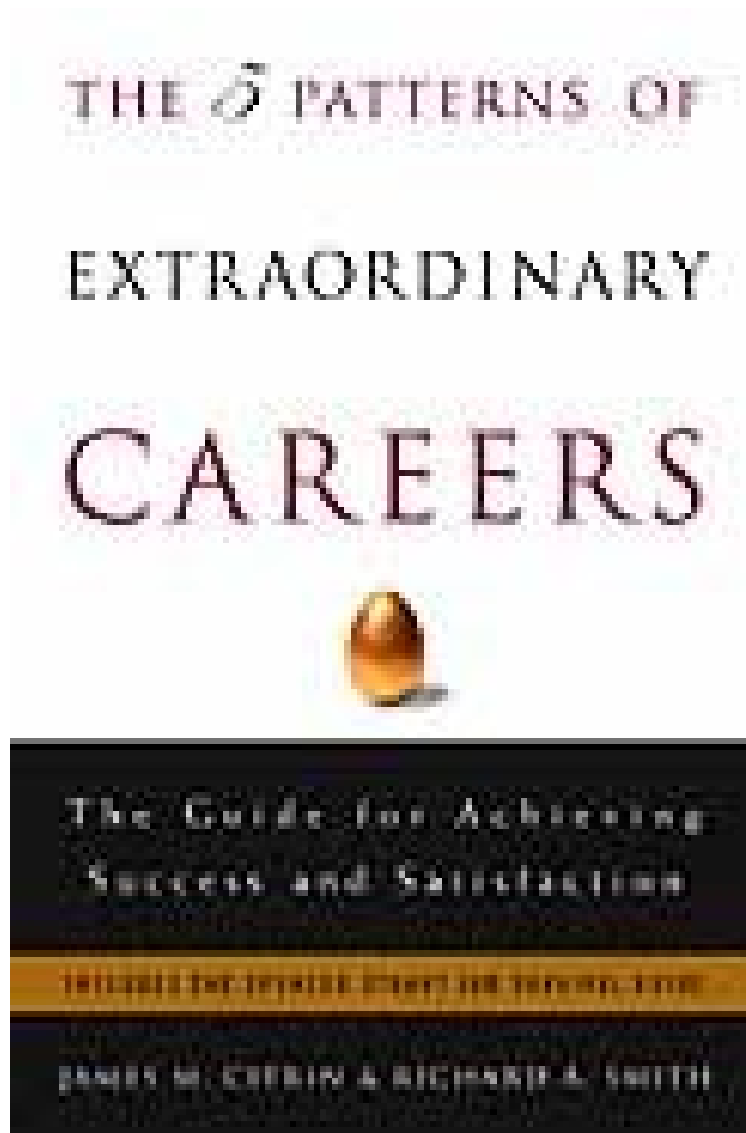


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The 5 Patterns of Extraordinary Careers: The Guide for Achieving Success and Satisfaction (Crown Business Briefings)

James M. Citrin, Richard Smith
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James M. Citrin, Richard Smith : The 5 Patterns of Extraordinary Careers: The Guide for Achieving Success and Satisfaction (Crown Business Briefings) before purchasing it in order to gage whether or not it would be worth my time, and all praised The 5 Patterns of Extraordinary Careers: The Guide for Achieving Success and Satisfaction (Crown Business Briefings):

0 of 0 people found the following review helpful. Five StarsBy fredrick smithgood7 of 8 people found the following

review helpful. Foundations of good career strategy By A Customer A good book overall, I still would rate it only 3/5 because I felt it was mostly oriented towards the white collar professional and big money. Its 5 main concepts were broad enough to cover the important dimensions in career strategy without clouding them in details. This book reveals what the authors have concluded from their research in working with thousands of successful upper management types. Nonetheless, I felt like I got more out of "The 21 Irrefutable Laws of Leadership" because my weakness is in the area of leadership skills, but 5 Patterns also emphasises the importance of leadership skills. Both are worth reading. 2 of 4 people found the following review helpful. Interesting book, but just doesn't quite stick By the rosen Richard Smith and James Citrin are executive search professionals (headhunters) from one of the top firms in the world. As customers of talent, they bring a unique viewpoint to career management. The treatment is more rigorous than one would expect from what could be a touchy feely book. I read the book while contemplating what experiences are good for my career. It gives some key insights on careers, such as successful people don't push their way to success, they are carried by those around them. This highlights the need to help others succeed instead of keeping a self centered view of success. While interesting, the reader is left without a lot of lasting depth. I finished the book about 2 months ago, but struggled to come up with key points from memory. If it were more impactful, perhaps I would have remembered them.

What is different about the careers of people like Lou Gerstner, the acclaimed, recently retired chairman and CEO of IBM? Or Senator Elizabeth Dole, Yahoo! COO Dan Rosensweig, and Tom Freston, chairman and CEO of MTV Networks? Why did they ascend to the top and prosper; why did they have extraordinary careers; while others equally talented never reached their potential or aspirations? Jim Citrin and Rick Smith of Spencer Stuart, the world's most influential executive search firm, set out to explore this question. The result; based on in-depth, original research; is sure to be the most important and useful book for anyone seeking to crack the code of how to build a rewarding, personally satisfying career. Like weather systems and financial markets, careers contain patterns. What Citrin and Smith found from their research and extensive experience is that people with extraordinary careers are guided by five straightforward patterns that can be harnessed and used by everyone. These individuals:

- Understand the value of you by translating their knowledge and experience into action, building their personal value over each phase of their career;
- Practice benevolent leadership by not clawing their way to the top but by being carried there;
- Solve the permission paradox, the dilemma of not being able to get a job without experience and not getting the experience without the job;
- Differentiate using the 20/80 principle of performance by storming past their defined jobs to create breakthrough ideas and deliver unexpected impact;
- Do not micromanage their careers, but macromanage them by gravitating toward the things they are best at and have a passion for, and working with people they like and respect.

 No one manages your career for you. But with Citrin and Smith as your guide, you'll be able to understand; and act on; the root causes of success. And what better source for strategic career advice than Spencer Stuart, the firm that over the past ten years has conducted more than 60 percent of the searches for Fortune 1000 CEOs? From the Hardcover edition.

From Publishers Weekly Aside from some perfunctory tips on job searching, resume writing and interviewing, the authors, both consultants with the head-hunting firm Spencer Stuart, approach careers as problems in psychology and group dynamics. They urge mid-career executives with suppressed feelings of anxiety and helplessness to view a career as a free-form project of self-actualization that should fit with their personalities and inspire passion. More pragmatically, career building is also an exercise in image-management that should convey potential and experience to employers and their head-hunting consultants. This partly involves canny career moves allowing talent to shine. But climbing the ladder also requires consummate office politics-manipulating perceptions, networking with the powerful, strategic quid pro quos, gaining power by "masquerading as the leader"-all accomplished without stepping on toes, stifling subordinates or "sucking up." The authors convey these lessons in a sometimes turgid mixture of opaque managementese ("successful executives... literally achieve positive impact at an accelerating rate"), squishy survey data ("extraordinary executives... leverage both their strengths and their passions more than six times as often as average employees") and case studies in which executives move from industry to industry in a meteoric, triumphal procession of nebulous jobs in consulting, marketing and finance. The blend of motivational therapeutics and softly Machiavellian tactics may help some executives get out of their rut, but the generic, almost contentless corporate work experiences on display seem far from extraordinary. Copyright 2003 Reed Business Information, Inc. From Booklist Certainly, Citrin's latest book (after *Lessons from the Top*, 1999, and *Zoom!* 2002, with Tomas J. Neff) is filled with accolades for executive recruiter Spencer Stuart, his employer. Overlook that, for a while; instead, focus on the enormous potential his company has to analyze a vast array of executive talent and uncover patterns of achievement. That is exactly what Citrin, with coauthor Smith, does. Five differentiating principles--the contrast between a merely successful professional and the extraordinary executive--are not only described but also demonstrated in real C-level individuals in U.S. corporations. For the first principle, "understand the value of you," winning bicyclist Lance Armstrong is profiled, as is Yahoo!'s COO Dan Rosensweig. The benevolent leader, an

executive focused on the success of others, is best exemplified in Herb Kelleher, former CEO of Southwest Airlines, among other singled-out individuals. Lists go on and on; what's more important is the application of these principles to the organization, which creates extraordinary people. Finally, the recognition and proof that talent matters to business!

Barbara Jacobs Copyright copy; American Library Association. All rights reserved It's compact, well-written and wise, full of relevant examples and mercifully free of H.R. mumbo jumbo -- The Washington Post, August 10, 2003