

Topgrading How Leading Companies Win By Hiring Coaching And Keeping The Best People Bradford D Smart

Advises managers on successful techniques for conducting employment interviews and checking references

"In this fully revised and updated edition of his best-selling management classic, Bradford D. Smart describes exactly how leading companies have embraced topgrading, and how you can, too. The author spells out his practical approach to the Topgrading Interview, the proven best practice for assessing talent. His intriguing case studies and shrewd advice are based on solid research - more than 6,000 in-depth interviews he has conducted over three decades."--BOOK JACKET.

Matt Mochary coaches the CEOs of many of the fastest-scaling technology companies in Silicon Valley. With *The Great CEO Within*, he shares his highly effective leadership and business-operating tools with any CEO or manager in the world. Learn how to efficiently scale your business from startup to corporation by implementing a system of accountability, effective problem-solving, and transparent feedback. Becoming a great CEO requires training. For a founding CEO, there is precious little time to complete that training, especially at the helm of a rapidly growing company. Now you have the guidance you need in one book.

Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.

Praise for *Mastering the Complex Sale* "Jeff Thull's process plays a key role in helping companies and their customers cross the chasm with disruptive innovations and succeed with game-changing initiatives." —Geoffrey A. Moore, author of *Crossing the Chasm* and *Dealing with Darwin* "This is the first book that lays out a solid method for selling cross-company, cross-border, even cross-culturally where you have multiple decision makers with multiple agendas. This is far more than a 'selling process'—it is a survival guide—a truly outstanding approach to bringing all the pieces of the puzzle together." —Ed Daniels, EVP, Shell Global Solutions Downstream, President, CRI/Criterion, Inc.

"Mastering the Complex Sale brilliantly sets up value from the customer's perspective. A must-read for all those who are managing multinational business teams in a complex and highly competitive environment." —Samik Mukherjee, Vice President, Onshore Business, Technip "Customers need to know the value they will receive and how they will receive it. Thull's insights into the complex sale and how to clarify and quantify this value are remarkable—Mastering the Complex Sale will be required reading for years to come!" —Lee Tschanz, Vice President, North American Sales, Rockwell Automation "Jeff Thull is winning the war against commoditization. In his world, value trumps price and commoditization isn't a given, it's a choice. This is a proven alternative to the price-driven sale. We've spoken to his clients. This stuff really works, folks." —Dave Stein, CEO and Founder, ES Research Group, Inc. "Our business depends on delivering breakthrough thinking to our executive clients. Jeff Thull has significantly redefined sales and marketing strategies that clearly connect to our global audience. Read it, act on it, and take your results to exceptional levels." —Sven Kroneberg, President, Seminarium Internacional "Jeff's main thesis—that professional customer guidance is the key to success—rings true in every global market today. Mastering the Complex Sale is the essential read for any organization looking to transform their business for long-term, value-driven growth." —Jon T. Lindekugel, President, 3M Health Information Systems, Inc. "Jeff Thull has re-engineered the conventional sales process to create predictable and profitable growth in today's competitive marketplace. It's no longer about selling; it's about guiding quality decisions and creating collaborative value. This is one of those rare books that will make a difference." —Carol Pudnos, Executive director, Healthcare Industry, Dow Corning Corporation Innovation isn't something you do after you get your work done. It's how you do your work. Organizations all over the world are shedding jobs in record numbers. Yet today, they are desperately in need of people with the abilities and skills to think ahead of the curve, delight customers, motivate colleagues, slash costs, and achieve unconventional results. In this practical road map to becoming irreplaceable, global innovation guru and bestselling author Robert B. Tucker reveals why honing your I-Skills (Innovation Skills) may be the smartest career move you'll make. Based on interviews with forty-three innovation-adept managers and individual contributors, *Innovation Is Everybody's Business* guides you in: Mastering the seven essential I-Skills you need to become indispensable Unleashing the "mindset, skillset, and toolset of the innovator" that enable you to anticipate and rise to the challenges your organization faces in a hypercompetitive era Developing your Personal Innovation Strategy to address the critical components of becoming irreplaceable Assaulting your assumptions at the personal, organizational, and industry levels Building tools for work-life balance and creating your own job satisfaction If you're ready to stop talking about innovation and start adding value today – in your job, department or organization – you're ready to read and benefit from the powerful message of *Innovation is Everybody's Business*.

The instant New York Times bestseller. From Microsoft's president and one of the tech industry's broadest thinkers, a frank and thoughtful reckoning with how to balance enormous promise and existential risk as the digitization of everything accelerates. "A colorful and insightful insiders' view of how technology is both empowering and threatening us. From privacy to cyberattacks, this timely book is a useful guide for how to navigate the digital future." --Walter Isaacson Microsoft President Brad Smith operates by a simple core belief: When your technology changes the world, you bear a responsibility to help address the world you have helped create. This might seem uncontroversial, but it flies in the face of a tech sector long obsessed with rapid growth and sometimes on disruption as an end in itself. While sweeping digital transformation holds great promise, we have reached an inflection point. The world has turned information technology into both a powerful tool and a formidable weapon, and new approaches are needed to manage an era defined by even more powerful inventions like artificial intelligence. Companies that create technology must accept greater responsibility for the future, and governments will need to regulate technology by moving faster and catching up with the pace of innovation. In *Tools and Weapons*, Brad Smith and Carol Ann Browne bring us a captivating narrative from the cockpit of one of the world's largest and most powerful tech companies as it finds itself in the middle of some of the thorniest emerging issues of our time. These are challenges that come with no preexisting playbook, including privacy, cybercrime and cyberwar, social media, the moral conundrums of artificial intelligence, big tech's relationship to inequality, and the challenges for democracy, far and near. While in no way a self-glorifying "Microsoft memoir," the book pulls back the curtain remarkably wide onto some of the company's most crucial recent decision points as it strives to protect the hopes technology offers against the very real threats it also presents. There are huge ramifications for communities and countries, and Brad Smith provides a thoughtful and urgent contribution to that effort. Are you ready to lead? Will you pass the test? Despite all the effort through the years to understand what it takes to be an effective leader, the challenges of leadership remain enormously difficult and elusive; even today, most CEOs don't last five years in the job. The demands to deliver at a consistently high level can be unforgiving. The loneliness. The weight of responsibility. The relentless second-guessing and criticism. The pressure to build all-star teams. The 24/7 schedule that requires superhuman stamina. The tough decisions that often leave no one happy. The expectation to always have the right answer when it can be hard just to know the right question. These challenges are brought into their highest and sharpest relief in the corner office, but they are hardly unique to chief executives. All leaders face their own version of these tests, and the authors draw on the distilled wisdom, stories, and lessons from hundreds of chief executives to show how every aspiring leader can master these challenges and lead like a CEO. These foundational leadership skills will make all aspiring executives more effective in their roles today and lift the trajectory of their careers. The *CEO Test* is the authoritative, no-nonsense insider's guide to navigating leadership's toughest challenges, brought to you by authors uniquely qualified to tell the stories. Adam Bryant has conducted in-depth interviews with more than 600 CEOs. Kevin Sharer spent more than two decades as president and then CEO of Amgen, where he led

its expansion from \$1 billion in annual revenues to nearly \$16 billion. He has served on many boards and is a sought-after mentor for CEOs of global companies. Leadership is getting harder as the speed of disruption across all industries accelerates. The CEO Test will better prepare you to succeed, whether you're a CEO or just setting out to become one.

Motivational guru John C. Maxwell finds inspiration and encouragement in the lives of Old Testament personalities.

"What's Your Story?" helps leaders enhance their performance by looking at their everyday communications differently. By learning how to use the right stories at the right time, success and failure stories, Craig will show how to create strong connections and enhance performance.

Learn how you can tackle everyday leadership challenges regardless of your title, position, or authority with this insightful resource. A book about leadership for people who are not in formal or hierarchical leadership positions, *Everyday People, Extraordinary Leadership* provides readers with a comprehensive and practical approach to addressing leadership challenges, no matter the setting or circumstance. Esteemed scholars and sought-after consultants Jim Kouzes and Barry Posner adapt their trademark *The Five Practices of Exemplary Leadership*® framework to today's more horizontal workplace, showing people that leadership is not about where you are in the organization; it's about how you behave and what you do. *Everyday People, Extraordinary Leadership* draws on the authors' deep well of research and practical experience to cover key subjects: The essence of making a difference in any role, setting, or situation; The difference between positions of authority and leadership; The importance of self-development in leadership development. This book is perfectly applicable and accessible for anyone who wants to improve their own leadership potential and who isn't yet in an official leadership role. *Everyday People, Extraordinary Leadership* offers authoritative new insights, original case studies and examples, and practical guidance for those individuals who want to make a difference. You supply the will, and this book will supply the way.

"My favorite book of the year."—Doug McMillon, CEO, Wal-Mart Stores
Harvard Business School Professor of Strategy Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over focusing exclusively on content. **NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG** Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from *The New York Times* to *The Economist*, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, *The Content Trap* is an essential new playbook for navigating the turbulent waters in which we find ourselves. Praise for *The Content Trap* "A masterful and thought-provoking book that has reshaped my understanding of content in the digital landscape."—Ariel Emanuel, co-CEO, WME | IMG "The Content Trap is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic choices to strengthen the links between content and returns in their new master plans. . . . The book is a call to clear thinking and reassessing why things are the way they are."—*The Wall Street Journal*

In a book that's one part prophecy, one part thought experiment, one part manifesto, and one part survival manual, internet impresario and blogging pioneer Jeff Jarvis reverse-engineers Google, the fastest-growing company in history, to discover forty clear and straightforward rules to manage and live by. At the same time, he illuminates the new worldview of the internet generation: how it challenges and destroys—but also opens up—vast new opportunities. His findings are counterintuitive, imaginative, practical, and above all visionary, giving readers a glimpse of how everyone and everything—from corporations to governments, nations to individuals—must evolve in the Google era. *What Would Google Do?* is an astonishing, mind-opening book that, in the end, is not about Google. It's about you.

How to find great employees, make great hires, and take your business to the next level It is always easy to find people who want a job, but it's never easy to find and hire A-players. In *How to Hire A-Players*, consultant Eric Herrenkohl shows owners, executives, and managers of small and medium-size businesses where and how to find A-player employees. It is these individuals who will help keep quality high and growth and profits strong. Herrenkohl explains how to use your existing marketing, sales, and networking efforts to find top candidates. He provides current examples of companies that consistently hire A-players without big recruiting departments as well as step-by-step explanations for making these strategies work in your own company. Shows you how to find and hire top employees. Ideal for owners of small businesses, executives and managers of large businesses, as well as corporate recruiters and HR specialists who need new ideas. Herrenkohl's client list includes privately held businesses in over 50 industries as well as big corporate names like Bank of America, Edward Jones, and Northwestern Mutual. A-player employees are the life blood of any growing business. This handy hiring guide shows you where to look, what to ask, and who to hire to boost your business today.

This book reveals the three most important capabilities leaders must demonstrate today: the ability to set strategy, empathize with others, and take risks—all at the same time. In *Head, Heart, and Guts*, leadership experts David Dotlich, Peter Cairo, and Stephen Rhinesmith—who teach and coach CEOs and executive teams throughout the world—argue that to be successful in a complex, matrixed, fast-moving world, "whole" leaders must set strategy, develop trusting relationships with others, and consistently do the right thing based on personal values. "Partial" leaders, often the product of traditional executive programs, may be successful in the short run, but their companies lose over time. Filled with case studies of companies such as Bank of America, Johnson & Johnson, Novartis, and UBS, *Head, Heart, and Guts* lays out specific steps and actions for leaders who want to grow beyond their "leadership comfort zone" and an action plan for companies that want to move beyond tried-and-true leadership development in order to develop "whole" leaders throughout their leadership pipeline.

The guide to getting hired, being promoted, and thriving professionally for the 40 million people of color in the workplace—from the CEO and cofounder of Jopwell, the leading career advancement platform for Black, Latinx, and Native American students and professionals. *Let Them See You* is a collection of Braswell's straight-talking advice and mentorship for diverse careerists, from college students to mid-level professionals. It's also an invitation for diversity champions to listen in on the guidance and perspective Braswell provides, particularly for young diverse workers—the population that will make up the majority of the US workforce by 2030. In *Let Them See You*, Braswell briefly chronicles how the majority-culture workplace evolved and why it's a business imperative to have a more diverse workforce, and then explains how you can:

- overcome not-so-invisible obstacles
- create perceived value
- get recognition
- be true to yourself at work
- build a personal brand
- harness fear of failure
- embrace uncomfortable conversations, and
- drive diversity and inclusion, whether you're entry-level or in management

In essence, Braswell delivers all the context, tactics, and language you need to let them see you.

In the first edition of this landmark book, business loyalty guru Fred Reichheld revealed the question most critical to your company's future: "Would you recommend us to a friend?" By asking customers this question, you identify detractors, who sully your firm's reputation and readily switch to competitors, and promoters, who generate good profits and true, sustainable growth. You also generate a vital metric: your Net Promoter Score. Since the book was first published, Net

Promoter has transformed companies, across industries and sectors, constituting a game-changing system and ethos that rivals Six Sigma in its power. In this thoroughly updated and expanded edition, Reichheld, with Bain colleague Rob Markey, explains how practitioners have built Net Promoter into a full-fledged management system that drives extraordinary financial and competitive results. With his trademark clarity, Reichheld:

- Defines the fundamental concept of Net Promoter, explaining its connection to your company's growth and sustained success
- Presents the closed-loop feedback process and demonstrates its power to energize employees and delight customers
- Shares new and compelling stories of companies that have transformed their performance by putting Net Promoter at the center of their business

Practical and insightful, *The Ultimate Question 2.0* provides a blueprint for long-term growth and success. Presents a guide for companies wanting to attract and employ the most desirable candidates, outlining strategies for successful hiring of high achievers and for transforming second-level workers into top performers.

Faking it till you make it doesn't work—at least, not long enough to build a sustainable business. This book by a CEO and public relations expert shows how authentic leadership eliminates the need for short-cuts that sabotage success. Self-doubt and the intense pressure of facing the unknown are real problems for entrepreneurs and leaders. But there's a difference between feigning confidence and running a con game; Elizabeth Holmes and Billy McFarland thrived on faking it for a short while, but their businesses were all aspiration, no foundation, and so collapsed disastrously. This book revisits the core of leadership, defines authentic, reality-based business integrity, and shows readers how to attain and maintain it. Through the double lens of running her own PR firm in Silicon Valley and advising hundreds of other executives, award-winning CEO Sabrina Horn shows leaders how to attend to the fundamentals and gain the clarity of thought necessary to make sound business decisions. She delivers real, workable strategies and best practices with firsthand accounts of painful lessons. Horn's fake-free advice will empower leaders to disarm fear and organize risk, manage setbacks, plan for the unexpected, and create a company culture designed for long-term, sustainable growth. This practical guide, the first to show how leaders can achieve extraordinary results through the positive energy generated by virtuous interactions with employees, is written by one of the giants in the study of positive leadership. This book reveals one of the most important but frequently ignored factors that lead to spectacular performance in organizations. Kim Cameron, a true pioneer in the study of positive leadership, offers validated scientific evidence that all individuals are inherently attracted to and flourish in the presence of positive energy, a principle known in biology as heliotropism. Further, he shows that the positive relational energy generated by leaders' virtuous behaviors—such as generosity, compassion, gratitude, trustworthiness, forgiveness, and kindness—is tightly linked to extraordinary organizational outcomes like greater innovation, higher profits, and increased engagement and retention. Cameron has not written a feel-good tome about the power of positive thinking, “happiology,” or unbridled optimism. This research-based explanation shows how to achieve performance that exceeds expectations. He provides practical suggestions, assessments, and exercises showing how leaders can improve their own positive energy and increase positive relational energy in their organizations. *Positively Energizing Leadership* is a major contribution to the theory and practice of leadership.

"Love 'Em or Lose 'Em offers busy managers a fresh viewpoint that clearly links business success to retention of talent" --- Richard J. Leider, Founder, the Inventure Group, co-author of *Claiming Your Place at the Fire: Living the Second Half of Your Life on Purpose*.

Be the Driving Force Behind Your Company's Growth Robert H. Bloom has discovered that every enterprise has at least one strategic asset—one existing strength—that can form the foundation for future growth. He calls this an Inside Advantage. This strength usually lies unrecognized in an activity the business is currently performing or in a concept or an idea that the business already owns. Finding this hidden potential and becoming well known for it will grow the business. This strategy reflects Bloom's 45 years of experience in growing businesses and brands of every size and type, including famous companies such as Southwest Airlines, T-Mobile, T.G.I. Friday's, Zales, Nestlé, and L'Oréal, as well as not-so-famous B2B firms, not-for-profit organizations, and start-ups. Now, through his Growth Discovery Process, he is making his strategy available to all people who know their craft but don't know how to craft a growth strategy. Bloom's process is a plain-language path of discovery with only four steps. Whether you are a business leader, a manager, or an entrepreneur, this Growth Discovery Process will enable you to gain a profound insight into the core values of your enterprise. It will guide you to a clear understanding of who your customers are and what your special offerings to those customers should be. Finally, the process will stimulate a host of ideas—what Bloom calls Imaginative Acts—for highlighting your Inside Advantage and making it well known to current and prospective customers. Doing what you're good at and doing it better than anyone else will create growth. The Inside Advantage will help you capture that magic moment when customers will select your product or service over those of your competitors.

A manager's guide to hiring the right employees introduces the practical and effective A Method for Hiring, which draws on the expertise of hundreds of high-level executives to present a simple, easy-to-follow program to guarantee hiring success. 50,000 first printing.

Provides leaders with a simple strategy to improve the performance of their teams through the calculating of “priorities,” “who” and “relationships” and by increasing that total, realize more value, impact, earnings and overall success. Forget what you know about the world of work You crave feedback. Your organization's culture is the key to its success. Strategic planning is essential. Your competencies should be measured and your weaknesses shored up. Leadership is a thing. These may sound like basic truths of our work lives today. But actually, they're lies. As strengths guru and bestselling author Marcus Buckingham and Cisco Leadership and Team Intelligence head Ashley Goodall show in this provocative, inspiring book, there are some big lies--distortions, faulty assumptions, wrong thinking--that we encounter every time we show up for work. Nine lies, to be exact. They cause dysfunction and frustration, ultimately resulting in

workplaces that are a pale shadow of what they could be. But there are those who can get past the lies and discover what's real. These freethinking leaders recognize the power and beauty of our individual uniqueness. They know that emergent patterns are more valuable than received wisdom and that evidence is more powerful than dogma. With engaging stories and incisive analysis, the authors reveal the essential truths that such freethinking leaders will recognize immediately: that it is the strength and cohesiveness of your team, not your company's culture, that matter most; that we should focus less on top-down planning and more on giving our people reliable, real-time intelligence; that rather than trying to align people's goals we should strive to align people's sense of purpose and meaning; that people don't want constant feedback, they want helpful attention. This is the real world of work, as it is and as it should be. *Nine Lies About Work* reveals the few core truths that will help you show just how good you are to those who truly rely on you.

Award-winning entrepreneur and journalist Shane Snow reveals the counterintuitive reasons why so many partnerships and groups break down--and why some break through. The best teams are more than the sum of their parts, but why does collaboration so often fail to fulfill this promise? In *Dream Teams*, Snow takes us on an adventure through history, neuroscience, psychology, and business, exploring what separates groups that simply get by together from those that get better together. You'll learn: * How ragtag teams--from soccer clubs to startups to gangs of pirates--beat the odds throughout history. * Why DaimlerChrysler flopped while the Wu-Tang Clan succeeded, and the surprising factor behind most failed mergers, marriages, and partnerships. * What the Wright Brothers' daily arguments can teach us about group problem solving. * Pioneering women in law enforcement, unlikely civil rights collaborators, and underdog armies that did the incredible together. * The team players behind great social movements in history, and the science of becoming open-minded. Provocative and entertaining, *Dream Teams* is a landmark work that will change the way we think about people, progress, and collaboration.

Publisher Fact Sheet Two of the employee retention industry's leading experts join forces to demonstrate how an effective corporate culture is critical to retaining top talent & therefore essential to an organization's success.

In this expanded 20th Anniversary Edition of the book that started a business revolution, a successful businessman shares his philosophy of management that puts the concerns of the employees first and creates a company that will provide people with lifelong livelihood. Original. 50,000 first printing.

The *Metronome Effect* will guide you on your journey to predictable profit. It will ensure the habituation that excellence is derived from is engrained in your organization. Every leader is empowered to set their metric beat to make sure the company is doing everything it needs to do to grow their profit. This book draws on the wisdom of some of the best business minds of our time, as well as the author's own experiences as a serial entrepreneur, to create a methodology that shows you a practical step-by-step process; how to rhythmically integrate all the crucial parts of your business. Every leader has a metronome—find yours and discover the path to predictable profit. Shannon Byrne Susko has more than twenty years of experience building and leading high-growth technology companies in the financial services industry. She co-founded, served as Chief Executive Officer, and led the sale of two companies in less than six years: *Subserveo, Inc.* and *Paradata Systems Inc.* She was recognized as one of Canada's Top 40 under 40 in 2000, and was awarded the Sarah Kirke Award for Canada's Leading Women Entrepreneurs in 2006. She currently serves as a corporate director, as well as a leadership coach, helping CEOs and top executives in a variety of industries keep their companies on the path to growth and predictable profit. www.metronome-effect.com "The perfect 'execution' book to complement *Scaling Up*." Verne Harnish Founder, *Gazelles & EO*; Author, *Scaling Up* (Fall 2014), *Greatest Business Decisions of All Time*, *Mastering the Rockefeller Habits* "Shannon is a first rate Entrepreneur, Chief Executive, and Business Coach. Through observation of her in each role, directly and through the experience of others working closely with Shannon, the credibility she brings to *The Journey to Predictable Profit* is a huge asset to fellow Entrepreneurs and Business leaders. Enjoy this book and apply the lessons within." Keith Cupp President, *Gazelles International Coaching Association* "An excellent, simple, and proven system to reach strategic clarity and grow your business." Kaihan Krippendorff Author, *Outthink the Competition*; CEO, *Outthinker*

Two of the nation's most successful corporate leadership consultants now reveal their proven, systematic program for using the power of "high-integrity" politics to achieve career success, maximize team impact, and protect the company's reputation and bottom line. Each day in business, a corporate version of "survival of the fittest" is played out. Power plays, turf battles, deceptions, and sabotages block individuals' career progress and threaten companies' resources and results. In *Survival of the Savvy*, Rick Brandon and Marty Seldman provide ethical but street-smart strategies for navigating corporate politics to gain "impact with integrity," helping readers to: -Identify political styles at work through the *Style Strengths Finder*, and avoid being under or overly political -Discover the corporate "buzz" on you, and manage the corporate "airwaves" -Decipher unwritten company rules and protect yourself from sabotage and hidden agendas -Build key networks to promote yourself and your ideas with integrity -Learn to detect deception and filter misleading information -Increase your team's organizational savvy, influence, and impact -Gauge the political health of the company and forge a high-integrity political culture In addition, *Survival of the Savvy* helps individuals discover and overcome their own political blind spots and vulnerabilities. They learn step-by-step methods to avoid being underestimated or denied full recognition for their achievements. It shows them how to put forward their ideas and advance their careers in an ethical manner, with a high level of political awareness and skill. After reading this book, you will never have to say, "I didn't see it coming." Organizational savvy is a mission-critical competency for the complete leader. This timely and timeless book provides cutting-edge strategies and skills for surviving and thriving as you build individual and company success.

What do the world's most successful enterprise sales teams have in common? They rely on MEDDICC to make their sales process predictable and efficient. MEDDICC with one C was initially created by Dick Dunkel in 1996 when he was at PTC. Since then MEDDICC has evolved to be better known as MEDDICC or MEDDPICC and has proliferated across the

world being the go-to choice for elite enterprise sales organizations. If you ever find yourself feeling any of the following symptoms with your deal, you could benefit from MEDDICC: Your buyer doesn't see the value of your solution? (aka they think you are expensive) You are unable to find, articulate and quantify Pain You don't have a Champion or at the very least a Coach helping you navigate and sell You find yourself unable to gain access to people with power and influence You don't know how the customer makes decisions You don't know who is involved in the decision-making process You find yourself surprised by things that come up in the sales process The decision criteria seem to move throughout the process, and you're constantly playing catch up Your Competition is landing strikes against you that you neither see coming nor are able to defend You lose track of where you stand in your deals Whether you are an individual contributor or a sales leader embracing MEDDICC will help you to beat those symptoms and take back control of your deal.

Historically, learning MEDDICC has relied upon hands-on training, but now you can learn MEDDICC from an expert who uses it every day. The Book deconstructs MEDDICC into easy to understand and implement steps. Breaking down every letter of the acronym into actionable insights complemented by commentary on how MEDDICC can help sales organizations to revolutionize their sales execution and efficiency. In the words of the original creator of MEDDICC, Dick Dunkel: Whether you are an individual contributor or sales leader, my advice is that you should start to implement MEDDICC into what you do straight away. Embrace MEDDICC, and you and your team will more clearly understand the WHY to your process, and you'll begin to execute your customer interactions with more purpose and achieve better results. And like so many others before, you will begin to reap the rewards of having a well-qualified pipeline of opportunities with clearer paths to success. - Dick Dunkel, MEDDICC Creator.

A resource on how to recruit and retain talented employees draws on the philosophies of the co-author's original work, Topgrading, to present quick-read recommendations for sales managers, in a guide that covers such topics as interviewing productively, bringing out the best in moderate sales reps, and eliminating poor performers. 25,000 first printing.

Topgrading How Leading Companies Win by Hiring, Coaching, and Keeping the Best People Penguin

"Based on a proven, workplace-tested process developed by the author for major companies, Making Change Happen One Person at a Time also equips you to appraise the readiness of your whole organization or department to support the change effort. An investment banker and professor explains what really drives success in the tech economy Many think that they understand the secrets to the success of the biggest tech companies: Facebook, Amazon, Apple, Netflix, and Google. It's the platform economy, or network effects, or some other magical power that makes their ultimate world domination inevitable. Investment banker and professor Jonathan Knee argues that the truth is much more complicated--but entrepreneurs and investors can understand what makes the giants work, and learn the keys to lasting success in the digital economy. Knee explains what really makes the biggest tech companies work: a surprisingly disparate portfolio of structural advantages buttressed by shrewd acquisitions, strong management, lax regulation, and often, encouraging the myth that they are invincible to discourage competitors. By offering fresh insights into the true sources of strength and very real vulnerabilities of these companies, The Platform Delusion shows how investors, existing businesses, and startups might value them, compete with them, and imitate them. The Platform Delusion demystifies the success of the biggest digital companies in sectors from retail to media to software to hardware, offering readers what those companies don't want everyone else to know. Knee's insights are invaluable for entrepreneurs and investors in digital businesses seeking to understand what drives resilience and profitability for the long term.

Growing an Entrepreneurial Business: Concepts and Cases is a textbook designed for courses that focus on managing small to medium sized enterprises. It focuses on the major management challenges that successful start-ups encounter when leaders decide to grow and scale their businesses. The book is divided into two parts—text and cases—to provide professors with maximum flexibility in organizing their courses. The thirty-five cases can be used in conjunction with the text, or independently. Twelve cases are written as narratives with multiple teaching points, but without a focus on a particular business decision; the remaining twenty-three cases were written around specific conundrums related to strategy, operations, finance, marketing, leadership, culture, human resources, organizational design, business model, and growth. Discussion questions are provided for each case. The text portion of the book discusses key issues derived from the author's research and consulting, and is meant to complement the case method of teaching, raising issues for conversation. In addition to the real-world knowledge that students will derive from the cases, readers will take away research-based templates and models that they can use in developing or consulting with small businesses.

Andy Grove, founder and former CEO of Intel shares his strategy for success as he takes the reader deep inside the workings of a major company in Only the Paranoid Survive. Under Andy Grove's leadership, Intel became the world's largest chip maker and one of the most admired companies in the world. In Only the Paranoid Survive, Grove reveals his strategy for measuring the nightmare moment every leader dreads--when massive change occurs and a company must, virtually overnight, adapt or fall by the wayside--in a new way. Grove calls such a moment a Strategic Inflection Point, which can be set off by almost anything: mega-competition, a change in regulations, or a seemingly modest change in technology. When a Strategic Inflection Point hits, the ordinary rules of business go out the window. Yet, managed right, a Strategic Inflection Point can be an opportunity to win in the marketplace and emerge stronger than ever. Grove underscores his message by examining his own record of success and failure, including how he navigated the events of the Pentium flaw, which threatened Intel's reputation in 1994, and how he has dealt with the explosions in growth of the Internet. The work of a lifetime, Only the Paranoid Survive is a classic of managerial and leadership skills.

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