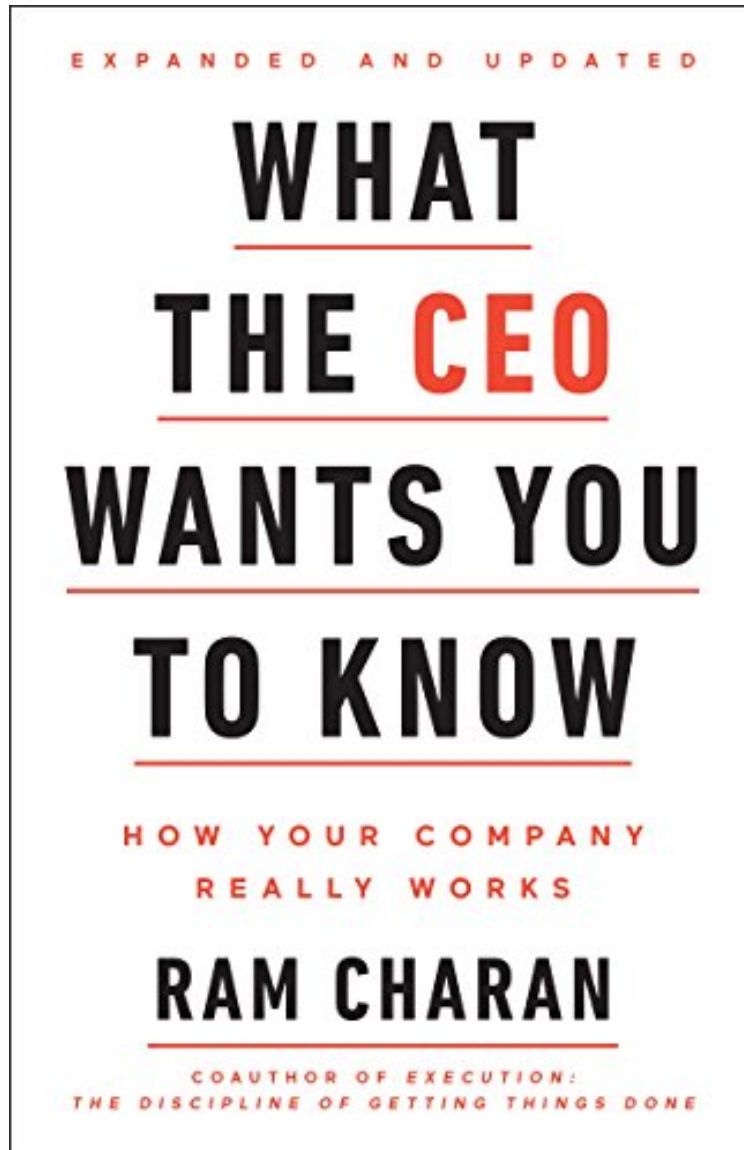


(Pdf free) What the CEO Wants You To Know, Expanded and Updated: How Your Company Really Works

# What the CEO Wants You To Know, Expanded and Updated: How Your Company Really Works

Ram Charan

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**Ram Charan : What the CEO Wants You To Know, Expanded and Updated: How Your Company Really Works** before purchasing it in order to gage whether or not it would be worth my time, and all praised What the CEO Wants You To Know, Expanded and Updated: How Your Company Really Works:

2 of 2 people found the following review helpful. Long on what, short on howBy Eric SedenskyThis book is a good primer for people who are new to the business world. In fact, the author even says, after telling us a story about the

origin of the book being around the time when Jacques Nasser was CEO of Ford (1999-2001), that the book was targeted for Millennials, presumably new to the business world around that time. He repeats this target later in the book, adding that sales people are another target, because the book presumably teaches the basics of understanding a business, the keystone to being a successful salesperson. And this book does cover the basics of business, from what a business is for, how a business develops and grows, what a person in business needs to look for to succeed, and other basic and fundamental concepts related to business operations. The author briefly covers things like cash flow (or cash "generation", as he calls it), understanding a PL statement, generating profit (or not), and growing a business. He looks at a number of cases of successful companies that he has worked with over the years to try and provide real world examples of what he is talking about and its application. This is, however, where the book starts to flag. After making his case for the value of some tidbit of information, the author tends to gloss over the brass tacks of its use and practical application. For example, he broadly states that growth opportunities come from within your business, i.e. what it produces and how it sells it. Then, when it's the perfect time to expound on that, he'll say something like, "Look at both those things to find your opportunities." Great. Thanks. Because the author has been instructing people for many years and has written other "best-selling" books, his prose is clear and concise, and the book is relatively short and eminently digestible. There is some switching between fonts for digressions and explanations, and more switching of fonts for profound statements from the text itself, which I found more distracting than useful. A case could be made for those not wanting to invest the couple of hours to read the whole book to just read the larger bold text, and that would probably be quite close to getting the entire gist of this book. This is not a bad book, by any means, and a raw beginner who's entering business out of high school that isn't trendy enough to teach much practical economics, or who is leaving college to bust out on their own after not having taken many economics courses, this might be an acceptable substitute. For anyone who's held a job in any sort of company or organization and took it serious enough to try and advance his or her self, they will find this book a little too simplistic to be of much use. Because it's not without value for some of the people, I rate it average at three stars.

0 of 0 people found the following review helpful. Getting back to basics  
By Etiam si omnes, ego  
Though the hook for this book "What the CEO Wants You to Know" is a little silly, the book is not. It covers business basics, and who does not need a reminder of the basics now and then? Billed as an expanded and updated version of the author's first edition in 2000, the book has indeed been updated in its company examples but seems otherwise little changed. (I went back and read the original edition to see the differences.) Some of the explanation seems a little confusing, like that of earnings per share. That is not a hard concept, but Ram Charan seems to suggest that earnings per share is something other than a simple calculation. One thing I saw here that I rarely see elsewhere was a good explanation (though somewhat cursory) of the financial statements of a company -- income statement, balance sheet, and cash flow statement. Here too there was a little confusion sowing, I thought, as Ram Charan seems to think that cash flow should be described as cash generation. To me, that is a distinction without a difference, and it confuses things. But apart from some somewhat annoying shtick and idiosyncracies, I thought this book a good one for anyone to read. It may be basic, but it's good common sense mixed with some good examples, and that's always helpful to review for beginners and experts alike.

0 of 0 people found the following review helpful. The basics of business  
By J. Chambers  
There's nothing in the book that's news to anyone who's been in a competitive business for a while, but the information would be helpful for someone planning to start a business, or for an employee who's far enough down the ladder that they likely don't have a good understanding of how their business works. The book has four parts, with the first part focusing on what the author says are the four building blocks of every business: managing cash effectively, using assets wisely, continuous improvement and growth, and serving its customers. The second part of the book examines how business actually operates. Part three discusses execution and synchronization. (An example of a synchronized organization is like a rowing team with all members of the team working together in rhythm accomplishing more as a group than any individual could do alone.) Part four, entitled "Your Personal Agenda," summarizes the previous chapters, with an emphasis on what you can do to improve your business's profitability. I enjoyed the actual examples of business successes and failures. is mentioned a number of times as an example of a successful business. Webvan, on the other hand, is pointed out as an epic dot-com failure. (Webvan was an online grocery business that went bankrupt in 2001 after 3 years of operation. Ironically, there's a link between the long-defunct Webvan and .)

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.

"What the CEO Wants You to Know is a book that should be read by everyone—from the newest recruit to the most seasoned senior manager." -- Jac Nasser, CEO and President, Ford Motor Company "These ideas help simplify complexity and provide a lifetime of value. *What the CEO Wants You to Know* is a gem of a book." -- Larry Bossidy, former Chairman and CEO, AlliedSignal "This is a book that's been needed for years. Ram Charan shares the secret to finding your way in the business world and making your career more meaningful." -- Chad Holliday, Chairman and CEO, Dupont "Reading this book is like putting on a pair of glasses—suddenly the guts of the business are crystal clear." -- Dave Robino, Vice Chairman, Gateway Computer "Finally, a book that shows how business really works." -- Bob Nardelli, President and CEO, GE Power Systems "Business acumen—Ram Charan's term for using the universal laws of business -- is the name of the game today." -- Lois D. Juliber, COO, Colgate-Palmolive

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**From the Inside Flap**

The universal laws of business success . . . no matter whether you are selling fruit from a stand or running a Fortune 500 company. Have you ever noticed that the business savvy of the world's best CEOs seems like a kind of street smarts? They sense where the opportunities are and how to take advantage of them. And their companies make money consistently, year after year. How different is it to run a big company than to sell fruit from a cart or run a small shop in a village? In essence, not very, according to Ram Charan. From his childhood in India, where he worked in his family's shoe shop, to his education at Harvard Business School and his daily work advising many of the world's best CEOs, Ram understands business as few can. The best CEOs have a knack for bringing the most complex business down to the fundamentals -- the same fundamentals of the family shoe shop. They have business acumen -- the ability to focus on the basics and make money for the company. "What the CEO Wants You to Know captures these insights and explains in clear, simple language how to do what great CEOs do instinctively and persistently: \* Understand the basic building blocks of a business and use them to figure out how your company makes money and operates as a total business. \* Decide what to do, despite the clutter of day-to-day business and the complexity of the real world. Many people spend more than a hundred thousand dollars on an MBA without learning to pull these pieces of the puzzle together. Many others lack a formal business education and feel shut out from the executive suite. *What the CEO Wants You to Know* takes the mystery out of business and shows the secrets of success used by business legends like Jack Welch of GE.

**About the Author** Ram Charan is the coauthor of the bestselling *Execution and Confronting Reality*, written with Larry Bossidy, and the author of *Know How* and ten other books. A former award winning Harvard Business School professor, he is a noted expert on business strategy, execution, corporate boards and building a high performance organization. He has worked with the CEOs of some of the world's most successful companies, including GE, Bank of America, Verizon, Coca-Cola, 3M, Merck, Aditya Birla Group and Tata Group.