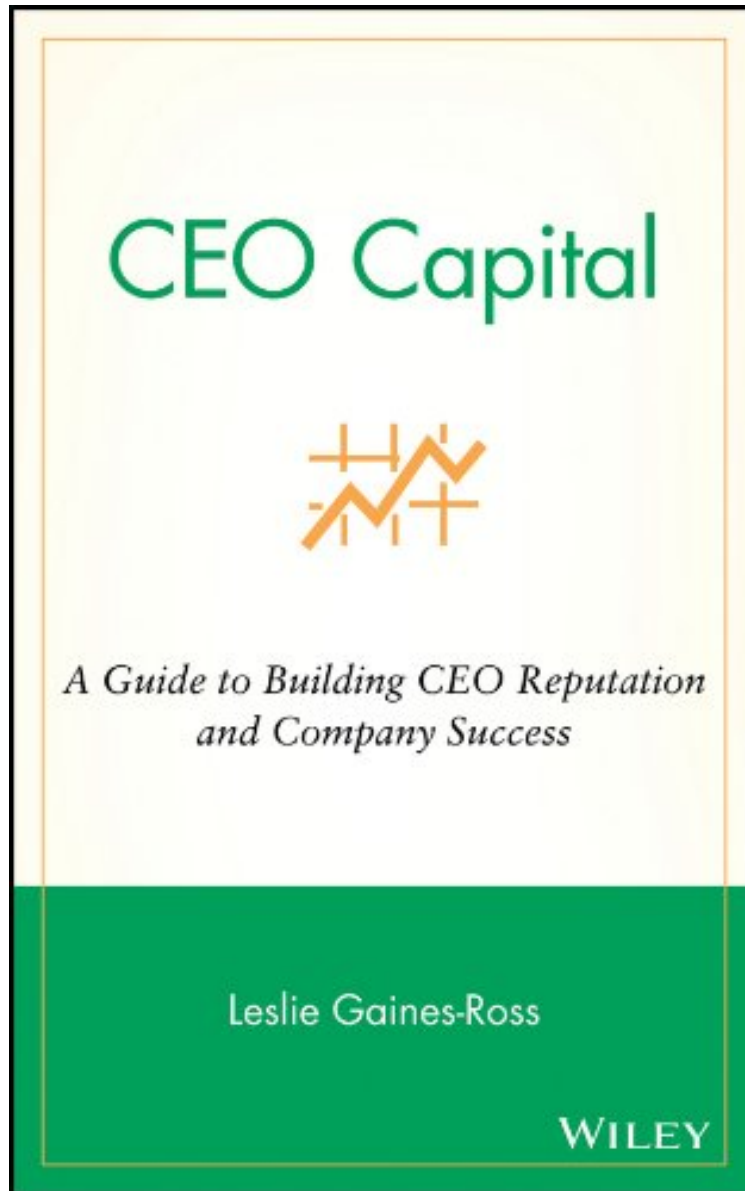


# CEO Capital: A Guide to Building CEO Reputation and Company Success

*Leslie Gaines-Ross*

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**Leslie Gaines-Ross : CEO Capital: A Guide to Building CEO Reputation and Company Success** before purchasing it in order to gage whether or not it would be worth my time, and all praised CEO Capital: A Guide to Building CEO Reputation and Company Success:

5 of 5 people found the following review helpful. Build your CEO CapitalBy Naomi Money pennyIn CEO Capital,

Leslie Gaines-Ross has written an insightful and enlightening book for those who want to increase the positive visibility and reputation of their CEO. It is a surprise to this reviewer that more books have not been written on the subject of how to master the art of building your reputation when both your own personal future and corporate future may be resting on it. The celebrity hungry society of today looks to corporate movers and shakers especially the CEO as icons of a particular company. Think about Lee Iacocca, Jack Welch, Richard Branson, Bill Gates and Steve Jobs to mention just a few. How much of your opinion of these companies (and notice I don't even have to mention which companies they run/ran) is based on your perceived image of the CEO? The phrase 'you are your company' has never been more true, especially in the post Enron Arthur Anderson world. How has your opinion of Enron changed now that you know more about Jeff Skilling and Andrew Fastow? Despite any fraud at Enron being committed by the few and not the masses of the organization, our entire perception of Enron has shifted to the iconic few. Part I of CEO Capital is a contextual look at CEO capital: what it is, where it comes from and how it can be built. Gaines-Ross draws us in by looking at the CEO Effect by citing some examples as far back as 1985 starting with Roberto Goizueta, then CEO of Coca-Cola and the whole 'New Coke' revolt, that could have been a fatal disaster for the company. But Goizueta, trading on his CEO capital, not only avoided being removed but was able to bring the company back even stronger. Part II is most interesting and is centered on the five stages postulated in the CEO capital model which take you by the hand, and step by step go through best practices (ed: hate that term but in this situation it is apt), principles and linkages to factors affecting the building of CEO capital. As the book says, 'the reader may be left with the impression that the stages read almost like a manual on how to lead a company. This perception is quite acceptable and entirely reasonable because nothing is more conducive to building CEO capital than building a strong, high-performing company. Any similarity between the two is entirely intentional.' Which is indeed how it reads, but in doing so, broadens the scope of the content to be relevant to a wider audience of business managers and executives who may not be leading Fortune 500 type companies (yet!). In fact, they may be the very leaders who will gain most from this book, since they are not too arrogant to learn and may gain the most from any capital building opportunities presented to them. Chapters in the book include guidance on the Countdown (the time before the CEO-elect takes office), the First One Hundred days and the First Year, and then of course the second year in office which is always much harder than the first. Gaines-Ross has written a truly pioneering work - overall an excellent book on a little-written about subject. The book is practically written and you should not let its somewhat 'user manual' style detract you from putting its advice into action. Recommended for CEOs and CEOs to-be of all sized companies, as well as other corporate officers and marketing/PR professionals who may guide along the process.

2 of 2 people found the following review helpful. CEO Capital by Leslie-Gaines-Ross By Janice M. Friedman Immense credit must be given to Dr. Gaines-Ross who bravely and successfully takes on, notwithstanding the post Enron anti-CEO environment, the hypersensitive issue of CEO reputation. Yes, agrees Gaines-Ross, being a high profile, ego obsessed CEO is asking for trouble and is to be avoided like the plague. She refuses, however, to engage in the now fashionable tendency toward unrestrained CEO bashing, preferring instead a reasoned, astute and carefully researched analysis of the CEO's role. While adding her voice to those who deride media hyped personalities, what she refers to as big "C" Celebrity CEOs, she cautions that old fashioned leadership is still desirable. When engaged in by talented CEOs, it may, indeed should, lead to the creation of an executive persona. Such a persona need not require media exposure and is entirely compatible with sound corporate practice. Such persona bearing CEOs are small "c" celebrated CEOs, who "by dint of strong leadership, discriminating vision, force of character and other admirable traits become celebrated by their employees, their industry, their peers, and occasionally (though not necessarily) even the media for jobs well done." Gaines-Ross' book amounts to a much needed, intellectually honest warning not to let the anti-CEO backlash go too far. Refusing to jump blindly onto the anti-CEO bandwagon as have so many business pundits, she stresses that executive leadership is still necessary and if effectively and ethically rendered is something which should not be hidden under the rug but promoted openly. In pursuing the cause of sound, old fashioned corporate leadership, she lays out a roadmap, based on original research, on how CEOs may repair their reputations, stressing among other things the need to communicate internally, build a management team, develop a thematic stamp and a vision. She deserves immense praise not only for her honest appraisal of the role of CEOs in today's business environment but also for presenting an immensely practical and useful format on how to lead ethically, energetically and effectively. A major, original addition to the literature on leadership and reputation ... no doubt about it.

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The reputations of CEOs and the companies they lead are deeply and inextricably linked. The manner in which the media, investors, analysts, employees, and even the general public perceive a chief executive has tremendous influence over the company's prosperity, standing, and destiny. In *CEO Capital*, Dr. Gaines-Ross describes in practical terms the strategies to follow--and the obstacles to avoid--so that CEOs can enhance the reputation of their company during the five stages of their tenure. *CEO Capital* is the only book that provides these guidelines and isolates best practices for CEOs as they navigate their way through their first 100 days to their last 100 hours. About the author: Dr. Leslie Gaines-Ross is chief knowledge and research officer at Burson-Marsteller, a leading global communications consultancy with more than 1,600 employees worldwide. Previously, she served as *Fortune's* communications and marketing director.

"This is an excellent book of dos and don'ts for CEOs, potential CEOs and especially for the PR people who must help them get their message out to their various publics." (Public Relations Quarterly, Summer 2003) From the Inside Flap Research confirms what every executive knows to be true: CEO and corporate reputation are inextricably linked and have a proven impact on a company's bottom line. Dr. Leslie Gaines-Ross, the pioneer of landmark CEO research and a senior executive at the legendary public relations firm Burson-Marsteller, describes in practical, straightforward terms the successful strategies CEOs can follow to earn and sustain enduring corporate reputations. Everyone with a stake in executive reputation and leadership-communications professionals, consultants, search committees, corporate boards, shareholders, aspiring leaders and, of course, CEOs themselves-will find *CEO Capital* to be an invaluable guide to corporate success and a steady compass for navigating the shifting seas of commerce. It isolates best practices for CEOs as they journey through their first 100 days to their last 100 hours. In her book, Dr. Gaines-Ross: \*

- \* Demonstrates the importance of CEO reputation to a company's reputation
- \* Identifies the elements of CEO reputation
- \* Establishes a working model for building both CEO and corporate reputation
- \* Describes how CEOs can master the stages of their tenure to bolster their company's standing and ultimate destiny

Topics addressed include preparing for CEO transition, putting employees first, setting an agenda, declaring what matters, communicating personally and symbolically, planning for the first anniversary, minding all stakeholders, leading with thought, reinventing and executing, and leaving a legacy. *CEO Capital's* first section demonstrates why securing CEO reputation demands our undivided attention. Similar to any other wealth-creating asset, CEO reputation needs to be invested in, earned and leveraged over the long term to reap enduring benefits. The next section examines the CEO's mind-set and behavior through the five stages of executive tenure. It explains how each step provides distinct opportunities to build credibility, integrity, and internal communications that lead to long-term viability. The final section discusses corporate trends that will affect chief executives in the twenty-first century. It also addresses how executives can meet the challenges of a society characterized by ever-accelerating change, scrutiny, and demanding constituencies. From the Back Cover Praise for *CEO CAPITAL* "If only I had this book when I started out. *CEO Capital* is a surprisingly easy read on a complex subject that is very relevant to today's business. It is an insightful, valuable guide that business leaders should keep at arm's length. Recent events have demonstrated that CEO behavior and reputation can negatively impact share price and consumer confidence in a company. CEOs have a responsibility to act ethically, effectively, and emphatically. This book explains how." -Graham Phillips, former chairman and CEO Ogilvy Mather Worldwide "Dr. Gaines-Ross is one of the world's leading researchers and practitioners on the subject of CEO and corporate reputation. Her book's research findings, recommendations for enhancing reputation, and insight into the prevailing environment for leaders will be invaluable for anyone moving into, or sitting in, the CEO's office." -Professor Paul A. Argenti, Director Tuck Leadership Forum, Tuck School of Business at Dartmouth "When storied former CEOs relinquish their perks-and, in some cases, their jobs-because they are forced to acknowledge that 'perceptions matter,' they are confirming how right Dr. Gaines-Ross has been all these years in urging CEOs to heed their reputations for the benefit of their companies. For too many CEOs, the lessons learned from *CEO Capital* come too late. But for all the rest, this book is a must-read." -Jon Low, Senior Research Fellow Gap Gemini Ernst Young Center for Business Innovation "CEO Capital is an excellent collection of practical do's and don'ts for CEOs and for those who advise

them. Nowhere else have all of these valuable lessons been combined into one concise source. A wonderful guidebook for all CEOs." -Dr. Michael Seitchik, Managing Director Executive Education Services, RHR International