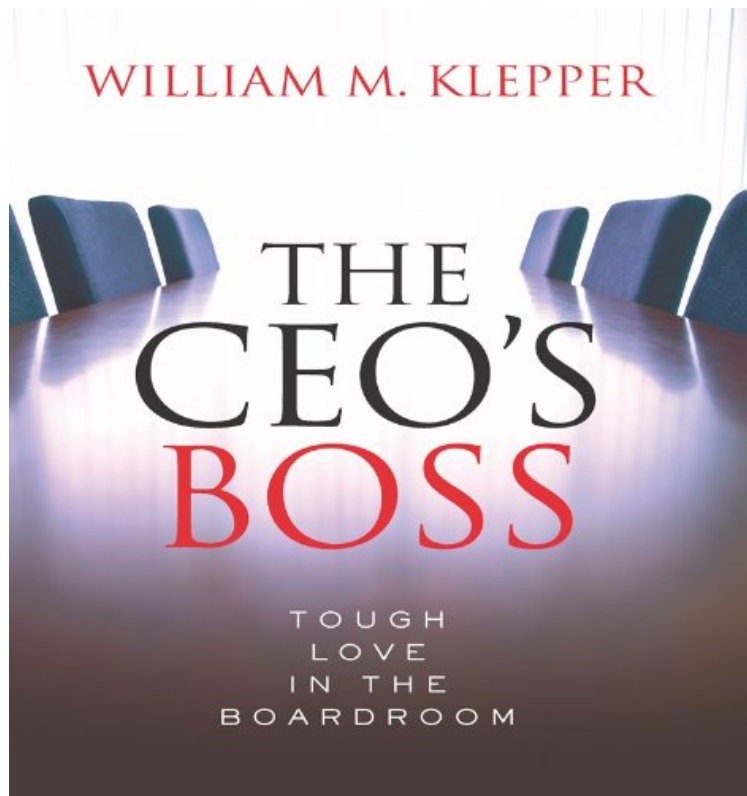


(Free) The CEO's Boss: Tough Love in the Boardroom (Columbia Business School Publishing)

## The CEO's Boss: Tough Love in the Boardroom (Columbia Business School Publishing)

*William M. Klepper*

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before purchasing it in order to gauge whether or not it would be worth my time, and all praised The CEO's Boss: Tough Love in the Boardroom (Columbia Business School Publishing):

0 of 0 people found the following review helpful. Good Resource for Nonprofit Consultation By Reed Henderson I have found this book to be a very good resource for consultation with nonprofit chairs and CEOs. Most of the nonprofit material on governance and leadership focuses at the conceptual level. This book provides practical applications that are as applicable to nonprofits as for profits. The focus on the team relationship between the chair and CEO is important because too many nonprofit boards see their job as supervising the CEO on the operations of the organization rather than teaming with the CEO to advance strategic interests. This book provides a very useful frame for understanding the relationship between the chair and CEO. 0 of 0 people found the following review helpful. Five Stars By Jay Clemmons great material 0 of 0 people found the following review helpful. Informed report on how boards should work with CEOs By Rolf Dobelli Enron. Global Crossing. WorldCom. Adelphia. Tyco International. These corporate cautionary tales point to the crucial importance of responsible corporate governance, something in shockingly short supply in recent years. In this book, Columbia Business School Professor William M. Klepper discusses why boards must show "tough love" to CEOs to keep them in line with corporate goals. He details how a "Social Contract" can set the working partnerships between directors and CEOs. Klepper, a management expert in

board and executive relationships, has worked on executive education with some of the world's best-known firms, including ATT, Sony and Johnson Johnson. He tends to refer to these experiences and his credentials frequently, name-dropping with abandon. But maybe his self-promotion is justified, because he sure knows his subject. getAbstract thinks board members and CEOs will learn a lot from Klepper's insightful, instructive and fascinating case histories.

In order to avoid another Enron, WorldCom, or Tyco, company directors have assumed a bold and independent role in the boardroom, monitoring the actions and day-to-day operations of the CEO. This dramatic shift has created a new dynamic, one that requires careful negotiation from both parties to get the job done. Giving directors, executives, investors, and stakeholders the tools to make this relationship work, William M. Klepper describes the best techniques for building a productive partnership and establishing a plan of action for a variety of businesses and settings. Klepper, an executive educator, has worked with AT T, Bausch Lomb, Johnson Johnson, Sony, Sun Microsystems, and a host of other corporations. He knows what makes a healthy partnership between a board and its CEO and the consequences of a bad fit. In this book, he details the eight practices of successful executives, such as facilitating innovation, motivating change, and developing leadership skills, and he explains what directors need to evaluate, such as working style, social behavior, and the handling of stress, before they commit to hiring a CEO. The most critical element is the social contract, in which directors and their CEOs agree to be transparent, continually reassess their company's risk, maintain core company values, and make a commitment to their stakeholders. These include employees, shareholders, customers, and the community. In this essential volume, Klepper encourages directors to embrace their independence, and he teaches executives to value tough love.

Too many researchers forget that we have as much to learn from failure as we do from success. By examining transitions that have worked and ones that haven't, William M. Klepper has given us new perspective on how the board can work with the CEOs while still holding them accountable. This work is a much-needed addition to the canon of board-level best practices. (Michael E. Raynor, author of *The Strategy Paradox* and coauthor of *The Innovator's Solution*) *The CEO's Boss* is a read for anyone who looks to be taking the highest position in a company. (The Midwest Book ) *The CEO's Boss* serves up a wealth of practical, hands-on recommendations to build a productive partnership and a plan of action for a variety of businesses and settings.... For anyone who wants to take board evaluation, leadership structure, and dynamics to the next level, *The CEO's Boss* is inspired reading and will provide impetus for discussion. (Corporate Board Member) About the Author William M. Klepper is a professor of management at the Columbia Business School, where he teaches a course on executive leadership and serves as the academic director of executive education. He is also the faculty director of Columbia University's partnership with the Outstanding Directors Exchange (ODX) and has served as vice president of the College of New Jersey, president of his school board, president of his county legislature, and mayor of his township. His most recent publication is *What CEOs Have Yet to Learn*.