and civil society and argues for a return to strengthening and empowering local communities as an antidote to growing despair and unrest. Rajan is not a doctrinaire conservative, so his ultimate argument that decision-making has to be devolved to the grass roots or our democracy will continue to wither, is sure to be provocative. But even setting aside its solutions, *The Third Pillar* is a masterpiece of explication, a book that will be a classic of its kind for its offering of a wise, authoritative and humane explanation of the forces that have wrought such a sea change in our lives.

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