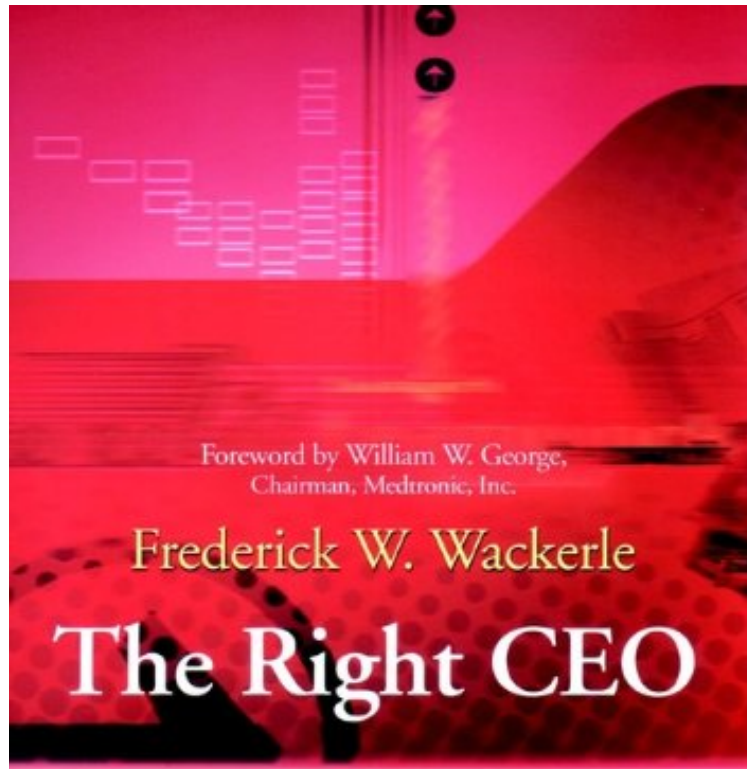


## The Right CEO: Straight Talk About Making Tough CEO Selection Decisions

*Frederick W. Wackerle*

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### Straight Talk About Making Tough CEO Selection Decisions



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**Frederick W. Wackerle : The Right CEO: Straight Talk About Making Tough CEO Selection Decisions** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Right CEO: Straight Talk About Making Tough CEO Selection Decisions:

1 of 1 people found the following review helpful. From a Winner in a Treacherous Arena By Allan Cox  
Fred Wackerle's book, The Right CEO, is the work of a big picture, comprehensive mind centered on a subject of practical action that stands as first priority in today's leadership vacuum in the top management of our corporations. Most books by consultants bore us into a stupor or show off with charts and graphs and arcane language that do little to show us a proven way when we want guidance in an area of supreme importance to us. And we want that in as clear and brief a

form as possible without selling out to simplistic solutions. This book has authority stamped all over it. The author has competed in a treacherous arena and emerged victorious-all without bragging about it.No current CEOs considering their successors, no boards of directors responsible for those successions, no heads of human resources seeking to be stand up catalysts for those successions, no consultant called on to conduct the searches for those successors, and no potential candidates for CEO positions should enter this arena Wackerle has written about without his threadbare book in their hands.Many books start out strong and fizzle as they move toward their conclusion. This book starts out strong and just gets stronger, weaving early points into constantly enlarged lessons that are a rich diet for the reader hungry to learn how a CEO search can be conducted expertly. The result of such a search is to land a CEO in the job who not only is the right person at the right time at the right company, but a CEO secure-at home in her own skin. Because she's at ease with herself, other people are at ease with her.I said the book is practical-step-by-step straightforward without big words, but it's also wise and futuristic. The important thrust of Wackerle's message is that the work of a CEO search is collaborative, where the principals in the action conduct themselves in complete candor-yet matched by trust. That's a skill worth working at and mastering!Allan Cox is author of Straight Talk for Monday Morning0 of 0 people found the following review helpful. The CEO selection process is broken.By Roger M. KennyFred Wackerle has written a book that will become the conscience for all of us involved in CEO selection. He captures the essence of what really happens...he's been there. He reveals the myths of the CEO succession process and why today it is broken. The book is must-reading for anyone who cares about the future of corporate leadership. Having successfully recruited CEO successors, Fred has come to believe that many decision-makers in the CEO search and selection process - especially board members - are in the dark about what it takes to find top executive talent.In this amazingly frank book, Wackerle illustrates the darker side of CEO selection and board governance by characterizing the key players in the typical succession process: the head of the search committee,a board member and Harvard Business School classmate beholden to the current CEO; the chief HR executive, now torn between serving two masters; an executive search consultant with questionable values and who may not have the experience to take on an assignment of this nature and magnitude; and finally, the CEO "wannabe" who is so naive about accepting the top job that he jeopardizes his entire career. The process is rife with conflicts and complexities.0 of 0 people found the following review helpful. A tremendous learning tool!By Frank N. NimesheimFred Wackerle is a well known Executive Search Consultant who has delivered a product that is based on years of experience working with Boards on CEO searches and succession issues. His book is a great expose on the interworkings of the CEO hiring process, the problems that exist and continue to go on in many organizations. The book clearly outlines the search process from five different perspectives, the Board Search Committee, the CEO, the potential candidates, the CHRO and the Executive Search Consultant. Using a sample company, Fred describes the issues impacting each participant, identifies the pitfalls and the corrective action required to eliminate the problems. The author accurately describes the right way to execute a CEO search for each of the five participants and includes the steps each must follow to conclude a successful search.There is a definite need to inform, educate and hold accountable Boards of Directors for the proper selection of a CEO. "The Right CEO" outlines a process participants should follow is must reading for all Board Members and all participants involved in the CEO selection process.

The CEO selection and succession process is notoriously dysfunctional. Often, the wrong person is selected or the right person is put into a situation that blocks them from doing a good job. This is the first book on the topic to address the interrelationships between the five key groups in the CEO selection process--boards, HR executives, recruiters, CEOs, and CEO candidates. The authors also identify the fatal flaws in the current CEO selection systems and offer recommendations for creating a process that will guarantee the best leadership outcome possible. The book is filled with helpful insider examples and anecdotes to illustrate how this often ineffectual process can be righted.

"...the book is packed with suggestions and insight..." (Business Times, 2/02) "Headhunters and any manager involved in senior selection should be queuing up to buy Frederick W Wackerle's book...will interest a wider readership than the boardroom..." (Professional Manager, May 2002) "This is an indispensable handbook for boards of directors, current and would-be chief executives, investors, and anyone else who wants to make sure that a company has the best possible leader. Its advice is insightful, candid, and most of all very practical, with plenty of good and bad examples to help all of those who make CEO selections as well as those of us who just enjoy a glimpse into the inner workings of boards of directors." mdash; Nell Minow, editor, The Corporate Library "Required reading for board members whose most important job is ensuring excellent CEO leadership, particularly in times of transition. Fred's book outlines fundamentals that are imperative to follow." mdash; Robert N. Burt, chairman and CEO, FMC Corporation, board member, Pfizer, Phelps Dodge, and chairman, Business Roundtable "The Right CEO is a must read for CEOs, board members, potential CEOs, HR leaders, search consultants, and business school deans and professors. Wackerle knows in the gut and in his head about what he writes, and this book is a real contribution-full of unique insights, wisdom, and sound advice." mdash; Fred K. Foulkes, professor of organizational behavior and director, Human Resources Policy Institute, Boston University School of Management "Every week the business press describes the impact of one

failed appointment or another, these failures result from the sort of ineffective CEO appointment or transition process that Fred challenges decision makers to upgrade." mdash; Lawrence R. Phillips, retired vice president and senior human resource officer, Citigroup Inc. "Selecting a CEO is the most important of all board responsibilities. This book should be required reading for all stakeholders before launching that process." mdash; James L. Vincent, chairman of the board, Biogen "Fred Wackerle's book is both comprehensive and insightful. It should be a ready reference for any board member, incumbent CEO, human resource executive or CEO search consultant who wants clear, sound, practical advice on how to make those tough CEO selection decisions." mdash; Lewis Campbell, Chairman Textron, Inc. "Fred Wackerle clearly succeeds in demythologizing the process for selecting The Right CEO. His book contains wisdom for the board, the search consultant, the HR officer, the incumbent CEO and the candidate too. The interrelationships among all these participants are the key to the right decision and a successful transition." mdash; Fred G. Steingraber, chairman emeritus, A.T. Kearney "Fred Wackerle, the quintessential professional and consultant, has written a book that will become the conscience for all of us involved in CEO selection. Fred captures the essentials of what really happens . . . He's been there. He reveals the myths of the CEO succession process and why today it is broken-it's must reading for anyone who cares about the future of corporate leadership." mdash; Roger M. Kenny, managing partner, Boardroom Consultants

From the Publisher "This is an indispensable handbook for boards of directors, current and would-be chief executives, investors, and anyone else who wants to make sure that a company has the best possible leader. Its advice is insightful, candid, and most of all very practical, with plenty of good and bad examples to help all of those who make CEO selections as well as those of us who just enjoy a glimpse into the inner workings of boards of directors." -- Nell Minow, editor, The Corporate Library "Required reading for board members whose most important job is ensuring excellent CEO leadership, particularly in times of transition. Fred's book outlines fundamentals that are imperative to follow." -- Robert N. Burt, chairman and CEO, FMC Corporation, board member, Pfizer, Phelps Dodge, and chairman, Business Roundtable "The Right CEO is a must read for CEOs, board members, potential CEOs, HR leaders, search consultants, and business school deans and professors. Wackerle knows in the gut and in his head about what he writes, and this book is a real contribution-full of unique insights, wisdom, and sound advice." -- Fred K. Foulkes, professor of organizational behavior and director, Human Resources Policy Institute, Boston University School of Management "Every week the business press describes the impact of one failed appointment or another, these failures result from the sort of ineffective CEO appointment or transition process that Fred challenges decision makers to upgrade." -- Lawrence R. Phillips, retired vice president and senior human resource officer, Citigroup Inc. "Selecting a CEO is the most important of all board responsibilities. This book should be required reading for all stakeholders before launching that process." -- James L. Vincent, chairman of the board, Biogen "Fred Wackerle's book is both comprehensive and insightful. It should be a ready reference for any board member, incumbent CEO, human resource executive or CEO search consultant who wants clear, sound, practical advice on how to make those tough CEO selection decisions." -- Lewis Campbell, Chairman Textron, Inc. "Fred Wackerle clearly succeeds in demythologizing the process for selecting The Right CEO. His book contains wisdom for the board, the search consultant, the HR officer, the incumbent CEO and the candidate too. The interrelationships among all these participants are the key to the right decision and a successful transition." -- Fred G. Steingraber, chairman emeritus, A.T. Kearney "Fred Wackerle, the quintessential professional and consultant, has written a book that will become the conscience for all of us involved in CEO selection. Fred captures the essentials of what really happens . . . He's been there. He reveals the myths of the CEO succession process and why today it is broken-it's must reading for anyone who cares about the future of corporate leadership." -- Roger M. Kenny, managing partner, Boardroom Consultants