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## Inspiring Stewardship

*Didier Cossin, Ong Boon Hwee*

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#1080137 in eBooks 2016-05-10 2016-05-10 File Name: B01FIR27DC | File size: 27.Mb

**Didier Cossin, Ong Boon Hwee : Inspiring Stewardship** before purchasing it in order to gage whether or not it would be worth my time, and all praised Inspiring Stewardship:

3 of 3 people found the following review helpful. A must read for anyone wishing to master the Boardroom in futureBy Claudia HeimerIn this book, Didier Cossin and Ong Boon Hwee go beyond moralizing. They know the markets are driven by fear and greed. They don't pretend that it is otherwise. They also know that companies that have had good stewards have performed well - throughout the many crises that wiped out others that looked good on the indices for a very long time. The authors are deeply thoughtful, research based and pragmatic at the same time. They

invite the intelligent and concerned individual to engage with them - no matter where they are on their trajectory from executive to the non-executive space. Stop. That is how it used to be. The authors have understood that and talk to anyone. People enter the boardroom at any time now, from the young digital heroes of today to the experienced seventy-something who refuses to bury his energy to build successful businesses and works from a lap top in a remote Brazilian province where retirement is cheaper than in Palo Alto. Cossin et al help everyone, no matter from which perspective and age group to navigate today's boardroom challenge regardless of the size of their balance sheet or geopolitical stance. They accept today's complexity and without reducing it unduly, they give us direction. I recommend this read to anyone who still believes that they have something to learn in mastering the boardroom of today and the Boardroom of the Future.<sup>3</sup> of 3 people found the following review helpful. Stewardship thinking is a must for businesses and leaders

By Dino Carnabuci Stewardship is a difficult/ misunderstood and highly intricate subject to manage. The book offers some good examples (and nice flow) to energize a subject matter that often does not provide for a compelling read. I particularly enjoyed the chapter on stewardship principles. There is always tension between achieving an organization's social objectives versus its obligations towards its "more immediate" stakeholders. There is always the prevalence of short-termism in corporate decision making. It is inherent in the way financial markets tick and inherent in what the "current" principles of wealth creation preach. The principles captures these well and provide a great structure for reflection. The tension in the book is resounding. In my personal capacity as a senior manager I face daily situations each of which could benefit from the ideas you present in this book. There are so many ways we could rethink the way we conduct business, conduct ourselves! Well done on the book!

1 of 1 people found the following review helpful. For those of us raised with the hard perspective that ...

By Paul Drees, Market Edge For those of us raised with the hard perspective that "the only social responsibility of business is to increase profits" (Milton Friedman), stewardship is a topic approached with suspicion. Didier Cossin and Ong Boon Hwee' empirical research analyzes the relationship between how companies communicate about stewardship and how they behave with respect to stewardship (RD investment, labor trends, use of financial leverage, etc.). The authors then explore the primary drivers of achieving stewardship: organizational culture and leadership. Organizations are more likely to act as stewards when its individuals are intrinsically motivated by higher order needs rather than only external rewards. Building that kind of organizational culture requires leadership and especially strong vision and communication. Steward leaders make different decisions (more conservative financing; longer term investments in RD, marketing and branding, etc.) Consequently, well stewarded organizations operate effectively over longer time horizons, enabled by culture built on values and trust and guided by boards of directors that think longer term. In their conclusions and supported with numerous examples, Cossin and Ong make the case that stewardship delivers both social and economic benefits - long term financial performance and lower risk. For a 'stewardship skeptic', this book changed my perception significantly with positive implications for my business.

Transform from leader to steward to drive growth and make an impact Inspiring Stewardship helps leaders drive sustainable development and growth by balancing short- and long-term objectives amidst competing interests. By examining a range of exceptional individual and organisational stewards alongside insights from quantitative studies, this book unlocks the contributions you can make to enhance your influence and secure your legacy. Profiles of leaders from Ratan Tata to Bill Gates illustrate what stewardship really means, and the attributes and characteristics of steward leaders. Are they fundamentally different? Where do they get their exceptional drive and resilience? Why do they shoulder such huge responsibility? Risks, rewards, motivations and actions are explored in depth to give you a real-world view of stewardship, and to show you how to embody these principles in your own everyday life. The notion of stewardship has never been more relevant to business than it is today, as managers struggle to balance present and future interests. This book provides clarity, direction and guidance for more purpose-driven action. Understand the concepts and principles of stewardship Discover characteristics of steward leaders across cultures Learn how stewards have shifted the course of their organisations Examine the capabilities that deepen organisational resilience Today, ownership of firms is increasingly fragmented, investment structures are more and more complex and the time horizons of investors, executives and owners do not always coincide. Inspiring Stewardship helps you break through the tension and drive sustainable growth through adaptability and good leadership.

From the Inside Flap The notion of stewardship has never been more relevant to business than it is today. It used to be enough for a business to create value for its owners and shareholders. However, with globalization has come the expectation for truly successful companies to also create lasting benefits to their markets, society and environment. Inspiring Stewardship lets you follow in the footsteps of some of the most accomplished stewards of our time. This one-of-a-kind resource from two recognized thought leaders on corporate governance profiles a diverse range of steward leaders ndash; from Ratan Tata to Warren Buffett ndash; and examines innovative, quantitative research to present a complete guide to understanding the benefits of stewardship and factoring it into your everyday decision-making. It's not easy to balance short-term objectives and long-term goals with the needs of executives, owners and investors, unless you have a go-to well of dependable, supported wisdom and inspiring, real-world stories of how other

leaders did it with extraordinary results. See where they get their exceptional drive and resilience, why they shoulder such huge responsibility and then decide for yourself if they are fundamentally different from you. Use the self-assessment to highlight your own path to becoming an exceptional steward leader, which includes: A detailed examination of the key principles underpinning a well-stewarded organization The core values safeguarded, promoted and actively acted on by steward leaders The specific risks stewards open themselves up to and how to proactively manage those risks Unlock your potential to enhance your influence and secure your legacy over time with Inspiring Stewardship.

**From the Back Cover**  
**DRIVE GROWTH AND EXPAND YOUR INFLUENCE BY TRANSFORMING FROM LEADER TO STEWARD**

Inspiring Stewardship is a thought-provoking guide to making decisions toward positive social impact, maintaining growth and adaptability in order to expand a company's value in the long term. Achieving the right balance between short- and long-term interests is perplexing for many leaders; until they become stewards. With clarity and reliable direction, this groundbreaking resource provides an accessible road map to the purpose-driven actions shared by exceptional individual and organizational stewards. A broad array of comprehensive and illuminating examples of stewardship best practices and pitfalls fully prepares you for the realities of putting strategies into practice. Make decisions that create a lasting legacy by: Embodying the concepts and principles of stewardship Developing the characteristics of steward leaders across cultures Taking action to shift the course of an organization through stewardship Assessing and strengthening an organization's ability to be resilient

Inspiring Stewardship gives senior managers, entrepreneurs and business leaders a unique approach for growing their businesses into valuable resources for improving the world.

**About the Author**  
**DIDIER COSSIN** is professor at IMD, Switzerland and the director of the IMD Global Board Center. He advises chairmen and boards of some of the largest corporate, financial and not-for-profit organizations around the world. Before joining IMD, he worked for Goldman Sachs, taught at Harvard University and was professor at HEC, University of Lausanne.

**ONG BOON HWEE** is the CEO of the Stewardship Asia Centre, a thought leadership centre that focuses on promoting stewardship and the governance of companies and organizations across Asia. Prior to his role in the Stewardship Asia Centre, Boon Hwee gained extensive working experience in the civil service as well as the commercial sectors.