

KNOW-HOW

The 8 Skills That Separate People Who Perform From Those Who Don't RAM CHARAN

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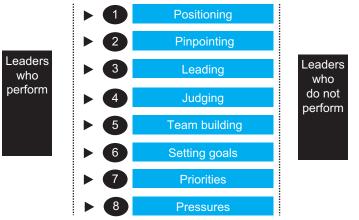
MAIN IDEA

"Know-How" is defined as what separates leaders who deliver results from those who don't.

Know-how generally consists of eight skills which are different and distinct yet when combined and linked can mean a huge difference in ability to deliver real-world results.

"Know-how is about what you must both do and be to lead your business in what is shaping up to be the most challenging business environment in decades. We need leaders who know what they are doing. Change is always with us, but its current magnitude, speed, and depth is unlike what most people have experienced in their lifetimes."

- Ram Charan



Finding an idea that meets customer needs and makes money Positioning Page 2 Positioning is the central idea of your business. Leaders with know-how learn how to position and then regularly reposition their enterprises where they can make money. If you don't get this right, the foundation of your business can fade away into irrelevance. Noticing external change before others pick up on it Pinpointing Page 2 - 3 Savvy leaders stay ahead of the curve and act before their competitors even start to respond. They pick up on changes in the environment early and adjust for what will work in the future, not what worked in the past. Shaping the way your people work together 3 Leading Pages 3 - 4 Astute leaders manage the social aspects of their organizations to deliver results. They resolve problems and then synchronize everyone's efforts so a common objective is achieved rather than letting everyone do their own thing. Leaders with know-how change their organization's internal social systems.

Team building Getting highly competent individuals to work together Pages 5 - 6

An important part of know-how is being able to get high-energy and competent people to commit to the

An important part of know-how is being able to get high-energy and competent people to commit to the total business rather than just their own careers. Building a high-performing team is a tremendous opportunity to enhance the business and propel it forward.

Setting goals . Balancing what is achieved with what could be achieved Page 6

Determining the right goals is always a juggling act. There are many different things a business can achieve which are noteworthy and laudable. Someone with know-how cuts through the various options and sets goals which are the right type and magnitude for the organization at this present time. This is often more challenging than it seems.

Priorities Developing a workable road map for accomplishing your goals Page 7

Priorities are essential. They tell people what to focus on and what doesn't really matter. Part of having know-how is the ability to help everyone focus on the right things and ignore everything else.

Great business leaders understand the issues which command public attention and position their enterprises on the right side of each. They understand business doesn't exist in a vacuum, and since they plan on being around for the long haul, people with know-how address society's legitimate concerns.

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