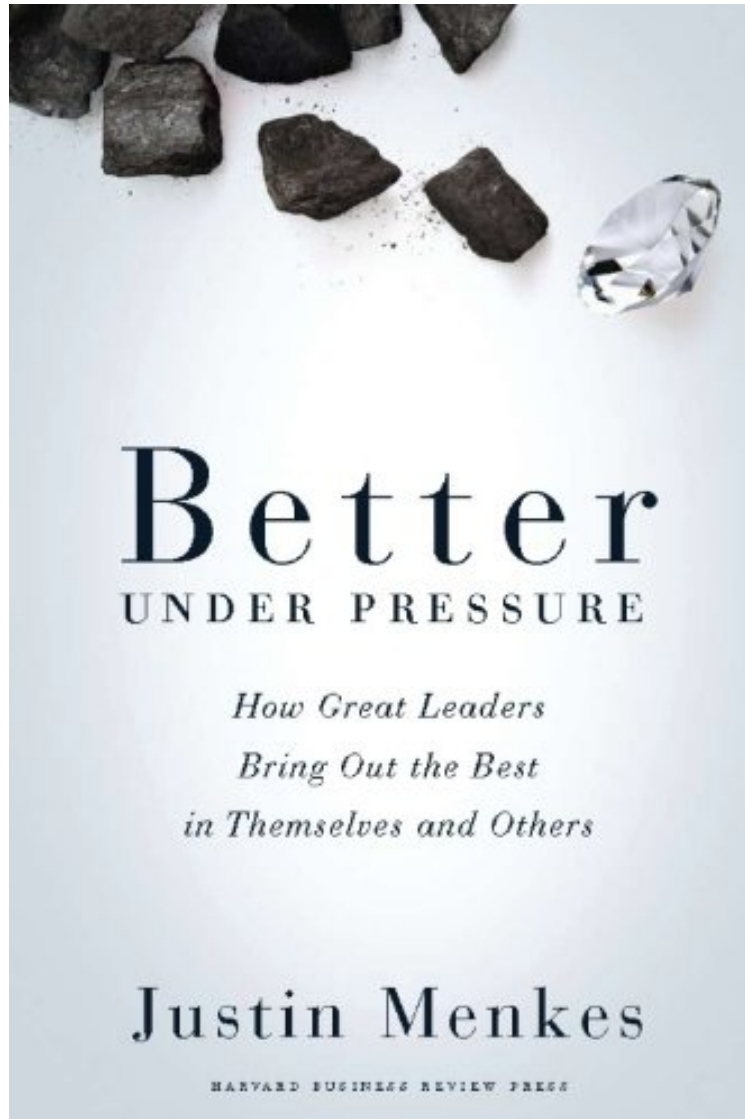


(Mobile pdf) Better Under Pressure

Better Under Pressure

Justin Menkes

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Justin Menkes : Better Under Pressure before purchasing it in order to gauge whether or not it would be worth my time, and all praised Better Under Pressure:

12 of 12 people found the following review helpful. Learn From Why Some CEOs Succeed - And Others Don't By CustomerLook at any newspaper or magazine article featuring the CEOs interviewed in "Better Under Pressure" and you'll likely encounter the oft-repeated leadership tales we've heard again and again. If you like re-reading those, this isn't the book for you. Somehow, Justin Menkes broke past the sound bites and achieved a writer's dream: He got these household name CEOs to tell gripping, candid, never-before-shared stories that must have their PR teams wringing their hands. These are the kinds of revealing anecdotes about tough choices that expose why and how these leaders

have reached the pinnacle of greatness. But as instructive it is to learn why some leaders succeed, it's certainly just as instructive (and more fun) to read why - and how - others fail. The author's unique position within the world-class executive search firm Spencer Stuart gives him access to hundreds of confidential assessments of leaders who have been considered for the top positions in the world's most prestigious Fortune 500 companies. Without disclosing names (though it's sure fun to try and guess who they are!), Justin Menkes takes us step by step through a series of spectacular leadership blunders. He then explains why these leaders buckled at moments in which other CEOs would have shone. This isn't a simple "how to" book, and I urge readers not to approach it this way. Instead, consider "Better Under Pressure" a thoughtful manual of excellence that teaches us to recognize how we confront and handle the stress that naturally accompanies leadership in the 21st century. Justin Menkes then gives the tools, exercises, and encouragement to help leaders (and their organizations) achieve the same results as the successful CEOs interviewed for this book.

3 of 3 people found the following review helpful. Excellent Book
By Paul B. Thornton
This book provides great insights into the psychology of leadership and the key actions leaders take. Some of the things I highlighted to think about and reflect on include:

- * Leaders' ability to realize their maximum potential and the potential of their workforce is the most profound way that they can differentiate themselves.
- * Leadership means realizing potential - in yourself and in the people you lead.
- * That no person has a fixed identity.
- * The first key in realizing your people's potential is to bring to the forefront the threats and uncertainties from the external environment and to make them palpable to your people.
- * An awareness of actual circumstances means that you balance what is known and unknown to prepare for multiple plausible events.
- * Effective leadership requires an individual to take in both positive and negative messages, recognize their respective merits, and use the data to pursue a strategy that is most likely to yield positive outcomes in the future.
- * Impervious optimism blocks an awareness of actual circumstances and is a fatal flaw to anyone trying to lead in a world of ongoing duress.
- * High sensitivity refers to heightened radar, a more acute, broader spectrum of awareness of what is actually happening.
- * Great leaders must balance: knowing when to intervene in a problem to set things straight - and when to create a context in which the participants can take responsibility.
- * Great leaders do not perceive the same boundaries that others do.
- * What would my role model do?

Paul B. Thornton---Author of, Leadership -Off the Wall
3 of 3 people found the following review helpful. A Fantastic Read ...
By PDJustin Menkes's "Better Under Pressure" is truly a worthwhile read more so for senior executives and the HODs fraternity. It is a serious work to be preferably read through in one go and then revisited selectively from time to time. It is not the typical "How to ..." leadership guide with the HBR references but more a work to be dipped into for some deep and private introspection. The interview passages with the CEOs and their analysis interspersed throughout are very revealing as so are some of the executive case situations discussed in the book. What you can take from most of the chapters could depend a lot on how you would like to think through on the concepts presented which could be a function of your present work situation and profile. The book also has a small number of "timed exercises" built in for further "reflection" but it is not for the faint hearted. Some of the references presented in chapters 3, 5 and 6 are first rate and are definitely worth exploring for more depth and clarity. Going through the "marshmallow studies" (in chapter 5) which originated from Stanford University Professor Walter Mischel's seminal work on "delay in gratification in four-year-olds" and thanks to the reference(s) was in itself a "moment of truth" for me. Though the chapters do have a strong psychological bent there are some tremendous learnings and insights to be gained. All in all an excellent read and a worthwhile investment!

Most business leaders can take only so much pressure before their performance slides. Yet some CEOs deliver their greatest successes when times get toughest when customers' preferences are shifting away from a company's products, when new regulations are shrinking profit margins, when political unrest is destroying supply lines. In *Better Under Pressure*, Justin Menkes reveals the common traits that make these leaders successful. Drawing on in-depth interviews with sixty CEOs from an array of industries and performance data from two hundred other leaders, Menkes shows that great executives strive relentlessly to maximize their own potential as well as stoke their people's innate thirst for their own triumphs. To do so, they draw on a set of three essential and rare attributes:

- Realistic optimism:** They recognize the risks threatening their organization's survival and their own failings while remaining confident in their ability to have an impact.
- Subservience to purpose:** They dedicate themselves to pursuing a noble cause and win their team's commitment to that cause.
- Finding order in chaos:** They find clarity amid the many variables affecting their business by culling data and forming the conclusions that matter most to the company.

The good news: these three capabilities can be learned. Drawing on a broad range of examples from real companies including Avon, Yum Brands, Southwest, Procter Gamble, and Ryerson Steel, to name just a few, Menkes demonstrates how each psychological attribute manifests itself in real life and enables top performance under extreme duress. He also shows you how to develop and deploy those attributes so you can transform yourself into a leader who only shines brighter as the pressure intensifies. Deeply personal, brimming with compelling stories from real-life CEOs, and packed with powerful insights, tools, and practices, this book is a potent

resource for aspiring, emerging, and seasoned business leaders alike.