



## Executive Intelligence

*Justin Menkes*

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The final word on what traits make for highly successful managers—and a detailed explanation of how to identify potential standout performers.

*Executive Intelligence* is about the substance behind great leadership. Inspired by the work of Peter Drucker and Jim Collins, Justin Menkes set out to isolate the qualities that make for the 'right' people. Drawing on his background in psychology and bolstered by interviews with accomplished CEOs, Menkes paints the portrait of the ideal executive.

In a sense, Menkes's work reveals an executive IQ—the cognitive skills necessary in order to excel in senior management positions. Star leaders readily differentiate primary priorities from secondary concerns; they identify flawed assumptions; they anticipate the different needs of various stakeholders and how they might conflict with one another; and they recognise the underlying agendas of individuals in complex exchanges.

Weaving together research, interviews and the results of his own proprietary testing, Menkes exposes one of the great fallacies of corporate life, that hiring and promotion are conducted on a systematic or scientific basis that allows the most accomplished to rise to their levels of optimal responsibility.

Finally, Menkes is a passionate advocate for finding and employing the most talented people, especially those who may have been held back by external assumptions.

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