

September 2006 Book Club Notes

September's Book: *Executive Intelligence: What All Great Leaders Have* by Justin Menkes

The book presents the concept of Executive Intelligence as a primary predictor of business success. Do you agree? Does this make sense based on your personal experience?

A table on page 42 details the skills that comprise Executive Intelligence. What examples do you have of people who demonstrate some of these skills?

What examples can you share of Executive Intelligence at work?

How do your organization's Core Competencies compare with the skills that comprise Executive Intelligence (accomplishment of tasks, working with and through people, and judging oneself and adapting behavior accordingly)?

How is the idea of Executive Intelligence (not the actual theory) used to evaluate and select people?

The book identifies four common causes of poor decisions: Undue Optimism, Availability Bias, Pattern Matching, and Frames. What examples have you experienced that illustrate these causes?

There is some discussion of the speed of decision making, that speed is valued over the quality of the decision. Has this been your experience? In the recent reorganization, comments have been made about the pace of the change. Does the information in the book provide perspective on the appropriate speed for decisions and change?

Chapter 16 explains how to develop Executive Intelligence. In what ways have you been developing your own Executive Intelligence? What can your organization do to further develop this ability?