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getAbstract Summary: Get important points from this book in less than 10 minutes. The CEO who lands a dream job is making immediate work sure it doesn't turn into a nightmare. Authors Thomas J. Neff and James M. Citrin offer an amazing how-to-do kit that draws on their extensive management and consulting experience. They explain everything you need to know about getting off to an excellent start that you're ensconced in the corner office. While the book is intended for CEOs, it applies to anyone stepping up to a higher level of leadership. Taking on a new role is often lasting what AOL's John Miller describes as a temporary state of incompetence. Even if your hype becomes a test by fire, getAbstract believes this book will help you direct the flames and inspire your organization to new heights of achievement. Book Publisher: Copyright © 2005 EsarEss Holding, Ltd. used by Crown Business, Random House, Inc. Business Management Arrangements with the imprint of Nonfiction you have been promoted to a new position that involves greater responsibility and a new group of employees. This is your big opportunity. What do you do in your first 100 days you or you can break, according to a new book called You're In Charge — What Now? The authors of the book, Thomas J. Neff and James Citrin, interviewed 50 high-profile executives to develop eight breakthrough secrets for new leaders. Here they are (with my comments): 1. A 100-day plan. Before you start, research the department, division or company you will be running. Look at the numbers. Talk to people, both management and rank and file. Make an objective assessment of your greatest strengths, weaknesses and challenges. A set of objectives of increasing strength, removing weaknesses and facing challenges can be roughed out — as much as it can be done in 100 days. Comment: I like the 100-day perspective. It reminds you that it takes some time to explore a new business, even if it's similar to the one you're already very familiar with. The last thing you want to do when accepting a new responsibility is coming in like a bull in a china shop. Getting to the point the best you can expect to meet in 100 days, where you can plan out the rest of the year. If you can do that without causing a great deal of trouble, you've done a lot. 2. Your 100-day plan will give you a good start — a set of ideas you can share with your new team. Present your ideas as what-ifs instead of mandates. You are still new to business, which means your thoughts may be unwise. Keep asking questions and be prepared to answer them. Tell everyone that you are open to dialogue. Comment: This is perhaps one of the most important considerations you need to communicate at the outset: I have an open mind about the future. I want to hear what you have to say. 3. Your Evolution team. Comment: As you refine your 100-day plan through formal discussions and casual negotiations, you will have to come to realize which employees are on your side and who are not. Gradually develop a network of supporters. 4. Set strategic goals. You don't need a full agenda until the first day or even the 100th. The important thing is to establish a direction that makes people understandable. Comment: Unless you articulate the primary goals during the 100 days, your employees should be prepared to follow you. 5. Transforming corporate culture. If you think you need to change some of the ways that people work or think about working, now is the time to start. Neff and Citrin recommend identifying unwritten and unspoken conventions that are the nervous system of any organization. Comment: It's hard to change the culture of a business, but it's often necessary. The most common problem I've come up against is a implicitly negative attitude towards customers. (It's shocking how often it happens in business.) To change the culture, you have to change the mind and brain. This requires determination — your employees must know that you are serious — and have a gentle hand. (They can't change overnight. And you should not expect them. Employees will have to make adjustments, unless you make those adjustments seem reasonable and appreciated. 6. Manage your boss/board by listening to him and find out what he wants. Come to an agreement about what your primary goals and objectives should be. Comment: Your goal as the new leader on the block is to achieve the work quickly and as effectively as possible. To do this, you should start with an understanding of what is expected of you, how your boss/board looks at the business, what he thinks, is important, etc. Start by asking. 7. Keep communicating. Remember, communication is not a one-of-a-kind process, but a continuous give-and-take in which ideas are explored, the authors argue. Note: As time passes, don't let communication decrease. Eventually it may be necessary to install newspapers, message boards and other nonchalant communication vehicles. 8. Avoid the most common mistakes make new executives: setting unrealistic goals. Comment: You want to make a splash and this is the fastest way to do it. But making promise you can't keep (or your employees) is a recipe for failure. Being aware of it all. Comment: If one thing that's certain, it's that you don't know everything you need to know about your new job. If you think you do, you're in really bad trouble. Be humble. Go slowly. Ask questions. Picking up the wrong battles. Comment: Someone will challenge you during those first 100 days. Everyone will be watching you see how you react. Don't be defensive. Hey listen. Be thoughtful, but be weak. Not being willing to change. Comment: What worked in the past can work here too. But it will probably require some adjustments, especially in how you implement old ideas. Be flexible. Be patient. Trust your natural, emotional intelligence to find a new path to success. [Ed. note. Mark Morgan Ford was the creator of Early Rise. In 2011, Mark retired from ETR and now writes the Palm Beach letter. His advice, in our opinion, continues to get better and better with every essay, especially in the controversial ones we have shared today. We encourage you to read everything you've written by Mark. When Franklin Delano Roosevelt first took office as president in March 1933, he took the helm of a nation in crisis. He didn't have the luxury of a honeymoon period. The Great Depression was in full swing and practically every bank in the country was closed. About 25% of American workers were unemployed, and democracy itself was at a crossroads. He began his presidency with the opening declaration: we have nothing to fear, but fear ourselves. As historian James M. Schlesinger Jr. describes it, Roosevelt responded with a burst of activity in his first 100 days: Roosevelt sent 15 messages to Congress, directed 15 major laws for enactment, delivered 10 speeches, held press conferences and Cabinet meetings twice a week, held talks with foreign heads of state. , an international conference sponsored, made all major decisions in domestic and foreign policy, made all major decisions in domestic and foreign policy, and never displayed fear or panic and rarely bad temper. Roosevelt's decisive actions during the early days of his administration provide a model for the new leader. As the leader of your outfit, you should lace up your tennis shoes and get ready to run the race. movement... Chapter 1: Countdown: Preparing for the race before you reach the start line to get you set to go when you're moving into a new industry or field? 1) Call customers. Without being overly direct, you can learn how the industry is viewed. 2) Look at consumers. For consumer goods manufacturers or retailers, the time spent in the store pays huge dividends. 3) Find retirees. Alumni know more about the industry and company culture than anyone else. 4) Read everything. The Internet makes it eas Chapter 1: Countdown: Preparing for the race before you reach the Start Line to get you set to go when you're moving to a new industry or field? 1) Call customers. Without being overly direct, you can learn how the industry is viewed. 2) Look at consumers. For consumer goods manufacturers or retailers, the time spent in the store pays huge dividends. 3) Find retirees. Alumni about industry and company culture compared to anyone else Know. 4) Read everything. The Internet makes it easy to find obscure books D articles. Although he or she may not know The industry is fine, its master has an objective opinion of its capabilities and ability to adapt. 6) Call a friend.7) Keep notes from every conversation. When you have time to reflect, these notes can help you put together new jobs or puzzle pieces of the industry. 8) Write down your goals for the first hundred days. What are you planning to bring to the new company? What knowledge can you transfer from your former industry? What do you need to learn quickly? How are you going to do it? 9) Fully committed. Always look ahead, perhaps-ghazn,-hass, and instead of being distracted by the giving of your old job. -There is no need to set the vision in the first hundred days. To gather information can ask everyone several questions: 1) What do you want to preserve about this company and why?2) What do you expect me to do? 3) What are you worried about what can I do? 4) Are you worried I can't? 5) What is your most important tool to find out what the consumer wants? Ten guidelines for customizing Countdown Period1) effective plan will help you spend the rare time (about twelve hundred hours) available in your first hundred days wisely. Assess the company's strategy, competitive position, and financials using public information and available internal plans and documents. 3) Meet up with the smartest supervisors you can find — employees, alumni, customers, suppliers, and analysts — to gather your insights. 4) Don't feel compelled to walk into your new role with an already developed strategy — it will be inaccurate, incomplete, and/or deficient purchases. Instead, integrate all the information into four or five digit areas or topics to discuss and focus. 5) When you are a candidate for a top spot, keep the draft of the hundred day plan together. Doing so well will help you win the job, and it will also start aligning expectations and allow you to hit the running ground. 6) Determine what questions you want to hear from key managers or employees and what time frame you want to ask them; Keep the questions up to five or six and plan to ask all the people you meet with; Doing so will build trust and accelerate the identification of key topics and issues. 7) Assess your own knowledge, skills and experience gaps in terms of special training or functional expertise. 8) Use the countdown period to lay the foundation to establish strong relationships with your boss, board and future colleagues; Be open and receptive. 9) Prepare your family for a further intense ride. If you are moved, seriously consider leaving your family at home for several weeks or months; This will enable you to immerse yourself in your new role and reduce their disruption and anger. Do not postpone or neglect your conditioning and fitness. Chapter 2: First Aligning expectations to align expectations) Ask the board or hire a manager, what is the underlying purpose of this appointment? Be sure to find common ground about major goals. 2) When you introduce yourself to the management team for the first time, prepare the answer to these questions: Who am I? What is my background? Why did I get involved? What do I expect to accomplish? How do I expect to work together? 3) Recognize that at the first meeting and other early gatherings, most employees will be listening through their own lenses: Is this going to be good for the new boss or bad for me? 4) Use your early management team meetings to meet and greet more; This is the moment you expect them to communicate their management philosophy, and to set the tone for weeks to follow. Ask a lot of questions too. When you're presented with a good question, be sure to pause, and when you don't have answers, promise to get them back, and then do so. 6) As much a broadcaster as a receiver — listen and learn. People really like to be heard and heard. 7) Even if you are taking over in a crisis, consider whatever time you can listen to, question, and pronouncing before. 8) Create an agenda for active listening. Join one of the meetings to raise important questions on the market, company, product, financial, people and management process. All this will accelerate your diagnosis and help you solidify relationships with key components. 9) Don't necessarily restrict your one-on-one meetings to company insiders. When possible and appropriate, reach out to customers, suppliers, analysts and alumni for their ideas. 10) Synthesize your learning and provide feedback to the organization and people you've met with, whether through memos, presentations, intranet, videos and the like. By responding to the organization, you help create a new shared reality and improve opportunities for broad-based buy-ins. This is the beginning (which is the subject of Chapter 1 of the process of developing your strategic agenda). 1) Market - Which markets are you serving? -What are the issues facing the company in those and new markets? -What do you have to do to succeed? -Who are the most innovative contestants? - Why are they so successful in the core areas of their strength? - Are we setting the right target? - Do those targets correspond to the external environment? Product-How are we going to give customers a service that people value and want to buy? -What is the unique selling xp offer of our product? - What is pricing strategy? -Finance-How do we fund our efforts? -Where does business generate profits? 4) People- Do we have the right people to resolve and implement issues? Are the gatekeepers? - Who are the people who really do things? 5) Procedures- How do people work together? - How are decisions and come into force? Chapter 3: No One Can Do This Alone: Shaping Your Management Teamten Guidelines to Shape Your Management Team1) Setting up a strong team is the best first step that a manager can lead to executing a vision and implementing his strategic agenda. Just said Jim Collins, first who, then what. 2) Avoid surrounding yourself with people of similar backgrounds. Focus on building a team of people with similar values and passion but complementary skills.3. 3) Recognize that everyone is endowed with certain abilities and areas of natural strengths and weaknesses. Create a team in which everyone is playing to their greatest strengths as if the whole is much more than the sum of their parts. 4) Determine whether you have a strong enough management team to reach your aspirations. Get the spirit of each member of the team individually and how they contribute to overall team mobility. The structure of the team corresponds to the company's challenges, enabling you to do your best work, and also reflect the values and standards you want to prevail across the enterprise. If they're not in control and don't command their numbers, it might require a change.6) as long as the company is absolutely in crisis, important personnel try to avoid making immediate moves. Think quickly, but act thoughtfully to avoid natural inclinations to make decisions too quickly to key ones. Recognize that people have enormous potential if you give them a chance, set clear expectations, and hold them accountable. 7) You need someone trustworthy, thoughtful, and possessed better judgment with which to brainstorm, discuss sensitive personnel decisions, test water, and gather opinions, especially in situations when people might otherwise not be entirely honest and forthcoming) will set the tone to follow your early team meetings; They should model the kind of team process you want to create. Messages sent by your words, energy and conduct will give an example of how topics are raised, worked and addressed. Clarify objectives and desired outcomes, select important but unaltered issues that have to be resolved, and encourage a frank and open dialogue about them. 9) Recognize the power of your predecessor, whose presence is everywhere, whether the person is still in the company or not. While it may push out or be tempting to humiliate him or her for the challenges you've inherited, doing so will likely create unnecessary ill will. Accepting and embracing its predecessor in some cases can maintain a sense Create a sense of consistency within the organization and connectivity with the shared past of employees. 10) As you create your team, seek awareness of how each person has inspired. Great leaders tailor their management styles to the recipient rather than one-size-fits-all approaching top team from perspective. Chapter 4: Crafting Your Strategic Agenda 1 for Crafting Your Strategic Agenda 1) You have more time than you think. You don't have to give a fully baked strategic plan on day one. . Or even in the first hundred days. Find the right balance between creating a compelling picture of where you want the organization to go and not having to stop in a plan.2 prematurely, diagnose company (or department) problems starting with customer perspective and continue with a ground view of what the company stands for so that they can easily be remembered by the organization. 4) Always try to underpromise and overdeliver while crafting. 5) Build strategic agenda in joint effort with your team vs. in silos. 6) Include a clear plan to address cultural issues and barriers to change. 7) Define operating mechanism/process - Meetings, documents, and report formats to conduct day-to-day business. 8) Secure some quick wins; Look for obvious flaws in the organization and fix them quickly in the way to establish your credibility as a leader. 9) Expect pushback on your agenda, but instead of resisting, purchase in.10) Don't be a perfectionist to maximize that input in a positive way; Your strategic agenda is a work in progress by definition. Use it to help you and the organization make decisions, see how they work, and make adjustments as necessary. Chapter 5: Culture Game: Culture1 begins to change corporate

CultureTen guidelines to begin to change) As a new leader, work to understand the culture of the organization, diagnose how great a change is required, and take the right steps to start making changes. 2) Recognize that many new leaders fail because they cannot progress against an intransigent culture, pushing too hard incorrectly too hard, resulting in 3) How to start assessing a culture is to listen and observe. How do people really describe the place? Words are powerful clues - within most generalization lies an intrinsic origin of truth. Look for physical evidence — how people dress, how they communicate, how happy they look, and fill that offices like furniture and artwork. 4) Next, identify how things work around here. Hunt for knowledge networks, major influencers, decision-making protocols, and unwritten and unspoken conferences that are the nervous system of any organization. Even having a change mandate from your board or owner may not be enough. Understand where other sources of power lie, and make sure you get support from that power source with a truly stubborn culture, you may need to make structural and people changes, but do so with what is purchased in support of the major power center and also establish a concrete program to address the cultural heritage of the organization. 7) Create conditions for cultural change: adopt new ways of success; Institute new operating procedures; Choose a new management team; Set new expectations; identification of change leaders; And lead by example.8) Count your first moves. In your early days, when people are most open to change, you can have an enhanced effect by carefully applying the idea, tangible changes to long-established organizational and cultural structures. 9) Pledge to experiment with ways of explaining to employees to change their hearts and minds. Be aware of what's working and what's not and refine your approach. 10) Remember that too much change can break the culture — or more likely the change-maker. Speed yourself up, constantly assess the organization's tolerance, get feedback, and adapt along the way. Chapter 6: Answer to a Higher Official: Establish a productive work relationship with your owner (or board) ten guidelines for establishing a productive relationship with your high authority) understand the stated and unstated intent of your boss or board. It's not just about meeting your objectives and building shareholder value; It is also about making them successful and protecting their reputation. 2) If you are a new CEO, start the on-boarding process with a board similar to what can be done with new managers. Sit down with each board member and interview them to determine what they're looking for; Ask questions about their experience on board, and the areas and topics they are most passionate about and expert in. Gather their input about how the board should work in terms of the ideal committee structure, what issues go on, and board mechanics such as meeting frequency and information flow.3) If you are not a CEO, meet with your new boss and discuss how he or she really likes to work , setting priorities, and communicating. For example, is he more comfortable with formal written updates or more fluid progress reports? Does he prefer email or voicemail?4) Try to clearly assess which members of the board or department are the strongest and most experienced – and on what issues; See which directors are less engaged, and who are really independent in their thinking. 5) Diagnose the culture of the board, and tailor your communication and management styles accordingly. Is the board formal and relatively distant or more informal and hands-on? As you board your credibility For , migrate to Migrate What you think is the most creative and what you are most comfortable with. 6) If you are a CEO, develop one or more confidants on the board, whether a nonexecutive chairman or a presiding director. Watch them to serve as a sounding board to bounce ideas, help set board agendas, and in the early days also to help manage the board process while getting you momentum on business. 7) Establish your credibility by having a sound strategic agenda, being on top of business details, listening and learning from your boss or board members, building a strong and committed management team, establishing a sound management process, and maintaining humility. 8) Establish an effective communication protocol with your owner or board, including formal information flows such as monthly management letters, as well as an informal communication protocol, such as phone calls and informal meetings before each meeting or dining with your boss or individual directors. In the case of the board, encourage an executive session as a part of each meeting where the board discusses your performance in your absence, which can then be distributed in a synthesized and constructive manner. 10) Include board members in the business so that they become more knowledgeable and effective. Create a platform for directors to interact with managers, move on to customers and facilities and dive deeper into major businesses. This will enhance their ability to do most important tasks while helping to assess and support the strategy and ensure optimal succession. Chapter 7: Communication: Key to implementing your Agenda guidelines for effective leadership communication 1) Know your audience so that you can tailor your message and your style to their readiness and what they care about. 2) Tell stories to establish an emotional connection to your point. 3) Effective communication is more than promulgating a message, give it a continuous and take in which ideas are explored, assimilated, and optimized before in.4 closes) use and reuse your communication in various forums and formats to strengthen your message and take advantage of your time. 5) Communication is closely associated with corporate culture: optimizing an organization's language and shorthand — or embarking on a new and agreed language — that will help know the culture.6) communication settings that are most comfortable in you — be it action to be a big crowd stirring up or working in small groups — and play to your natural strength.7) In a crisis , get the information out as soon as possible. Accept the challenges of the situation to establish credibility, then act as a shock absorber amid the uncertainty of the situation and the deep-seated desire for the stability of employees. 8) Be mindful of the signs In the early days, every step you make is being closely watched, and communication, both clear messages and underlying signs such as your way of dress, your allocation of time, your way of communication, and even your organizational structure, play a direct role in cultural change. 9) All answers are usually incorrect answers. People need to see you listening to and assimilating their information. If you don't stop asking questions and back to circle when you have more data, you'll lose credibility and trust. 10) Get input directly from the field; While this requires a significant time to invest, it will pay back manifold in increased credibility, trust and stakeholder engagement. Chapter 8: Resisting temptation: Avoiding the top ten traps for the new Leaders1) setting unrealistic expectations (not overpromise) 2) either rash decision-making or analyzing paralysis to suffer (take time to do the right thing, but you'll never have all the facts) 3) One knows it's all going to go (listen and learn)4) fail to go on and move on to your new situation publicly 5)The new fabric of the sports emperor (a leader is often the last to know when something is wrong – encourages giving bad news quickly)6) Stifling disagreements (be a liberal leader focusing on the success of those around you) 7) succumbing to Savior Syndrome (don't try to do it alone)8) Misreading true sources of Power9) to raise the wrong battles (to ensure greater success for all major businesses Dedicating enough time) 10) rejecting your predecessor (respect your predecessor)... much... much

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