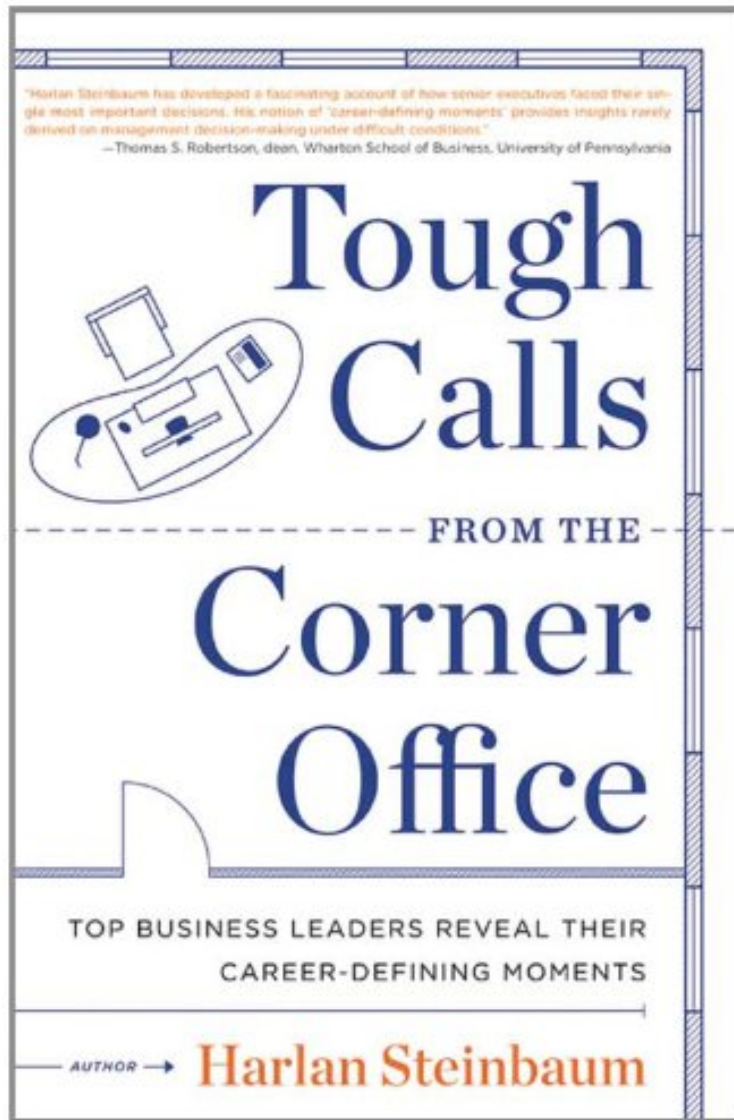


[Download pdf] Tough Calls from the Corner Office: Top Business Leaders Reveal Their Career-Defining Moments

Tough Calls from the Corner Office: Top Business Leaders Reveal Their Career-Defining Moments

Harlan Steinbaum, Michael Steinbaum, Dave Conti
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Harlan Steinbaum, Michael Steinbaum, Dave Conti : Tough Calls from the Corner Office: Top Business Leaders Reveal Their Career-Defining Moments before purchasing it in order to gauge whether or not it would be worth my time, and all praised Tough Calls from the Corner Office: Top Business Leaders Reveal Their Career-Defining Moments:

0 of 0 people found the following review helpful. Excellent read. By aem6@dowling Bought it for a required MBA course and kept it as a great reference of those CEOs who made it all happen. The book was new and in excellent condition.

0 of 0 people found the following review helpful. Tough Calls from the Corner Office By Michael Goldstone This has provided good reading whenever I have a chance to read. Great for plane flights since that is about the only time I have for in depth reading.

3 of 6 people found the following review helpful. RICK "SHAQ" GOLDSTEIN SAYS: "39 SUCCESSFUL AMERICAN BUSINESS LEADERS SHARE THE EPIPHANY OF THEIR DEFINING MOMENTS" By Rick Shaq Goldstein The author Harlan Steinbaum, a successful businessman himself, knows of what he speaks when he provides the keys to the tough decisions that thirty-nine successful business leaders had to *face*... as well as make... in this book that can't help but motivate would be leaders. These short (in most cases a couple of pages) direct narratives from individuals that range from Sanford N. McDonnell of McDonnell Douglas (a company that I enjoyed success with in the past.) to Bill Rasmussen who founded ESPN... to Tadataka Yamada, who heads up the *Program of the Bill and Melinda Gates Foundation*... to the infamous Monty Hall, of *LET'S MAKE A DEAL* fame. That's quite a stretch from military and commercial aircraft and computers (my bailiwick)... to twenty-four-seven-sports-television... to one of the world's largest philanthropic organizations... to zany TV game shows... and everything in between. The beauty of this book is that these successful men and women aren't preaching braggadocio and look how great I am. Instead they are telling the toughest decisions they made that shaped their business life... their companies... and the thousands of people that their decision effected. Surprisingly... and refreshingly... these icons of business are just as anxious to tell you about the wrong decisions they made also. Some purchased the wrong companies... some put the wrong people in key management positions. Some realized that they themselves were the problem. One common thread that seemed to link them all was their empathy to the people that worked for them. When McDonnell Douglas had to make a decision to eventually lay off sixty-thousand-employees... the sadness for the individuals is clearly etched in Mr. McDonnell's words.

If you're a competitive, motivated individual, this is the kind of book that will have you underlining and highlighting numerous quotes. Some of the quotes will make you squirm because you're either currently involved in an organization that is described by the mistakes stated herein... or used to be. Such as a quote from Gerald Greenwald who along with Lee Iacocca spearheaded the now historical Chrysler turnaround that was engineered by the then unheard of *GUARANTEED* government loans. "CHRYSLER WAS IN TERRIBLE SHAPE. IT WAS AWFUL. IT WAS BEING RUN BY "FINANCIAL ENGINEERS." THESE PEOPLE WHO DID NOT UNDERSTAND THE GUTS OF THE BUSINESS-OPERATIONS, DISTRIBUTION, DEALERSHIPS, PRODUCT. THEY KNEW HOW TO MANIPULATE FINANCIALS, BUT THEY DIDN'T KNOW HOW TO RUN A CAR BUSINESS, AND THEY WERE RUINING IT." The entrepreneurial spirit is addressed as well as the large billion dollar companies. As an entrepreneur myself I have a saying that I've lived by for the last twenty-six years: "EVERY MORNING I WAKE UP ON A TIGHT ROPE WITH NO SAFETY NET... IF I DON'T MAKE A SALE... I DON'T GET A PAYCHECK!" And the author so eloquently says: "IT IS NOT THE DREAM OF GREAT WEALTH AS MUCH AS THE DESIRE TO DIRECT ONE'S OWN DESTINY THAT DRIVES THE ENTREPRENEUR." There are some classic bullet quotes that a potential reader can latch on to that might motivate them through another day such as: "BE THE "FIRST TO MARKET" AND YOU'LL DISCOURAGE OTHER PEOPLE WHO HAVE THE SAME IDEA" (Bill Rasmussen - ESPN) "TELL THE TRUTH. YOUR REPUTATION, LIKE A SHADOW, SOMETIMES PRECEDES YOU AND SOMETIMES FOLLOWS YOU-BUT THERE IT IS." (Richard Mahoney-Monsanto) "THE WORST THING YOU CAN DO IS EMPOWER INCOMPETENT PEOPLE." (Richard Mahoney-Monsanto) "IF YOU CAN'T COMMUNICATE AN IDEA, YOU DON'T HAVE ONE." (Richard Mahoney-Monsanto) "POLICY IS WHAT YOU DO, NOT WHAT YOU SAY." (Richard Mahoney-Monsanto) "DEVELOP A "THOU SHALT" CODE OF ETHICS, AS OPPOSED TO A NEGATIVE "THOUGH SHALT NOT" CODE." (Sanford N. McDonnell-McDonnell Douglas) This one is oh so simple and common sense... but I bet everyone reading this review knows of a company that "doesn't" religiously follow this mantra. "1. ALWAYS TELL THE TRUTH." "2. IF YOU DON'T SHIP SOMETHING, CALL YOUR CUSTOMER AND TELL THEM WHY YOU DIDN'T SHIP IT." "3. IF THERE IS SOMETHING WRONG, FIX IT QUICKLY." (1-3 above: Frank Jacobs-Jacobs Int'l/Falcon Products) There are countless others, but before you think that this book is nothing but "sunshine"... I feel the author's summary that follows crystallizes the true essence of this book. "IN MY VIEW, A DEFINING MOMENT IS THE DECISION OR ACTION A PERSON TAKES THAT HAS THE GREATEST IMPACT ON HIS OR HER CAREER. IT'S A MOMENT THAT SHAPES US AS INDIVIDUALS AND AS BUSINESSPEOPLE AND SET THE TRAJECTORY FOR THE EVENTS THAT FOLLOW. IT DOESN'T NECESSARILY HAVE A POSITIVE SHORT-TERM OUTCOME. SOMETIMES OUR MOST SIGNIFICANT LEARNING EXPERIENCES COME FROM OUR FAILURES, NOT OUR SUCCESSES."

ldquo;Tough Calls from the Corner Office offers invaluable insight into the mind of the CEO. rdquo; mdash; Bill Steere, President, Chairman, and CEO of Pfizer ldquo;The stories in this book should inspire and give confidence to the many people looking to make their mark in business, or for that matter life. rdquo; mdash; General Richard B.

Myers, Chairman, Joint Chiefs of Staff Fortune 500 executive Harlan Steinbaum collects the wisdom of America's most successful business leaders in this powerful and inspiring guide to decision-making for your life and career. Thirty-nine of America's top executives, from ESPN's Bill Rasmussen to United Airlines' Gerald Greenwald, along with many others, relate the most important decisions of their careers, sharing why they struggled, how they decided, and what the lessons are they learned along the way—enabling you to achieve more, today.

Tough Calls from the Corner Office provides a unique opportunity to witness - and learn from - decision-making in action at the highest levels of business in times of crisis. From the Back Cover Thirty-nine of America's most successful business leaders share the most important decisions of their careers—and the life and career lessons they hold for us all. When former CEO Harlan Steinbaum decided to buy back his retail drug chain with his partners, his life changed dramatically. The personal impact that this one business decision—this "tough call"—had on Steinbaum made him wonder if others had experienced similar kinds of defining moments in their own careers. To find out, he reached out to some of the most successful people in the country—leaders from companies such as Verizon, Chrysler, ESPN, Ogilvy Mather, Enterprise Rent-A-Car, WellPoint, and Panera Bread Company—to pinpoint the career-defining decisions that were integral to their success. The result is Tough Calls from the Corner Office, a treasure trove of rich business wisdom, stories of tough decisions and hard-won victories, and lessons from a lifetime of achievement in the world of business. Tough Calls from the Corner Office offers inspiring stories, lessons, principles, strategies, ideas, and solutions drawn from every stage in a successful career, from early key choices to the final leave-taking from the world of work. Given unprecedented access to such visionaries as Union Square Hospitality Group's Danny Meyer, ESPN's Bill Rasmussen, Build-A-Bear's Maxine Clark, and Let's Make a Deal's Monty Hall, Steinbaum shares their experiences, told in their own words, so that others may learn from them. In a time when many people are at professional crossroads, Tough Calls from the Corner Office offers inspiration and the confidence to believe that tough decisions can be the first step to extraordinary success. About the Author Harlan Steinbaum has had a long and successful career in business as an innovator and leading executive in the retail drug industry. He was chairman and CEO of Medicare-Glaser, one of the largest retail pharmacy chains in the United States. He was also chairman of Express Scripts, Inc., a leading pharmacy benefit management company that has grown into a multibillion-dollar public corporation ranked number 135 on the Fortune 500.