The Hero's Farewell: What Happens When CEOs Retire

Jeffrey Sonnenfeld

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Heros Farewell What Happens When Ceos Retire

William J. Rothwell, Robert K. Prescott

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The Hero's Farewell Jeffrey Sonnenfeld,1988-10-27 How a business replaces its chief executive often determines that firm s future If a business does not effectively manage the transfer of power utter turmoil can result with profound implications not only for the CEO but also for the other employees the shareholders and the community at large Filled with inside stories from corporate boardrooms and fresh conceptual perspectives. The Hero's Farewell describes in rich detail the factors that affect executive succession Jeffrey Sonnenfeld offers the first close examination of the critical role a CEO's departure style plays in helping or hindering the transfer of power Through candid interviews with fifty prominent retired chief executives from corporations such as AT Generals who leave reluctantly and spend their retirement planning a comeback Ambassadors who retain close ties with their former firms and Governors who willingly serve a limited time and leave to pursue new interests Capturing the human drama of these departures and succession battles. The Hero's Farewell will fascinate anyone intrigued by power struggles in large corporations Outlining ways to smooth out the inevitable transfers of power that corporations must face Sonnenfeld presents essential information for all top executives and especially for CEOs

The Hero's Farewell Jeffrey Sonnenfeld, 1991 How a business replaces its chief executive is a vital issue for a firm s future Illustrated with case histories taken from corporate boardrooms and fresh conceptual perspectives this book describes the factors that affect executive succession The Hero's Farewell Jeffrey A. Sonnenfeld, 1991 The author explains that that the management succession process involving chief executive officers of major corporations is affected by the heroic view that CEOs have of themselves Some plan carefully and choose wisely who will succeed them Others fight the process and must be forced out in what can be traumatic processes The Hero's Farewell Jeffrey Sonnenfeld, 1991 The Marxist prediction that capitalist bureaucracy must inevitably neutralise individualistic leadership in industry has been disproved over and over by the careers of industrial superstars from Andrew Carnegie to Henry Ford Lee Iacocca Estee Lauder and David Rockerfeller all of whom could be described as having made their own personal stamp on their respective businesses Arguing that personality can also affect the departure styles of retiring CEOs Sonnenfeld defines four principle types Monarchs Generals Ambassadors and Governors The personality of each type is outlined in interviews with real life business leaders and illustrated with numerous pithy anecdotes making The Hero's Farewell both a well researched and an entertaining read The Leader's Shadow William Q. Judge, 1999-03-06 The Leader's Shadow is the first book to fully examine the inner dynamics of executives in top leadership positions Based on systematically collected descriptions from a wide variety of executive leaders and a comprehensive review of the literature on leadership character this book provides a framework for thinking about the character development of those in leadership positions Judge describes and analyzes the context within which leaders operate the theory and research behind the personalities of leaders and the values held by leaders The Leader's Shadow is an important resource for executive coaches management trainers and consultants as well as

students in leadership organizational change and organizational development Career Creativity Maury Peiperl, Michael Bernard Arthur, N. Anand, 2002 Careers are changing a simple linear development is now rare People need to be creative about their careers and society needs to generate creativity from its work arrangements Many believe that the so called creative industries media high tech IT etc offer a model for likely working patterns and career development in the future In this book leading experts from ten countries look at the dual meaning of Career Creativity to explore both the creativity in people s career behavior and the concomitant creative development of the institutions of work and society The book s four sections address the observation of creative careers the enactment of careers within the social structure the shape of careers in what have traditionally been seen as creative industries and the role that careers play in the creation of industries The chapters cover a diverse range of issues and perspectives such as knowledge intensive workers paths to creativity the career metaphor transformation and adversity in creative lives the pursuit of international assignments and the consequences of career mobility They draw from a number of different employment sectors including high technology craft work film making country music biotechnology and open source software Harvard Business Review Family Business Handbook Josh Baron, Rob Lachenauer, 2021-01-26 Navigate the complex decisions and critical relationships necessary to create and sustain a healthy family business and business family Though family business may sound like it refers only to mom and pop shops businesses owned by families are among the most significant and numerous in the world But surprisingly few resources exist to help navigate the unique challenges you face when you share the executive suite financial statements and holidays How do you make the right decisions critical to the long term survival of any business with the added challenge of having to do so within the context of a family The HBR Family Business Handbook brings you sophisticated guidance and practical advice from family business experts Josh Baron and Rob Lachenauer Drawing on their decades long experience working closely with a wide range of family businesses of all sizes around the world the authors present proven methods and approaches for communicating effectively managing conflict building the right governance structures and more In the HBR Family Business Handbook you ll find A new perspective on what makes family businesses succeed and fail A framework to help you make good decisions together Step by step guidance on managing change within your business family Key questions about wealth unique to family businesses that you can t afford to ignore Assessments to help you determine where you are and where you want to go Stories of real companies from Marchesi Antinori to Radio Flyer Chapter summaries you can use to reinforce what you ve learned Keep this comprehensive guide with you to help you build grow and position your family business to thrive across generations HBR Handbooks provide ambitious professionals with the frameworks advice and tools they need to excel in their careers With step by step guidance time honed best practices and real life stories each comprehensive volume helps you to stand out from the pack whatever your role Leaders on Leadership (The Leading Edge Series) George Barna, 1998-04-22 How does a Christian lead By following today s secular business models or by simply studying the life of

Christ and pursuing a servant based style In this insightful practical book George Barna has pulled together some of today s top Christian leaders to talk about the subject of Christian leadership Articles include The Tasks of a Leader by Ken Gangel The Character of a Leader by Jack Hayford Prayer in Leading People by Peter Wagner and much more See what today s leaders have to say about leadership and learn what it takes to serve the Church as a Christ centered change agent SAGE Encyclopedia of Leadership Studies George R. Goethals, Scott T. Allison, Georgia J. Sorenson, 2023-02-14 This book presents key concepts and research illuminating leadership and many of the most important events in human history that reveal the nuances of leadership good and bad Why CEOs Fail David L. Dotlich, Peter C. Cairo, 2007-12-10 F hrungskr fte in Unternehmen wollen erfolgreich sein Doch nicht selten sabotieren sie ihren Erfolg weil sie zu bestimmten negativen Verhaltensweisen neigen den sog 11 Tods nden Obwohl dieselben Verhaltensweisen sie in gewissem Ma e in diese F hrungsposition gebracht haben m gen k nnen sie ab einem bestimmten Zeitpunkt negativ ja zerst rerisch werden Why CEOs Fail ist ein praktischer Leitfaden wie man diese 11 Tods nden vermeidet Die Autoren beide Psychologen und erfahrene Coaches mit internationaler Klientel erl utern hier in kurzen bersichtlichen Kapiteln die 11 Tods nden am Beispiel von zahlreichen pikanten Geschichten und lehrreichen Anekdoten aus ihrer t glichen Beratungspraxis berzeugend direkt und pr zise auf den Punkt gebracht Mit einem Vorwort von Ram Charan dem Mitautor des Mega Bestsellers Execution Why CEOs Fail Eine fesselnde und inspirierende Lekt re wie man die typischen Verhaltensfehler meidet und als F hrungskraft Christian Leadership Essentials David S. Dockery, 2011-03-15 Christian Leadership Essentials finds erfolgreich ist university president David S Dockery assembling a great wealth of tried and true insights on the distinctive methods of leading Christian organizations and institutions No matter how much experience a faith based leader may already have there are plenty of fresh thoughts and indispensable guiding principles here on topics including finance and budget planning mission and vision employee relations theological foundations mentoring crisis management and more A majority of the nineteen contributors are active academic presidents including Robert B Sloan Houston Baptist University A Biblical Model of Leadership Judson Carlberg Gordon College Managing the Organization Jon Wallace Azusa Pacific University Financial Oversight and Budget Planning Evans Whitaker Anderson University South Carolina Development Campaigns and Building Projects Carl Zylstra Dordt College Accreditation and Government Relations Jim Edwards Anderson University Indiana Relationships with Multiple and Various Constituencies Phil Eaton Seattle Pacific University Employee Relations in a Grace filled Community Barry Corey Biola University Engaging the Culture and Randall O Brien Carson Newman College The Leader as Mentor and Pastor Rooted Leadership John Johnson, 2022-06-14 Behind many of the challenges facing us today is a failure of leadership This is not a new problem Yearning for wise guidance and effective authority is a perennial human longing We need leaders who are credible competent and committed But many leaders seem to be caught up even consumed with their own power and agendas Some see the leadership crisis as an intellectual problem believing we lack a clear theory

of leadership Others view the breakdown of leadership as a result of increasing deficiency in moral character Most leadership books today revolve around the concepts of motivation inspiration empowerment and teamwork Helpful as these themes might be they miss something more fundamental Leadership needs a theological foundation that will be useful for shaping the undergirding principles and evaluating current leadership theories and practices We need to view leadership from the vantage point of God In Rooted Leadership John E Johnson explores how Christian theology provides an overarching leadership framework and applies that theory to leadership practices Spiritual reflection guided by scripture points us to the very center of leadership God and the purpose of leadership that we might display his glory All the best forms of leading take their cues from who God is his purposes and his ways of working with people that he has progressively revealed Building on three decades of research study and experience as a global leader Johnson surveys the landscape of contemporary leadership theory unpacks the assumptions and beliefs that underly current trends and responds by offering a robust approach to leadership founded on the character work and words of God **7 Rules of Power** Jeffrey Pfeffer, 2022-06-07 If you want to change lives change organizations change the world the Stanford business school's motto you need power Is power the last dirty secret or the secret to success Both While power carries some negative connotations power is a tool that can be used for good or evil Don t blame the tool for how some people used it If fully understood and harnessed effectively power skills and understanding become the keys to increasing salaries job satisfaction career advancement organizational change and happiness In 7 Rules of Power Jeffrey Pfeffer professor of organizational behavior at the Stanford University Graduate School of Business provides the insights that have made both his online and on campus classes incredibly popular with life changing results often achieved in 8 or 10 weeks Rooted firmly in social science research Pfeffer's 7 rules provide a manual for increasing your ability to get things done including increasing the positive effects of your job performance. The 7 rules are 1 Get out of your own way 2 Break the rules 3 Show up in powerful fashion 4 Create a powerful brand 5 Network relentlessly 6 Use your power 7 Understand that once you have acquired power what you did to get it will be forgiven forgotten or both With 7 Rules of Power you ll learn through both numerous examples as well as research evidence how to accomplish change in your organization your life the lives of others and the world CEO Selection George P. Hollenbeck, 1994 Although CEO selection may be the most important decision an organization makes there is little practical literature available on the subject In this report the author a management psychologist and a former human resources executive reviews selected books and articles on CEO selection and presents his personal views on the topic They Told Me Not to Take that Job Reynold Levy, 2015-05-12 When Reynold Levy became the new president of Lincoln Center in 2002 New York Magazine described the situation he walked in to as a community in deep distress riven by conflict Ideas for the redevelopment of Lincoln Center's artistic facilities and public spaces required spending more than 1 2 billion but there was no clear pathway for how to raise that kind of unprecedented sum The individual resident organizations that were the key constituents of Lincoln Center the

Metropolitan Opera the New York City Opera the New York Philharmonic the Juilliard School and eight others could not agree on a common capital plan or fundraising course of action Instead intramural rivalries and disputes filled the vacuum Besides some of those organizations had daunting problems of their own Levy tells the inside story of the demise of the New York City Opera the Metropolitan Opera's need to use as collateral its iconic Chagall tapestries in the face of mounting operating losses and the New York Philharmonic's dalliance with Carnegie Hall Yet despite these and other challenges Levy and the extraordinary civic leaders at his side were able to shape a consensus for the physical modernization of the sixteen acre campus and raise the money necessary to maintain Lincoln Center as the country's most vibrant performing arts destination By the time he left Lincoln Center had prepared itself fully for the next generation of artists and audiences They Told Me Not to Take That Job is more than a memoir of life at the heart of one of the world's most prominent cultural institutions It is also a case study of leadership and management in action How Levy and his colleagues triumphantly steered Lincoln Center through perhaps the most tumultuous decade of its history to a startling transformation is fully captured in Generation to Generation Kelin E. Gersick, 1997 Generation to Generation will help managers his riveting account understand the special dynamics challenges that family businesses face as they move through their life cycles It explains how to handle succession the role of non family professionals **Succession Planning for Small and Family Businesses** William J. Rothwell, Robert K. Prescott, 2022-10-04 Who will lead your organization into the future Have you created the systems to properly implement required succession transitions. Have you put the financial tools in place to fund the transition Do you want a plan that connects with your personal and company core values When do you include timely planning related to strategy and talent issues What are the appropriate communication strategies for sharing your plan What legal issues need consideration related to the strategy financial and people aspects of succession So what is preventing you from starting this effort tomorrow Small and family businesses are the bedrock of all businesses More people are employed by small and family owned businesses than by all multinational companies combined Yet the research on small and family businesses is bleak fewer than one third of small business owners in the United States can afford to retire Only 40% of small businesses have a workable disaster plan in case of the sudden death or disability of the owner and only 42% of small businesses in the United States have a succession plan Fewer than 11% of family owned businesses make it to the third generation beyond the founder Lack of succession planning is the second most common reason for small business failure Many organizations often wonder where to start and what to do Succession Planning for Small and Family Businesses Navigating Successful Transitions presents a comprehensive approach to guiding such efforts Small and family owned businesses rarely employ first rate well qualified talent in human resources More typically business owners must be jacks of all trades and serve as their own accountants lawyers business consultants marketing experts and HR wizards Unfortunately that does not always work well when business owners embark on planning for retirement or business exits To help business owners avert

problems this book advises on some of the management tax and financial legal and psychological issues that should be considered when planning retirement or other exits from the business This comprehensive approach is unique when compared to the books articles and other literature that currently exist on the market This book takes on a bold and integrated approach Relevant research combined with the rich experiences of the authors connects this thorough evidence based approach to action based approaches for the reader The Maverick and His Machine Kevin Maney, 2004-08-03 The first complete look at one of America's legendary business leaders This groundbreaking biography by Kevin Maney acclaimed technology columnist for USA Today offers fresh insight and new information on one of the twentieth century s greatest business figures Over the course of forty two years Thomas J Watson took a failing business called The Computer Tabulating Recording Company and transformed it into IBM the world's first and most famous high tech company The Maverick and His Machine is the first modern biography of this business titan Maney secured exclusive access to hundreds of boxes of Watson's long forgotten papers and he has produced the only complete picture of Watson the man and Watson the legendary business leader These uncovered documents reveal new information about how Watson bet the company in the 1920s on tabulating machines the forerunners to computers and how he daringly beat the Great Depression of the 1930s The documents also lead to new insights concerning the controversy that has followed Watson his supposed coll usion with Adolf Hitler's Nazi regime Maney paints a vivid portrait of Watson uncovers his motivations and offers needed context on his mammoth role in the course of modern business history Jim Collins author of the bestsellers Good to Great and Built to Last writes in the Foreword to Maney's book Leaders like Watson are like forces of nature almost terrifying in their release of energy and unpredictable volatility but underneath they still adhere to certain patterns and principles The patterns and principles might be hard to see amidst the melee but they are there nonetheless It takes a gifted person of insight to highlight those patterns and that is exactly what Kevin Maney does in this book The Maverick and His Machine also includes never before published photos of Watson from IBM s archives showing Watson in greater detail than any book ever has before Essential reading for every businessperson tech junkie and IBM follower the book is also full of the kind of personal detail and reconstructed events that make it a page turning story for general readers The Maverick and the Machine is poised to be one of the most important business biographies in years Kevin Maney is a nationally syndicated award winning technology columnist at USA Today where he has been since 1985 He is a cover story writer whose story about IBM s bet the company move gained him national recognition He was voted best technology columnist by the business journalism publication TJFR Marketing Computers magazine has four times named him one of the most influential technology columnists He is the author of Wiley's MEGAMEDIA SHAKEOUT The Inside Story of the Leaders and the Losers in the Exploding Communications Industry which was a Business Week Bestseller Residence Clifton VA Watson was clearly a genius with a thousand helpers yet he managed to build an institution that could transcend the genius from the Foreword by Jim Collins

Like all great biographers Kevin Maney gives us an engaging story his fascinating and definitive book about IBM s founder is replete with amazing revelations and character lessons that resonate today Rosabeth Moss Kanter Harvard Business School bestselling author of Evolve and When Giants Learn to Dance The CEO and the Monk Robert B. Catell, Kenny Moore, Glenn Rifkin, 2004-04-12 In a business era in which executives are taken away in handcuffs and corporate malfeasance and scandal dominates the business headlines there is tremendous value in the stories of ethical companies and spiritual business leaders The CEO and the Monk is one such compelling story the story of KeySpan the nation's fifth largest energy giant and a profitable Fortune 500 company and the two KeySpan executives one a former monk whose unique working relationship is based on something as simple and powerful as doing the right thing This isn t yet another prescriptive business guide written by breathless consultants It is a story about a real business and how two unusual and dedicated humanists can keep their eyes on profits and ethics at the same time Continuity Model Generation Justin B. Craig, 2021-10-20 Organize and plan for your family business s continued intergenerational success Continuity Model Generation Integrating Wealth Strategy Talent and Governance Plans delivers a cohesive and comprehensive plan for family business leaders who seek to improve the chances of sustaining success across generations Incorporating four distinct but closely related plans Continuity Model Generation shows family businesses how to manage their strategy their wealth their talent and their governance to achieve multi generational success The book also offers A coherent framework Continuity Canvas for the integration of its multiple plans affecting every critical aspect of the family owned or controlled business Straightforward and practical frameworks meta frameworks and cornerstones to ground your family business s strategy A variety of templates checklists and forms to organize your thinking and strategy Ideal for business owning families as well as their stakeholders and those who advise them Continuity Model Generation Integrating Wealth Strategy Talent and Governance Plans is required reading for anyone interested in maintaining and developing family based wealth

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