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RAM CHARAN

New York Times bestselling coauthor of Execution

OWNING UP



THE 14 QUESTIONS

Every Board Member Needs to Ask

Owning Up The 14 Questions Every Board Member Needs To Ask

Ram Charan



Owning Up The 14 Questions Every Board Member Needs To Ask:

Owning Up Ram Charan, 2009-03-27 YOUR WORLD AS A DIRECTOR HAS SUDDENLY CHANGED YOU VE SEEN MEMBERS OF OTHER boards take the heat when their companies imploded The managements of Lehman Brothers Bear Stearns Merrill Lynch and Washington Mutual clearly failed but so did their boards Now the board of every company beset with problems is coming under scrutiny The pressure is on Your board must own up to its accountability for the performance of the corporation Governance now means leadership Boards must change their modus operandi to address the new and complex issues that are emerging These include ENSURING LIQUIDITY IN THE CONTEXT OF THE GLOBAL FINANCIAL CRISIS SETTING CEO PERFORMANCE TARGETS IN A VERY UNCERTAIN ECONOMY ASSESSING STRATEGY AND ENTERPRISE RISK UNDER EXTREME VOLATILITY So what should boards do now What should they be talking about in their meetings and executive sessions What decisions must they make How assertive must they be regarding company priorities and operating goals In Owning Up business advisor and corporate governance expert Ram Charan answers these and other burning questions on the minds of directors and business leaders He describes best practices that are emerging in boardrooms he has observed firsthand And he provides practical recommendations on a range of issues from compensation to dealing with external constituencies Wisely attuned to the human side he confronts the need for some boards to refresh their composition and for others to rebalance their board dynamics Directors CEOs general counsels and operating executives will find here the guidance they need to meet the new and rising standards for corporate governance in this demanding business environment

Owning Up Ram Charan, 2009-04-13 YOUR WORLD AS A DIRECTOR HAS SUDDENLY CHANGED YOU VE SEEN MEMBERS OF OTHER boards take the heat when their companies imploded The managements of Lehman Brothers Bear Stearns Merrill Lynch and Washington Mutual clearly failed but so did their boards Now the board of every company beset with problems is coming under scrutiny The pressure is on Your board must own up to its accountability for the performance of the corporation Governance now means leadership Boards must change their modus operandi to address the new and complex issues that are emerging These include ENSURING LIQUIDITY IN THE CONTEXT OF THE GLOBAL FINANCIAL CRISIS SETTING CEO PERFORMANCE TARGETS IN A VERY UNCERTAIN ECONOMY ASSESSING STRATEGY AND ENTERPRISE RISK UNDER EXTREME VOLATILITY So what should boards do now What should they be talking about in their meetings and executive sessions What decisions must they make How assertive must they be regarding company priorities and operating goals In Owning Up business advisor and corporate governance expert Ram Charan answers these and other burning questions on the minds of directors and business leaders He describes best practices that are emerging in boardrooms he has observed firsthand And he provides practical recommendations on a range of issues from compensation to dealing with external constituencies Wisely attuned to the human side he confronts the need for some boards to refresh their composition and for others to rebalance their board dynamics Directors CEOs general counsels and

operating executives will find here the guidance they need to meet the new and rising standards for corporate governance in this demanding business environment

The Black Box of Governance Sandra Guerra,2021-09-08 In the world of corporate governance the board of directors is often viewed as the black box of companies only the board members who are seated at the meeting table understand how this decision making machine works In this book a board member with over 25 years experience pulls off the lid and shows both how boards have worked and how they could work This book is grounded in extensive research in three different surveys one with more than 100 Brazilian directors another with 340 board members from 40 countries and a final one with 103 Brazilian directors serving on 238 boards It also includes interviews with Ira Millstein Sir Adrian Cadbury Robert Monks and Mervyn King The inner workings of the board of directors are revealed What keeps directors awake at night Obstacles to efficient decision making Behavioral dynamics both within the board and in relation to the management Pitfalls that arise from individual and group biases Based on these insights and the author's own consulting and board experience the book presents a guide to behavioral tools enabling directors and executives to confidently navigate the boardroom improving interactivity and the efficiency of the decision making process Intended for directors and executives who are directly involved in the board's activities as well as for leaders responsible for strategy implementation this book provides a behavioral compass for all those interacting with the black box

What the CEO Wants You To Know, Expanded and Updated Ram Charan,2017-09-26 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

Best of Boards Marci S. Thomas,Kim Strom-Gottfried,2018-04-03 Not for profit organizations boards are justifiably passionate about their causes and eager to help their organizations However in today's increasingly regulated climate board members who come from diverse backgrounds and may have little financial expertise can feel overwhelmed by the regulations that are their duty to follow This second edition provides not for profit board members and financial managers with the essential fiduciary knowledge and indispensable leadership guidance that they need to meet the challenges of the current not for profit environment This book contains the following Financial and ethical guidance for real life situations Practical leadership advice for novice and experienced board members Assistance for not for profit managers

tasked with governance challenges Tools checklists and templates based on common sense management techniques **The SAGE Handbook of Corporate Governance** Thomas Clarke,Douglas Branson,2012-05-15 A timely and definitive intellectual map of a key emerging discipline the SAGE Handbook of Corporate Governance critically overviews the key themes theoretical controversies current research and emerging concepts that frame the field Consisting of original substantive chapters by leading international scholars and examining corporate governance from an inter disciplinary basis the text highlights how critical governance issues are to the formation growth financing structural development and strategic direction of companies and how corporate governance institutions in turn influence the innovation and development of industrial and economic systems globally Comprehensive authoritative and presented in a highly accessible framework the Handbook is a significant resource to those with an interest in understanding this important emerging field **Research Handbook on Organisational Integrity** Muel Kaptein,2024-02-12 This ground breaking Research Handbook showcases the value uniqueness versatility and holistic character of organisational integrity Bringing together diverse perspectives from a wide range of expert contributors it not only provides a comprehensive overview of the current state of the field but also charts exciting new directions for future research *Wise Management in Organisational Complexity* M. Thompson,D. Bevan,2013-03-18 Provides a resource of wise praxis and reflection in the context of organisational complexity for managers researchers and teachers in management education Offers various explications and applications of Aristotle s notion of phron sis practical wisdom and reflects on the responsibilities of companies and education institutions towards society The Practice of Enterprise Modeling Jānis Grabis,Dominik Bork,2020-11-17 This book constitutes the proceedings papers of the 13th IFIP Working Conference on the Practice of Enterprise Modeling held in Riga Latvia in November 2020 Due to the COVID 19 pandemic the conference took place virtually The 19 full papers presented together with 7 short and 2 invited papers in this volume were carefully reviewed and selected from a total of 58 submissions to the main conference The special focus of PoEM 2020 is on the role of enterprise modelling in the digital age The selected papers are grouped by the following topics Enterprise Modeling and Enterprise Architecture Formal Aspects of Enterprise Modelling Foundations and Applications of Enterprise Modeling Enterprise Ontologies Business Process Modeling Risk and Security Modeling Requirements Modeling and Process Mining **Mastering Coaching** Max Landsberg,2015-10-01 Coaching is one of the most sought after leadership skills vital for anyone who wants to develop a team of people who will perform effectively but are also motivated and relish working together It s also a dynamic discipline which in recent years has developed and grown to embrace theory and practice from a wide range of other disciplines frameworks and models Mastering Coaching starts by asking what skills an effective coach must now possess to boost the performance of their coachees In response it summarises the most important research in areas such as neuroscience sports psychology and mindfulness positive psychology mastery and goal setting and offers a clear simple and practical guide to how this new thinking can help coaches and managers to

develop their own coaching practice Written by Max Landsberg executive coaching and professional development expert and author of the perennial bestseller *The Tao of Coaching* Mastering Coaching goes beyond the basics of coaching by providing insights which offer a proven route map to coaching success Practical and jargon free the book will equip readers with the techniques and tools necessary to take their coaching to the next level Rethinking Competitive Advantage Ram Charan, 2021-04-06 How do you gain an edge in the digital world order Another book for the ages from a master Particularly insightful is his emphasis on how the end to end individual consumer experience will separate winners from losers in our new digital age Fred Hassan chairman Caret Group former CEO Schering Plough and Pharmacia The old ways of creating competitive advantage for your business such as building moats to ward off competitors have become dangerous Giants like Amazon and Alibaba are creating vast new market spaces through a deft combination of tools like machine learning and business savvy that reimagines customer experiences while generating immense shareholder value A handful of traditional companies including Fidelity Investments Walmart and B2W have adopted these new approaches to reinvigorate their businesses Most however are stalled and the clock is running out In this lively accessible guide Ram Charan bestselling author and adviser to some of the world's top CEOs and boards redefines competitive advantage for the digital first era offering a set of new rules to get ahead Create an ecosystem with third party partners to revolutionize and personalize the customer experience Empower teams focused on a single task building a social engine that drives constant innovation fast execution and customer satisfaction Attract funders who understand the big picture that beyond a certain scale major upfront spending will turn into a cash generation machine Filled with stories that peek behind the curtain of digital behemoths as well as traditional companies that have transformed their organizations *Rethinking Competitive Advantage* offers concrete advice and methods to help you conceive of new market spaces and moneymaking models Competing against digital giants might seem daunting if not impossible The necessary computing power is within any company's reach By borrowing from these digital winners playbooks traditional companies and upstarts alike can gain an upper hand Whether you're in the C suite or brainstorming the next big idea from your garage *Rethinking Competitive Advantage* is the ultimate guide to creating competitive advantage today Dimensions of Teaching Business Ethics in Asia Stephan Rothlin, Parissa Haghirian, 2013-04-15 A growing number of higher education institutions in Asia are now integrating ethics courses in their curricula But the challenge remains to develop courses that can effectively reach their objectives and to create and use teaching materials appropriate to the particular profile of the students and executives in different regions and cultures In this context enhancing awareness for ethical dilemmas proposing frameworks and models to help managers handle difficult choices and demanding decisions while not being moralistic and imposing values and presenting alternative approaches through recent and relevant cases are the main objectives of this book It examines teaching methods learning tools and pedagogical methods effective in the teaching of ethics within the particular context of the rich diversity of Asian cultures

and discusses ethics courses curricula aiming at developing the capacity to deal with a number of issues such as corruption intellectual property protection whistle blowing and consumer rights The relevance and limits of Asian philosophical and spiritual traditions and how their underlying values can be a meaningful aspect in the teaching of ethics to managers and business leaders are explored as are the benefits and limits of corporate codes of conduct and ways to enhance their effectiveness A similar approach is taken to the introduction of oaths and ethics pledges among business students which has been promoted in some business schools

Reset James Rubin,Barie Carmichael,2018-01-09 As consumers our access to and appetite for information about what and how we buy continues to grow Powered by social media increasingly we look at the companies behind the products and are disappointed when their actions do not meet our expectations With engaged citizens acting as 24 7 auditors of corporate behavior one formerly trusted company after another has had their business disrupted with astonishing velocity in the wake of what in the past might have been written off as a bad media cycle Gone are the days when a company could hide behind socially responsible branding or when marketing controlled the corporate narrative That control has shifted to engaged stakeholders in the new social landscape requiring a more radical change to company practices James Rubin and Barie Carmichael provide a strategic roadmap for businesses to navigate the new era rebuild trust and find their voice *Reset* traces the global decline of trust in business at the same time that the public s expectations for business s role in society is increasing Today businesses must bridge this widening gap at a time when online stakeholders are committed to holding business accountable for its behavior with unprecedented internal and external scrutiny This requires strategic solutions anchored in a critical outside in understanding of the stakeholder footprint of the business model *Reset* offers case studies of reputations lost and found suggesting fundamental strategies to mitigate risk and build the corporate brand In this new era of instant transparency corporate behavior has become the proof of corporate character for recruiting and retaining both customers and the next generation of talent Offering essential advice for managing brand reputation and risk this book is a guide to navigating the pitfalls and taking advantage of the opportunities of the reset

The Best of Boards Marci S. Thomas,Kim Strom-Gottfried,American Institute of Certified Public Accountants,2016-11-07 Nonprofit organizations boards are justifiably passionate about their causes and eager to help their organizations However in today s increasingly regulated climate board members who come from diverse backgrounds and may have little financial expertise can feel overwhelmed by the regulations that are their duty to follow *The Best of Boards Sound Governance and Leadership for Nonprofit Organizations* provides not for profit board members and financial managers with the essential fiduciary knowledge and indispensable leadership guidance that they need to meet the challenges of the current not for profit environment This book contains Financial and ethical guidance for real life situations Practical leadership advice for novice and experienced board members Assistance for not for profit managers tasked with governance challenges Tools checklists and templates based on common sense management techniques This publication will

build ethically sound management knowledge in not for profit board members so that they can ensure the compliance and ultimately the success of their organization *Talent, Strategy, Risk* Bill McNabb, Ram Charan, Dennis Carey, 2021-07-06 Long term value creation the board's new agenda A big shift in public ownership has created a new set of challenges for boards Index funds managed by firms like Vanguard BlackRock and State Street represent an emerging class of permanent institutional investors who are focused on creating and preserving long term corporate value These investors are stating in no uncertain terms that simply managing for short term shareholder profit is not acceptable Bill McNabb Ram Charan and Dennis Carey have been on the front lines of these changes with the investment community corporate boards and top level management teams Since TSR total shareholder return cannot keep the short and long term in balance the authors argue boards should focus on a different kind of TSR talent strategy and risk because decisions and actions around these factors more than any others determine whether or not a company creates long term value This book redefines the board's agenda and explains how to Build and incentivize the right leadership team Help leaders take a longer view and communicate it to investors Refresh board composition and create diversity to meet the new challenges Keep major risks such as cyberattacks and sexual harassment allegations front and center Analyze the business through the eyes of a shareholder activist With the new realities of corporate ownership boards need to lead for the long term This authoritative book shows them how

ECMLG2012-Proceedings of the 8th European Conference on Management, Leadership and Governance John Politis, 2012 Published by Academic Conferences and Publishing International Limited Edited by Professor John Politis Neapolis University Pafos Cyprus CD version of the proceedings of the 8th European Conference on Management Leadership and Governance ECMLG 2012 hosted by the Neapolis University on the 8-9 November 2012 567 pages **Boards That Lead** Ram Charan, Dennis Carey, Michael Useem, 2013-12-10 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 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 **The Talent Masters** Bill Conaty, Ram Charan, 2010-11-09 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 **Boards That Lead** Ram, Dennis, 2013-11-19 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 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

Building Sustainable Competitive Advantage Dhirendra Kumar, 2016-03-03 In Building Sustainable Competitive Advantage Dhirendra Kumar shows how the Enterprise Excellence EE philosophy is a holistic approach for leading an enterprise to total excellence It does this by focussing on achieving sustainable significant growth in revenue and profitability reducing the business cycle time strategically managing the enterprise risk and focusing on the needs of the customer There may be various organizations within an enterprise but they must all focus on meeting or exceeding customer needs Therefore EE is an integrated approach affecting every employee every functional area and strategy within the organization Enterprise risk must be identified assessed and prioritized developing a growth strategy proposal which leadership has to execute in order to achieve goals As business leaders spearhead the efforts they must minimize monitor and control the probability and or impact of unfortunate events and maximize the realization of opportunities The achievements in Enterprise Excellence can range from greater cost efficiencies improved market perceptions fundamental changes to markets to new product and service offerings There may also be significant upgrades in skills technology and business strategies The scope of Enterprise Excellence can also range from operations activities to business functions to overall organization and to the enterprise as a whole Building Sustainable Competitive Advantage is a comprehensive reference book for practising professionals teaching faculty and students alike

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Owning Up The 14 Questions Every Board Member Needs To Ask Introduction

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