

# KNOW-HOW

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

**RAM CHARAN**

**RAM CHARAN** is a business advisor and public speaker. He is the co-author of *Execution* and *Confronting Reality* (both with Larry Bossidy) and the author of *What the CEO Wants You to Know*, *Every Business is a Growth Business* and *Profitable Growth*. Dr. Charan, a graduate of Harvard Business School has served on the faculty of Harvard Business School and has worked with senior management teams at numerous companies including GE, Verizon, Dupont, KLM, Bank of America and Home Depot.

The Web site for this book is at [www.ram-charan.com](http://www.ram-charan.com).

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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

Leaders who perform

- ▶ 1 Positioning
- ▶ 2 Pinpointing
- ▶ 3 Leading
- ▶ 4 Judging
- ▶ 5 Team building
- ▶ 6 Setting goals
- ▶ 7 Priorities
- ▶ 8 Pressures

Leaders who do not perform

▶ **1** Positioning . Finding an idea that meets customer needs and makes money . . . . . 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.

▶ **2** Pinpointing . Noticing external change before others pick up on it . . . . . 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.

▶ **3** Leading . Shaping the way your people work together . . . . . 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.

▶ **4** Judging . Matching the right people to the right tasks . . . . . Pages 4 - 5

Someone with know-how selects and develops other leaders who can take their place when the time is right. They build a team of people who can get things done rather than trying to do it all themselves.

▶ **5** 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 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.

▶ **6** 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.

▶ **7** 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.

▶ **8** Pressures . Responding to society’s demands creatively and positively . . . . . Page 8

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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