

Success In Africa: CEO Insights From A Continent On The Rise

The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was

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different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings? A Roadmap for Transforming Ambition into Achievement In the sea of thrown-together, stereotypical leadership advice, Julia Tang Peters' Pivot Points stands out like a beacon. This book is not the result of trite 10-step

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recipes or unstudied observations. Instead, its source is in-depth research conducted among some of the country's most effective leaders. Intimate interviews and broad survey data reveal that the leaders who stand out are the ones who fearlessly face the decisions that characterize career turning points. Amazingly, the people who break through barriers to transform industries encounter—and effectively confront—the same five critical decisions. In Pivot Points, you'll read how five inspiring and approachable leaders made the choices that cemented their legacies. Pivot Points is a unique opportunity to learn from the leaders you should learn from—authentic, independent-minded people with a genuine desire to help others understand how to lead. Tools developed from their candid accounts will help you measure and assess your own career trajectory. With a self-diagnostic questionnaire based on the book's unique framework, you'll be able to identify warning signs of stagnation and sustain the passion to achieve. Gain practical insights from this valuable aid for professional development of high achievers in every career stage. Pivotal decisions can turn an ordinary career into an extraordinary journey to success. The journey is a highly individual one, and Pivot Points will inspire and guide you in the processes of finding your own path to exceptional results. Take a rare look into the process of shifting from the science of management to the art of leadership, and let this one-of-a-kind book propel you toward achieving your best self. Most businesses rely on talent to succeed, but none so much as professional service firms. Within this rapidly

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expanding, trillion-dollar industry, professionals--and how they're managed--are the primary source of competitive advantage. In fact, success in this sector is determined more by the people you pay than the people who pay you. This path-breaking book provides readers with a practical and integrated perspective on how to win in the unique and tumultuous world of professional services. From strategy to organization to culture, it offers customized insights for businesses in which professionals drive bottom-line results and long-term company success. Respected academic Jay W. Lorsch and accomplished practitioner Thomas J. Tierney apply their broad experience to the realities of "Monday morning" decision making. Their work reflects decades of personal experience, combined with a rigorous study of outstanding professional service firms in industries that include law, information technology, accounting, advertising, investment banking, executive search, and consulting. Aligning the Stars explains what differentiates the "best of the best" within professional services. By describing how to attract, retain, motivate, organize, and lead the stars that shape a company's destiny, this book provides valuable lessons for the current and future leaders of every talent-driven business.

The Definitive Guide to Doing Business in Africa For global and Africa-based companies looking to access new growth markets, Africa offers exciting opportunities to build large, profitable businesses. Its population is young, fast-growing, and increasingly urbanized--while rapid technology adoption makes the continent a fertile arena for innovation. But Africa's business environment

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remains poorly understood; it's known to many executives in the West only by its reputation for complexity, conflict, and corruption. Africa's Business Revolution provides the inside story on business in Africa and its future growth prospects and helps executives understand and seize the opportunities for building profitable, sustainable enterprises. From senior leaders in McKinsey's African offices and a leading executive on the continent, this book draws on in-depth proprietary research by the McKinsey Global Institute as well as McKinsey's extensive experience advising corporate and government leaders across Africa. Brimming with company case studies and exclusive interviews with some of Africa's most prominent executives, this book comes to life with the vibrant stories of those who have navigated the many twists and turns on the road to building successful businesses on the continent. Combining an unrivalled fact base with expert advice on shaping and executing an Africa growth strategy, this book is required reading for global business executives looking to expand their existing operations in Africa--and for those seeking a road map to access this vast, untapped market for the first time.

Repeatability

Build Enduring Businesses for a World of Constant Change

The Imagination Machine

Hiring Success: How Visionary CEOs Compete for the Best Talent

Networked, Scaled, and Agile

Why Some Leaders Build Exceptional Talent - and

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Others Don't

9 Secrets to Creating a Successful Future

CEO Excellence

There are four distinct types of managers. One performs much worse than the rest, and one performs far better. Which type are you? Based on a first-of-its-kind, wide-ranging global study of over 9,000 people, analysts at the global research and advisory firm Gartner were able to classify all managers into one of four types:

- Teacher managers, who develop employees' skills based on their own expertise and direct their development along a similar track to their own.
- Cheerleader managers, who give positive feedback while taking a general hands-off approach to employee development.
- Always-on managers, who provide constant, frequent feedback and coaching on all aspects of the employee's performance.
- Connector managers, who provide feedback in their area of expertise while connecting employees to others in the team or organization who are better suited to address specific needs.

Although the four types of managers are more or less evenly distributed, the Connector manager consistently outperforms the others by a significant margin. Meanwhile, Always-on managers tend to see their employees struggle to grow within the organization. Why is that? Drawing on their groundbreaking data-driven research, as well as in-depth case studies and extensive interviews with managers and employees at companies like IBM, Accenture, and eBay, the authors show what behaviors define a Connector manager, and why they are able to build powerhouse teams. They also show why other types of managers fail to

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be equally effective, and how they can incorporate behaviors of Connector managers in order to be more effective at building teams.

A Wall Street Journal Bestseller Named a Financial Times top title How to unleash "human magic" and achieve improbable results. Hubert Joly, former CEO of Best Buy and orchestrator of the retailer's spectacular turnaround, unveils his personal playbook for achieving extraordinary outcomes by putting people and purpose at the heart of business. Back in 2012, "Everyone thought we were going to die," says Joly. Eight years later, Best Buy was transformed as Joly and his team rebuilt the company into one of the nation's favorite employers, vastly increased customer satisfaction, and dramatically grew Best Buy's stock price. Joly and his team also succeeded in making Best Buy a leader in sustainability and innovation. In *The Heart of Business*, Joly shares the philosophy behind the resurgence of Best Buy: pursue a noble purpose, put people at the center of the business, create an environment where every employee can blossom, and treat profit as an outcome, not the goal. This approach is easy to understand, but putting it into practice is not so easy. It requires radically rethinking how we view work, how we define companies, how we motivate, and how we lead. In this book Joly shares memorable stories, lessons, and practical advice, all drawn from his own personal transformation from a hard-charging McKinsey consultant to a leader who believes in human magic. *The Heart of Business* is a timely guide for leaders ready to abandon old paradigms and lead with purpose and humanity. It shows how we can reinvent capitalism so that it contributes to a

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sustainable future.

Three little known facts: Africa is now the world's fastest growing continent, with average GDP growth of 5.5% the past 10 years. Malaria deaths have declined by 30% and HIV infections by 74%. Nigeria produces more movies than America does. The Lion Awakes is the true story of today's Africa, one often overshadowed by the dire headlines. Traveling from his ancestral home in Uganda, East Africa, to the booming economy and (if chaotic) new democracies of West Africa, and down to the "Silicon Savannahs" of Kenya and Rwanda, Ashish J. Thakkar shows us an Africa that few Westerners are aware exists. Far from being a place in need of our pity and aid, we see a continent undergoing a remarkable transformation and economic development. We meet a new generation of ambitious, tech savvy young Africans who are developing everything from bamboo bicycles to iPhone Apps; we meet artists, film makers and architects thriving with newfound freedom and opportunity, and we are introduced to hyper-educated members of the Diaspora who have returned to Africa after years abroad to open companies and take up positions in government. They all tell the same story: 21st Century Africa offers them more opportunity than the First World. Drawing from his business experience, and his own family's history in Africa, which include his parents' expulsion from Uganda by Idi Amin in the 70s and his own survival of the Rwandan genocide in 1994, Ashish shows us how much difference a decade can make.

If you're an ambitious woman in Africa, Asia, Latin America, or the Middle East, there has never been a better time to be you. Markets are opening up.

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Businesses everywhere are expanding. Your career or business has unlimited potential. In UNDETERRED, you will find the keys to success, based on four years of research, deep expertise, and interviews with more than 250 relatable businesswomen around the world. These women will inspire you and Rania Anderson will guide you. Despite the obstacles successful women face, they remain undeterred. They persevere by developing the solutions and workarounds that makes sense within the contexts of their cultures. Do you want to be more successful? Do you want to be undeterred? Unlock your potential by cultivating the six success habits identified in this book. The world is waiting for the unique talents and skills you have to offer.

Five Decisions Every Successful Leader Must Make
The Heart of Business

The Founder's Dilemmas

A Design Strategy for Complex Organizations

Overcome Organizational Drag and Unleash Your
Team's Productive Power

The Workplace You Need Now

Proven Strategies for Getting Up to Speed Faster and
Smarter

And How They Can Work Better in a Chaotic World

In an era of slowing growth, Africa is home to a trillion-dollar, resource-rich economy, and six of the ten fastest growing markets in the world. Success in Africa introduces the ambitious CEOs who are building the continent. These stories of growth, technology, and tradition bring life to one of the most important stories of the global economy: a successful Africa. The CEOs of General Electric, The Coca Cola Company, and Tullow Oil join Africa's leading CEOs to share insights on what wins

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in this fast-growth market. With twenty years of experience in frontier markets, including a decade working in Africa, author Jonathan Berman engages with top business leaders on the vast opportunities and challenges of the continent. Success in Africa pushes past the headlines on Africa's growth to answer the questions often asked by companies and investors: Who do I work with there and what drives them? How do I deal with government? What about war, disease, and poverty? What about China? How do I win? Success in Africa provides on-the-ground perspective, personal stories, and insight that Robert Rubin calls "essential reading for all who are interested in Africa for reasons of business, investment, policy, or curiosity."

Have you ever wondered why some people seem to catch all the breaks and win over and over again? What do the super successful know? What is standing between you and your wildest dreams? The Book of Mistakes will take you on an inspiring journey, following an ancient manuscript with powerful lessons that will transform your life. You'll meet David, a young man who with each passing day is more disheartened and stressed. Despite a decent job, apartment, and friends, he just feels hollow . . . until one day he meets a mysterious young woman and everything starts to change. In this self-help tale wrapped in fiction, you'll learn the nine mistakes that prevent many from achieving their goals. You'll learn how to overcome these hurdles and reinvent your life. This success parable is packed with wisdom that will help you discover and follow your personal purpose, push beyond your perceived capabilities, and achieve more than you ever dreamed possible. You'll find yourself returning again and again to a deceptively simple story that teaches actionable insights and

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enduring truths.

In a global survey by the Katzenbach Center, 80 percent of respondents believed that their organization must evolve to succeed. But a full quarter of them reported that a change effort at their organization had resulted in no visible results. Why? The fate of any change effort depends on whether and how leaders engage their culture: the self-sustaining patterns of behaving, feeling, thinking, and believing that determine how things are done in an organization. Culture is implicit rather than explicit, emotional rather than rational—that's what makes it so hard to work with, but that's also what makes it so powerful. For the first time, this book lays out the Katzenbach Center's proven methodology for identifying your culture's three most critical elements: traits, characteristics that are at the heart of people's emotional connection to what they do; keystone behaviors, actions that would lead your company to succeed if they were replicated at a greater scale; and authentic informal leaders, people who have a high degree of “emotional intuition” or social connectedness. By leveraging these critical few elements, you can tap into a source of catalytic change within your organization. People will make an emotional, not just a rational, commitment to new initiatives. You will elicit enthusiasm and creativity and build the kind of powerful company that people recognize for its innate value and effectiveness.

A guide for mining the imagination to find powerful new ways to succeed. We need imagination now more than ever—to find new opportunities, rethink our businesses, and discover paths to growth. Yet too many companies have lost their ability to imagine. What is this mysterious capacity? How does imagination work? And how can organizations keep it alive and harness it in a systematic

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way? *The Imagination Machine* answers these questions and more. Drawing on the experience and insights of CEOs across several industries, as well as lessons from neuroscience, computer science, psychology, and philosophy, Martin Reeves of Boston Consulting Group's Henderson Institute and Jack Fuller, an expert in neuroscience, provide a fascinating look into the mechanics of imagination and lay out a process for creating ideas and bringing them to life: *The Seduction: How to open yourself up to surprises* *The Idea: How to generate new ideas* *The Collision: How to rethink your idea based on real-world feedback* *The Epidemic: How to spread an evolving idea to others* *The New Ordinary: How to turn your novel idea into an accepted reality* *The Encore: How to repeat the process—again and again. Imagination is one of the least understood but most crucial ingredients of success. It's what makes the difference between an incremental change and the kinds of pivots and paradigm shifts that are essential to transformation—especially during a crisis. *The Imagination Machine* is the guide you need to demystify and operationalize this powerful human capacity, to inject new life into your company, and to head into unknown territory with the right tools at your disposal.*

Decide & Deliver

How to Succeed When Professionals Drive Results

Aligning the Stars

Undeterred

A Multinational Unleashed

Time, Talent, Energy

No Rules Rules

Africa's Greatest Entrepreneurs

Success in Africa*CEO Insights from a Continent on the*

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*Rise*Routledge

*Matt Mochary coaches the CEOs of many of the fastest-scaling technology companies in Silicon Valley. With **The Great CEO Within**, he shares his highly effective leadership and business-operating tools with any CEO or manager in the world. Learn how to efficiently scale your business from startup to corporation by implementing a system of accountability, effective problem-solving, and transparent feedback. Becoming a great CEO requires training. For a founding CEO, there is precious little time to complete that training, especially at the helm of a rapidly growing company. Now you have the guidance you need in one book.*

*The CEO of Yum! Brands, Inc., the world's largest restaurant company, offers a guide to maximizing leadership skills and motivating people. David Novak is the best at leadership, whether teaching it in this book or practicing it at Yum!--Warren Buffett. The current downturn may prove more brutal than most previous recessions. It's already hammering companies in markets around the globe. It will test businesses to their fullest-many won't survive. But downturns present strategic opportunities, too. In fact, many more companies achieve dramatic gains during recessions than in normal times. How to ensure your company emerges successful? In **Winning in Turbulence**, a new volume in the *Memo to the CEO* series, Bain & Company downturn strategist Darrell Rigby provides the playbook. He presents a powerful framework and diagnostic tool (available in the book and online) for assessing three dimensions of your situation: Your industry's sensitivity: How hard is it hit by this downturn? Your company's strategic position: Are you an industry leader or follower? Your firm's financial position, including cash reserves. The author then explains how to craft an action plan tailored to*

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the situation you've diagnosed, providing tools for: Cutting costs intelligently-sustaining your margins and brand Boosting revenue by refocusing your sales force on the right customers Channeling resources into your core businesses Preparing for bold moves, such as game-changing acquisitions Timely and practical, this book positions you to survive a downturn and emerge stronger once the recovery begins.

The Great CEO Within: The Tactical Guide to Company Building How We Made It in Africa

Why Some Companies Make the Leap...And Others Don't Transformation Without Chaos

Success in Africa

The Founder's Mentality

A Guide to African American Wellness

The CEO Test

Who you hire defines everything, from business success down to who you are as a leader. That's why hiring top talent is the #1 priority of most CEOs, and yet, studies show that the majority don't believe they recruit highly talented people. As the talent economy continues to evolve, CEOs need to adapt the way they compete for talent in order to keep up. As a current SaaS CEO and former recruiter, Jerome Ternynck packs 30 years of learnings and differentiated recruiting strategies into *Hiring Success* to provide CEOs a future-ready perspective for talent. You'll walk away with the ability to attract, select, and hire the best talent at a global scale on demand--leading to hiring success now and in the future.

Many organizations don't know how to make and execute good decisions. In this book, the authors draw

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on Bain & Company's extensive research and experience to present a five-step process for improving your company's decision abilities.--[book jacket] Explains how today's business environment requires leaders who “ do the right thing, ” and offers a framework for adopting the principles of values-based leadership including self-reflection, balance, true self-confidence and genuine humility to lead organizations more effectively.

“ An interactive and empowering book ” to help African American men and women create a new vision of better health and navigate the health care system (BET.com). According to the federal Office of Minority Health, African Americans “ are affected by serious diseases and health conditions at far greater rates than other Americans. ” In fact, African Americans suffer an estimated 85,000 excess deaths every year from diseases we know how to prevent: heart disease, stroke, cancer, high blood pressure, and diabetes. In this important and accessible book, Dr. Michelle Gourdine provides African Americans with the knowledge and guidance they need to take charge of their wellbeing. Reclaiming Our Health begins with an overview of the primary health concerns facing African Americans and explains who is at greatest risk of illness. Expanding on her career and life experiences as an African American physician, Dr. Gourdine presents key insights into the ways African American culture shapes health choices—how beliefs, traditions, and values can influence eating choices, exercise habits, and even the decision to seek medical attention. She translates

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extensive research into practical information and presents readers with concrete steps for achieving a healthier lifestyle, as well as strategies for navigating the health-care system. This interactive guide with illustrations is a vital resource for every African American on how to live a healthier and more empowered life, and an indispensable handbook for health-care providers, policy makers, and others working to close the health gap among people of color. Says Gourdine, “ I wrote this book to empower our community to solve our own health problems and save our own lives. ”

Strategy That Works

How Boards Work

CEO Insights from a Continent on the Rise

Learn from the Stories of 25 Entrepreneurs Who've Built Thriving Businesses

Doing Agile Right

101 Ways to Make Money in Africa

Mastering the Merger

Energize Your Company ' s Culture by Choosing What Really Matters

Based on a multiyear study of such firms as Apple, IKEA, and Vanguard, the authors warn against complexity as a strategy for business planning, advocating instead for a simple, repeatable model that provides for constant improvement.

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support

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their strategy. In Strategy That Works, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities*
- Build their own unique winning capabilities instead of copying others*
- Put their culture to work instead of struggling to change it*
- Invest where it matters instead of going lean across the board*
- Shape the future instead of reacting to it*

Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals

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the common pitfalls founders face and how to avoid them.

This book examines the effects of ethnicity on party politics in ten African countries. Sebastian Elischer finds that five party types exist: the mono-ethnic, the ethnic alliance, the catch-all, the programmatic, and the personalistic party. He uses these party types to show that the African political landscape is considerably more diverse than conventionally assumed.

*How to Overcome the Predictable Crises of Growth
Africa's Business Revolution*

The Book of Mistakes

*The Six Mindsets That Distinguish the Best Leaders
from the Rest*

Political Parties in Africa

The Connector Manager

Netflix and the Culture of Reinvention

Shaping Spaces for the Future of Work

From the founder of the award-winning website (www.howwemadeitinafrica.com) comes the stories of 25 entrepreneurs who've built thriving businesses. * Be inspired by the experiences of Africa's most dynamic entrepreneurs * Gain insight into the continent's business opportunities * Find the courage to make your own dreams and ambitions become a reality Discover why Ken Njoroge is building a billion-dollar pan-African digital payments company (it is not because he wants to

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drive a Ferrari); Find out how Jean de Dieu Kagabo grew a Rwanda-based industrial group from a simple product: toilet paper; And be inspired by the extraordinary tale of Hassan Bashir who created a booming insurance company from nothing but grit and persistence. Each entrepreneur's story is told in an honest manner, not shying away from the mistakes made and the considerable hurdles they had to overcome. And there were many tough times: from being betrayed by long-time senior managers to losing vast sums of money because of poor market research. Pursuing their business ambitions also had a toll on their personal lives: one entrepreneur was too broke to afford diapers for his baby, while another had to sell her house to keep the company alive.

MEET THE ENTREPRENEURS

1. Ken Njoroge (Kenya): The long, hard journey to build a billion-dollar company
2. Tseday Asrat (Ethiopia): A modern twist on Ethiopia's coffee culture
3. Tumi Phake (South Africa): Flexing his entrepreneurial muscles to exploit a gap in the fitness industry
4. Monica Musonda (Zambia): Instant noodle pioneer
5. Hassan Bashir (Kenya): An insurance firm created from nothing but grit and persistence
6. Ebele Enunwa (Nigeria): A \$50-million food and retail empire
7. Tayo Oviolu (Nigeria): The entrepreneur who traded in his Silicon Valley life to bring mobile money to Nigerians
8. Navalayo Osembo (Kenya): How to make a Kenyan running shoe
9. Jean de Dieu Kagabo (Rwanda): Rwandan industrialist always hunting for the next big business idea
10. Addis

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Alemayehou (Ethiopia): Serial entrepreneur bringing the world to Ethiopia 11. Kasope Ladipo-Ajai (Nigeria): Nigerian cooking made convenient 12. Chijioke Dozie (Nigeria): Leveraging past experiences to disrupt the banking industry 13. Sylvester Chauke (South Africa): Marketer with a passion to take African brands global 14. Yoadan Tilahun (Ethiopia): Showing Ethiopia how to throw an event 15. Mossadeck Bally (Mali): West African hotel group built on an appetite for risk 16. Jennifer Bash (Tanzania): Adding value to everyday staples 17. Jesse Moore (Kenya): Thinking out of the box to power over 600 000 homes with solar energy 18. Twapewa Kadhikwa (Namibia): How one hair salon became a group of companies 19. Jacques de Vos (South Africa): Growing a high-impact tech business one problem statement at a time 20. Nana Akua Birmeh (Ghana): Architect breaking glass ceilings 21. Nelly Tuikong (Kenya): Kenyan beauty brand taking on global giants 22. Dr Hend El Sherbini (Egypt): From a small Egyptian family business to a London-listed healthcare giant 23. NJ Ayuk (Cameroon): A lawyer on the road less travelled 24. Polo Leteka (South Africa): The investor who spots opportunity where others see risk 25. Ashley Uys (South Africa): Diagnostic hustler

ABOUT THE AUTHOR Jaco Maritz is CEO of Maritz Africa, publisher of the award-winning pan-African online business publication How we made it in Africa. Jaco holds a BA in Information Science from USB. He started his career at South African media company

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Media24, working on the websites of some of the country's most well-known newspapers. He went on to become editor of TradeInvestNigeria, after which he founded Maritz Africa. When not building Maritz Africa, Jaco enjoys investing in other businesses. He is a regular speaker on business in Africa.

The future is flexible. Find your company's balance between digital and physical workspaces with this insightful new resource. As the shift to remote work marches inexorably on, corporate leaders are being faced with unprecedented challenges in trying to balance the hybridization of the office and retaining the value that dedicated, physical workspaces deliver. They struggle with how necessary offices are now, how to allocate capital, and how much time to spend creating virtual environments for their employees. In *The Workplace You Need Now*, work environment executives and experts Dr. Sanjay Rishi, Benjamin Breslau, and Peter Miscovich deliver an actionable framework for business leaders to plan, invest in, and create the personal, digital, and responsible workplaces of the future. You'll get a guide to creating: New workplaces that drive the four C's of value: Culture, Collaboration, Creativity, and Community Customizable, flexible, digitally integrated workplaces that match new working patterns and win tomorrow's top talent Sustainable, resilient, and responsible environments with net zero emissions A guide to achieving an integrated and experiential workplace, incorporating human interaction, and digital technologies A framework for

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designing and implementing the workplaces and workspaces that best match your organization's needs Perfect for executives, property managers, and business leaders in any industry attempting to plan for and implement their ideal workplaces and workspaces, *The Workplace You Need Now* offers readers invaluable insights and case studies for businesses of all sizes trying to navigate the intersection of digital and physical work environments.

Today's corporate deal makers face a conundrum: Though 70% of major acquisitions fail, it's nearly impossible to build a world-class company without doing deals. In *Mastering the Merger*, David Harding and Sam Rovit argue that a laserlike focus on just four key imperatives--before executives finalize the deal--can dramatically improve the odds of M&A success. Based on more than 30 years of in-the-trenches work on thousands of deals across a range of industries--and supplemented by extensive Bain & Co. research--Harding and Rovit reveal that the best M&A performers channel their efforts into (1) targeting deals that advance the core business; (2) determining which deals to close and when to walk away; (3) identifying where to integrate--and where not to; and (4) developing contingency plans for when deals inevitably stray. Top deal makers also favor a succession of smaller deals over complex "megamergers"--and essentially institutionalize a success formula over time. Helping executives zero in on what matters most in the complex world of

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M&A, Mastering the Merger offers a blueprint for the decisions and strategies that will beat the odds.

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

Political Communication in Africa

Beyond Digital

Master the Challenges That Make or Break All Leaders

Ethnicity and Party Formation

Four Critical Decisions That Make or Break the Deal

Reclaiming Our Health

How to Succeed in the World's Next Big Growth Market

Good to Great

Who are the real power brokers in Africa? Who are the dynamic entrepreneurs making things happen on the continent? How did they do it and what are their personal stories? Africa's Greatest Entrepreneurs is a unique collection of stories about 16 of the most successful entrepreneurs and business visionaries currently operating in Africa. Each chapter is dedicated to a single entrepreneur and focuses on a sometimes tumultuous, often challenging, but mostly exciting journey to success. This fascinating and well-researched book examines the life of each entrepreneur and maps out the path each elected to follow in tackling and overcoming the obstacles that stood in the way of the realisation of their dreams. Meet, among others, Kagiso Mmusi, the Motswana transport millionaire; Richard Maponya, the South African retail giant behind Soweto's Maponya Mall; Kwabena Adjei, the rags-to-riches Ghanaian millionaire; Wale Tinubu, the Nigerian head of the Oando oil and gas giant; Ndaba Ntsele, the South African king of

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high finance; and Mo Ibrahim, the Sudanese-born telecoms millionaire. Each story is inspiring and informative in its own unique way. Makura sheds light on the different historical, political and economic power structures that helped create - and in some cases frustrate - these business heroes. The book shines the spotlight on and provides an unprecedented insight into a new breed of African hero - some of whose stories have never been told until now.

The New York Times bestseller Shortlisted for the 2020 Financial Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix, there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox

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principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of The Culture Map and one of the world's most influential business thinkers, dive deep into the controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, No Rules Rules is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies. The world's most trusted guide for leaders in transition Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In this updated and expanded version of the international bestseller The First 90 Days, Michael D. Watkins offers proven strategies for conquering the challenges of transitions—no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs. By walking you through every aspect of the transition scenario, Watkins identifies the most common pitfalls new leaders encounter and provides the tools and strategies you need to avoid them. You'll learn how to secure critical early wins, an important first step in establishing yourself in your new role. Each chapter also includes checklists, practical tools, and self-assessments to help you

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assimilate key lessons and apply them to your own situation.

Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.

For Heineken, "rising Africa" is already a reality: the profits it extracts there are almost 50 per cent above the global average, and beer costs more in some African countries than it does in Europe. Heineken claims its presence boosts economic development on the continent. But is this true? Investigative journalist Olivier van Beemen has spent years seeking the answer, and his conclusion is damning: Heineken has hardly benefited Africa at all. On the contrary, there are some shocking skeletons in its African closet: tax avoidance, sexual abuse, links to genocide and other human rights violations, high-level corruption, crushing competition from indigenous brewers, and collaboration with dictators and pitiless anti-government rebels. Heineken in Africa caused a political and media furor on publication in The Netherlands, and was debated in their Parliament. It is an unmissable exposé of the havoc wreaked by a global giant seeking profit in the developing world.

Winning in Turbulence

Leadership Principles for the Next Era of Capitalism

How Winning Companies Close the Strategy-to-Execution Gap

The First 90 Days, Updated and Expanded

The Six Success Habits of Women in Emerging Economies

Adventures in Africa's Economic Miracle

Taking People with You

Are you ready to lead? Will you pass the test? Despite all the effort through the years to understand what it takes to be an effective leader, the challenges of leadership remain enormously difficult and elusive; even today, most CEOs don't last five years in the job. The demands to deliver at a consistently high level can be unforgiving. The loneliness.

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The weight of responsibility. The relentless second-guessing and criticism. The pressure to build all-star teams. The 24/7 schedule that requires superhuman stamina. The tough decisions that often leave no one happy. The expectation to always have the right answer when it can be hard just to know the right question. These challenges are brought into their highest and sharpest relief in the corner office, but they are hardly unique to chief executives. All leaders face their own version of these tests, and the authors draw on the distilled wisdom, stories, and lessons from hundreds of chief executives to show how every aspiring leader can master these challenges and lead like a CEO. These foundational leadership skills will make all aspiring executives more effective in their roles today and lift the trajectory of their careers. The CEO Test is the authoritative, no-nonsense insider's guide to navigating leadership's toughest challenges, brought to you by authors uniquely qualified to tell the stories. Adam Bryant has conducted in-depth interviews with more than 600 CEOs. Kevin Sharer spent more than two decades as president and then CEO of Amgen, where he led its expansion from \$1 billion in annual revenues to nearly \$16 billion. He has served on many boards and is a sought-after mentor for CEOs of global companies. Leadership is getting harder as the speed of disruption across all industries accelerates. The CEO Test will better prepare you to succeed, whether you're a CEO or just setting out to become one.

A New York Times bestselling author and veteran board member offers an insider's view of corporate boards, their struggles, and why they must adapt to survive. Corporate boards are under great pressure. Scandals and malpractice at companies like Theranos, WeWork, Uber, and Wells Fargo have raised justified questions among regulators, shareholders, and the public about the quality of corporate

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governance. In *How Boards Work*, prizewinning economist and veteran board director Dambisa Moyo offers an insider's view of corporate boards as they are buffeted by the turbulence of our times. Moyo argues that corporations need boards that are more transparent, more knowledgeable, more diverse, and more deeply involved in setting the strategic course of the companies they lead. *How Boards Work* offers a road map for how boards can steer companies through tomorrow's challenges and ensure they thrive to benefit their employees, shareholders, and society at large.

Two world-renowned strategists detail the seven leadership imperatives for transforming companies for success in the digital era. Yes, the world is chaotic, and no one knows the details of where we're headed. But leaders must not let themselves be held hostage by fear. More than ever, you need to take charge and write your vision for your company's future. This book is your guide. For companies to succeed in the digital age, executives must reimagine their businesses before they reimagine being digital. They must courageously shed the past to rethink their place in the world and how they compete and collaborate with others to create value.

Companies need to undergo a fundamental transformation, building a new type of competitive advantage—one that is fueled by scale in their differentiating capabilities. They must focus on the few capabilities that power their value proposition. And they must be measurably better than their competitors. In their new book, Paul Leinwand and Mahadeva Matt Mani, both members of the PwC US partnership and its Strategy & global team, help leaders navigate these profound and historic shifts and provide a road map for reshaping their companies. Building on a major new body of research, along with case studies of companies on the vanguard of this major shift, the authors identify the seven imperatives that leaders must follow as the digital age continues to evolve: Reimagine

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your company's place in the world Build privileged insights into your customers Create value through ecosystems Break up the traditional organization Reposition your leadership team Reinvent the social contract with your people Disrupt your own leadership approach Together, these seven imperatives comprise a playbook for designing and executing the transformations that are required for companies to succeed in the digital age.

Managing Your Scarcest Resources Business leaders know that the key to competitive success is smart management of scarce resources. That's why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions. What's really needed are organizational solutions that can unleash a company's full productive power and enable it to outpace competitors. Building off of the popular Harvard Business Review article "Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company experts in organizational design and effectiveness, present new research into how you can liberate people's time, talent, and energy and unleash your organization's productive power. They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it. With practical advice for using the framework and in-depth examples of how the best companies manage their people's time, talent, and energy with as much discipline as they do their financial capital, this book shows managers how to create a virtuous circle of high performance.

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Pivot Points

The Critical Few

5 Steps to Breakthrough Performance in Your Organization

How to Spark New Ideas and Create Your Company's Future

The Lion Awakes

Heineken in Africa

Anticipating and Avoiding the Pitfalls That Can Sink a Startup

How Great Leaders Transform Their Organizations and

Shape the Future

While technology and geopolitical forces change the face of business today, the patterns and challenges of organizing humans to work together across organization, culture, language and time zone boundaries remain. To face these challenges, all organizations need to be agile, networked and scalable. Networked, Scaled, and Agile reveals how to shape organizations that will enable people to make faster and better decisions in a more complex world. By outlining the tension between the need for agility/differentiation and scale/integration, the book offers a new way to think about this debate using the models of the Tower (vertical integration) and the Square (horizontal integration). It addresses the role of the leadership team and how the organization design process can build C-suite leaders and successors. Each chapter concludes with a series of reflection questions for leaders as well as a summary of key concepts and tips. Including case studies from global organizations, Networked, Scaled, and Agile reveals how organization design can

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address three of the biggest business challenges organizations face today: how to build a new capability across the entire enterprise; how to make the entire organization more customer-centric; and how to allow for faster innovation.

A Washington Post Bestseller *Three Principles for Managing—and Avoiding—the Problems of Growth* Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling *Profit from the Core*, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What's more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen's research is that managing these choke points requires a “founder's mentality”—behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to

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customers: • An insurgent's clear mission and purpose • An unambiguous owner mindset • A relentless obsession with the front line

Based on the authors' decade-long study of companies in more than forty countries, *The Founder's Mentality* demonstrates the strong relationship between these three traits in companies of all kinds—not just start-ups—and their ability to sustain performance. Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder's mentality throughout their organization and find lasting, profitable growth.

Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They

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illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition--or trying to sustain high agility.

This book offers a comprehensive account of the nature and development of political communication in Africa. In light of the growing number of African states now turning towards democratic rule, as well as the growing utilization of information technologies in Africa, the contributors examine topics such as: the role of social media in politics, strategic political communication, political philosophy and political communication, Habermas in Africa,

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gender and political communication, image dilemma in Africa, and issues in political communication research in Africa, and identify the frontiers for future research on political communication in Africa.

From Values to Action: The Four Principles of Values-Based Leadership

The Only Way to Make Big Things Happen