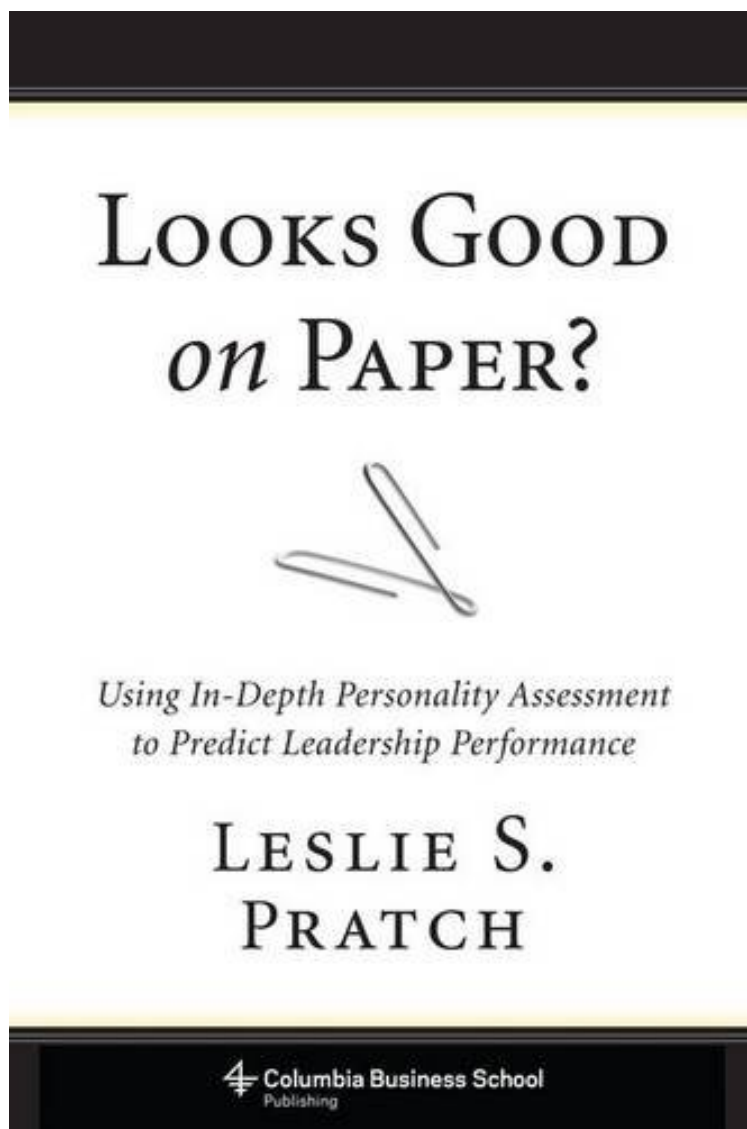


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Looks Good on Paper?: Using In-Depth Personality Assessment to Predict Leadership Performance (Columbia Business School Publishing)

Leslie Pratch

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be worth my time, and all praised *Looks Good on Paper?: Using In-Depth Personality Assessment to Predict Leadership Performance* (Columbia Business School Publishing):

1 of 1 people found the following review helpful. *Proven Methodology for Leader Selection* By David Rutila Employers make a number of common mistakes they make when considering candidates for leadership roles. For example, a very common belief is that past performance is the best predictor of future performance. But all that past performance shows is that the person was able to do what was demanded of that person in the past; it says nothing about what the person could do with new and emerging challenges. Another is not defining well enough what a company is looking for. You need to know the challenges that the person is going to have to deal with. A third example is hiring someone who looks like me. People like people they can communicate easily with, and feel that a common background reduces uncertainty about who this other person is. These are not an effective ways to choose leaders. Pratch shows how to not to make these mistakes. Her methodology eliminates the halo effect that dilutes the ability of assessments that look only at past performance and interview data to actually predict senior leadership in the field. Having a strong understanding of business allows her to understand at a sophisticated level what her clients are trying to do with their companies and investments. She can understand and think critically about the investment thesis, understand the strategy of the firm, and see the implications of all of that for the job that will be ahead for the candidates shes evaluating. Having a strong understanding of business lets her be a business discussion partner as well as a skilled psychologist. It is the combination of understanding leaders and business that makes her work and this book so rare and helpful. 0 of 0 people found the following review helpful. *Study This Book If You Are Looking To Hire A CEO Or If You Want Insights Into Your Personality And Others* By Michael Pink One of the best and most important business books I have read in many years, Dr. Pratchs well researched and brilliantly written description of the CEO assessment process is both timely and revealing. Past performance only shows that a person can perform what was expected of them in the past under the same set of circumstances. It says nothing about how theyll perform in new situations. By exposing the weaknesses and consequences of selecting leaders based on past performance alone and offering a developmental model that has an outstanding predictive validity, Dr. Pratch has shown how CEO selection can be much more rigorous and effective. I hope others will pick up the science of measuring the whole personality when assessing CEOs. It can also benefit those of us who interact with others outside of a CEO selection process. That means a lot of us would benefit from this book! A brutally honest look at how CEOs function. Dr. Pratch has written a brave and profoundly creative book on the psychology of leadership. I would recommend this book to members of corporate boards responsible for the performance of top executives. Too often boards of directors fail to vet a CEO with the careful attention to overall psychological cohesiveness and integrity. It is up to Corporate America to correct its mistakes, and Dr. Pratch has offered an approach that actually works. 0 of 0 people found the following review helpful. *Looks Good on Paper* makes sophisticated psychological insights into leadership accessible ... By Ruben Trevino *Looks Good on Paper* makes sophisticated psychological insights into leadership accessible to many readers. It introduces a holistic model of personality and a specific construct called active coping that Pratch defines as a characteristic of the person as a whole. It is not a trait or a set of cognitions but a way of being, an approach to life, that Pratch defines conceptually and in concrete operational terms, investigates empirically, and links to effective leadership. LGOP also discusses why active coping is not something that can be canned in executive education. Active coping is something that is learned over a lifetime. Yes, its something that someone can get better at, but the improvement process is slow, incremental, and mostly internal. It means learning much more about the ways you've learned to protect yourself from what you fear by retreating, by lashing out, by neurotically doing X and then choosing to abandon those techniques because there's a better approach available. It takes courage and integrity to state this truth in a world begging for quick fixes.

Leslie S. Pratch is a practicing psychologist who focuses on assessing and coaching executives who occupy or are candidates for top positions in business organizations. In this book, she shares insights from more than twenty years of executive evaluations and offers an empirical method of identifying executives who will be effective within organizations and to flag those who will ultimately fail by evaluating hidden aspects of personality and character. Pratch compares candidates with impressive careers and tries to determine which are likely to act with consistently high integrity and exhibit sound, timely judgment when faced with unanticipated business problems. Central to effective leadership is a psychological quality called "active coping," which Pratch defines and explores by referencing case studies, historical figures, and her own scholarly work. This book speaks not only to those in hiring positions and their advisors but also more widely to leaders and anyone who wishes to learn more about their own character and the abilities of those around them. Pratch offers knowledge, asks questions, and challenges common perceptions, providing a practical tool for those in business and for the general reader.

In *Looks Good on Paper?*, Pratch applies years of field study to present an easily understandable model to predict long-term senior-management success. This book will not only help you effectively understand the quality of management

teams but also help you improve your ability to choose leaders for your own company and possibly improve your leadership skills in the process. (John W. Rogers, Jr., chairman, CEO, and chief investment officer, Ariel Investments) Pratch's insightful analysis and focus on sizing up the candidate's total personality will help anyone making a hiring decision identify people with integrity and the requisite coping skills to deal with the challenges of leadership. (E. David Coolidge III, vice chairman and former CEO, William Blair Company) Over many years advising on the selection of CEOs and other executives, Pratch has identified the underlying psychological characteristics of effective business leaders under different circumstances and developed a sophisticated methodology for determining whether a given individual would be likely or unlikely to be effective in particular circumstances. Yet her book is not just for boards of directors and wannabe CEOs. Readers are likely to come away with a better understanding of themselves. (Marvin Zonis, Booth School of Business, University of Chicago) *Looks Good on Paper?* addresses that most vexing of hiring questions: can you get underneath someone's resume and figure out who will be an effective leader? Leslie Pratch's answer is yes, and this exploration of her methods is fascinating reading for businesspeople and laypeople alike. (Bethany McLean, coauthor, *The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron*)

About the Author Leslie S. Pratch has a Ph.D. in clinical psychology from Northwestern University and an MBA in strategy and finance from the University of Chicago Booth School of Business and has published a number of scholarly articles.