

Power And Influence Kotter John P

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Victor X. John J. Gabarro John P. Kotter John P. Kotter John P. Kotter J. Gary Bernhard

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in today's complex work world things no longer get done simply because someone issues an order and someone else follows it most of us work in socially intricate organizations where we need the help not only of subordinates but of colleagues superiors and outsiders to accomplish our goals this often leaves us in a power gap because we must depend on people over whom we have little or no explicit control this is a book about how to bridge that gap how to exercise the power and influence you need to get things done through others when your responsibilities exceed your formal authority full of original ideas and expert insights about how organizations and the people in them function power and influence goes further demonstrating that lower level personnel also need strong leadership skills and interpersonal know how to perform well kotter shows how you can develop sufficient resources of unofficial power and influence to achieve goals steer clear of conflicts foster creative team behavior and gain the cooperation and support you need from subordinates coworkers superiors even people outside your department or organization he also shows how

you can avoid the twin traps of naivete and cynicism when dealing with power relationships and how to use your power without abusing it power and influence is essential for top managers who need to overcome the infighting foot dragging and politicking that can destroy both morale and profits for middle managers who don't want their careers sidetracked by unproductive power struggles for professionals hindered by bureaucratic obstacles and deadline delays and for staff workers who have to manage the boss this is not a book for those who want to grab power for their own ends but if you'd like to create smooth responsive working relationships and increase your personal effectiveness on the job kotter can show you how and make the dynamics of power work for you instead of against you

widely acknowledged as the world's foremost authority on leadership john kotter has devoted his remarkable career to studying organizations and those who run them and his bestselling books and essays have guided and inspired leaders at all levels here in this collection of his acclaimed harvard business review articles is an astute assessment of the real work of leaders as only john kotter can offer to complement the hbr articles kotter also contributes a new piece a thoughtful reflection on the themes that have developed throughout his work convinced that most organizations today lack the leadership they need kotter's mission is to help us better understand what leaders really do true leadership he reminds us is an elusive quality and too often we confuse management duties and personal style with leadership or even mistake unworthy leaders for the real thing yet without leadership organizations move too slowly stagnate and lose their way with john kotter on what leaders really do readers will learn how to become more effective leaders as they explore pressing issues such as power influence dependence and strategies for change

transform your organization with speed and efficiency using this insightful new resource incremental improvement is no longer sufficient in helping organizations navigate the complexity uncertainty and volatility of today's world in change how organizations achieve hard to imagine results in uncertain and volatile times authors john p kotter vanessa akhtar and gaurav gupta explore how to create non linear dramatic change in your organization you'll discover the emerging science of change that teaches us about how to build organizations from businesses to governments that change and adapt rapidly in change you'll discover why the ability of organizations to deal with threats and take advantage of opportunities in the face of ever greater complexity and uncertainty is being severely challenged in depth evidence based actionable solutions for dealing with institutional resistance to change case studies and success stories that describe organizations who have successfully built the ability to change quickly into their dna a universal approach for how to dramatically improve outcomes from various change efforts including strategy execution digital transformation restructuring and more perfect for managers executives and leaders at companies of all types and sizes change will also prove to be a valuable asset to other professionals who serve these organizations this book is for anyone seeking a proven approach for delivering fast sustainable and comprehensive results

the critics who despair of the coming of imaginative charismatic leaders to replace the so called manipulative caretakers of american corporations don't tell us much about what leadership actually is or for that matter what management is either now john p kotter who focused on why we have a leadership crisis in the leadership factor shows here with compelling evidence what leadership really means today why it is rarely associated with larger than life charismatics precisely how it is different from management and yet why both good leadership and management are essential for business success especially for complex organizations operating in changing environments leadership kotter clearly demonstrates is for the most part not a god like figure transforming subordinates into superhumans but is in fact a process that creates change a process which often involves hundreds or even thousands of little acts of leadership orchestrated by people who have the profound insight to realize this building on his landmark study of 15 successful general managers kotter presents detailed accounts of how senior and middle managers in major corporations in close concert with colleagues and subordinates were able to create a leadership process that put into action hundreds of commonsense ideas and procedures that in combination with competent management produced extraordinary results this leadership turned ncr from a loser to a big winner in automated teller machines despite intense competition from ibm the same process at american express and sas helped businesses grow dramatically despite the fact that they were mature and commodity like kotter also shows how leadership turned around operations at p g and kodak produced huge business successes at pepsico arco and conagra and made the impossible occasionally happen at digital thousands of companies today are overmanaged and underled john kotter concludes not because managers lack charisma but because far too few executives have a clear understanding of what leadership is and what it can accomplish without such a vision even the most capable people have great difficulty trying to lead effectively and to create the cultures which will help others to lead

john p kotter's *Leading Change* why transformation efforts fail is a classic of business literature and an example of high level analysis and evaluation in critical thinking analysis is all about the sequence and features of arguments when combined with evaluation of the strengths and weaknesses of an argument it provides the perfect basis for understanding corporate strategies and direction kotter applied these skills to his own experiences of coaching large and small businesses through changes aimed at improving their performance at its heart kotter's conclusion was simple unsuccessful transformations usually result from poor management decisions his view was that it was not enough for executives to have management skills strong leadership is required together with a clear process that can be used by all kinds of companies and organizations no matter what sector they are operating in looking at his own successes and failures alike kotter used his analytical skills to understand the sequence and features of relevant arguments before evaluating their strengths and distilling them down to identify common mistakes managers make when they try to implement change this practical application of two core critical thinking skills allowed him to develop an eight stage model for successful organizational transformation a model still widely used twenty years on

offers real life success and failure stories and introduces the see feel change dynamic for changing feelings rather than just the thought process

this book comprehensively explores the foundational principles of power influence and organizational politics presenting actionable approaches for both employees and management to skillfully navigate these intricacies without succumbing to undue incivility stress or burnout power as an imperceptible yet influential entity within organizations steers the trajectory of decisions behaviors and the dynamic interplay between leaders and their teams this book examines leadership theory and practice offering a unique perspective on leadership styles behaviors and traits in today's dynamic landscape leadership capability and skill are important across sectors influencing organizational health political landscapes and societal development the book presents the challenges modern leaders face and how leadership theory can enrich workplace dynamics and beyond bridging the gap between academic research and practice this volume offers guidance for aspiring and experienced leaders alike from political skill to organizational culture this book examines leadership from a multidisciplinary perspective scholars students and researchers of political science business management economics international relations and psychology as well as consultants policymakers and leaders interested in a better understanding of effective leadership concepts and the latest research in politics policy and participation in any setting will find this resource invaluable

advanced studies in social influence and leadership introduction defining social influence the psychology of persuasion conformity and compliance minority influence social identity theory impression management charismatic leadership transformational leadership transactional leadership situational leadership servant leadership ethical leadership gender and leadership cultural influences on leadership emotional intelligence and leadership communication strategies for leaders decision making in leadership power dynamics in leadership conflict resolution techniques motivating followers building trust and credibility fostering teamwork and collaboration organizational change and leadership crisis management for leaders developing leadership potential coaching and mentoring emerging leaders diversity and inclusive leadership sustainability and responsible leadership leadership in the digital age emerging trends in leadership ethical dilemmas in leadership assessing leadership effectiveness 360 degree feedback for leaders leadership development programs succession planning and leadership transition cultivating a leadership pipeline measuring the impact of leadership case studies in effective leadership leadership lessons from history the future of leadership

explains how companies can recognize and promote leadership qualities looks at examples of good and poor leadership and includes suggestions on long range goals

learn how to lead organizational change with this harvard business review digital collection the heart of change is your guide to helping people think and feel differently in order to meet your shared goals according to bestselling author and renowned leadership expert john kotter and coauthor dan cohen this focus on connecting with people's emotions is what will spark the behavior change and actions that lead to success the heart of change field guide provides leaders and managers with tools frameworks and advice for bringing these breakthrough change methods to

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most organizational change initiatives fail spectacularly at worst or deliver lukewarm results at best in his international bestseller *Leading Change* John Kotter revealed why change is so hard and provided an actionable eight step process for implementing successful transformations the book became the change bible for managers worldwide now in a sense of urgency Kotter shines the spotlight on the crucial first step in his framework creating a sense of urgency by getting people to actually see and feel the need for change why focus on urgency without it any change effort is doomed Kotter reveals the insidious nature of complacency in all its forms and guises in this exciting new book Kotter explains how to go beyond the business case for change to overcome the fear and anger that can suppress urgency ways to ensure that your actions and behaviors not just your words communicate the need for change how to keep fanning the flames of urgency even after your transformation effort has scored some early successes written in Kotter's signature no nonsense style this concise and authoritative guide helps you set the stage for leading a successful transformation in your company

traditional methods of viewing the world through the scientific method or instrumental knowledge do not adequately serve the needs of theory research and practice within an increasingly complex world through transdisciplinary theory the focus is on a new form of learning and problem solving involving cooperation among different parts of society to meet the complex challenges of society the handbook of research on transdisciplinary knowledge generation is a critical scholarly resource that examines mutual learning across disciplinary lines as a strategy by which to understand the world and apply practical knowledge featuring a wide array of topics such as linguistic diversity medical education and social constructivism this book is essential for educational professionals researchers students administrators and academicians

managing your boss isn't that merely manipulation corporate cozying up not according to John Gabarro and John Kotter in this handy guidebook the authors contend that you manage your boss for a very good reason to do your best on the job and thereby benefit not only yourself but also your supervisor and your entire company your boss depends on you for cooperation reliability and honesty and you depend on him or her for links to the rest of the organization for setting priorities and for obtaining critical resources by managing your boss clarifying your own and your supervisor's strengths weaknesses goals work styles and needs you cultivate a relationship based on mutual respect and understanding the result a healthy productive bond that enables you both to excel Gabarro and Kotter provide valuable guidelines for building this essential relationship including strategies for determining how your boss prefers to process information and make decisions tips for communicating mutual expectations and tactics for negotiating priorities thought provoking and practical managing your boss enables you to lay the groundwork for one of the most crucial working relationships you'll have in your career

going far beyond previous empirical work john kotter and james heskett provide the first comprehensive critical analysis of how the culture of a corporation powerfully influences its economic performance for better or for worse through painstaking research at such firms as hewlett packard xerox 3m nissan and first chicago as well as a quantitative study of the relationship between culture and performance in more than 200 companies the authors describe how shared values and unwritten rules can profoundly enhance economic success or conversely lead to failure to adapt to changing markets and environments with penetrating insight kotter and heskett trace the roots of both healthy and unhealthy cultures demonstrating how easily the latter emerge especially in firms which have experienced much past success challenging the widely held belief that strong corporate cultures create excellent business performance kotter and heskett show that while many shared values and institutionalized practices can promote good performances in some instances those cultures can also be characterized by arrogance inward focus and bureaucracy features that undermine an organization's ability to adapt to change they also show that even contextually or strategically appropriate cultures ones that fit a firm's strategy and business context will not promote excellent performance over long periods of time unless they facilitate the adoption of strategies and practices that continuously respond to changing markets and new competitive environments fundamental to the process of reversing unhealthy cultures and making them more adaptive the authors assert is effective leadership at the heart of this groundbreaking book kotter and heskett describe how executives in ten corporations established new visions aligned and motivated their managers to provide leadership to serve their customers employees and stockholders and thus created more externally focused and responsive cultures

bernhard and glantz attribute many workplace problems to a basic conflict between human nature and the structure of modern organizations because human beings evolved in small egalitarian hunter gatherer bands most humans have emotional needs that can best be satisfied in small groups that are based on personal reciprocity sharing teamwork and genuine interdependence in such groups leadership can be based on acknowledged personal ability everyone can feel important and the common goal can weld people together in a way that is both efficient and personally satisfying the authors see the formal hierarchies of modern organizations where authority often replaces leadership as the resurgence of pre human primate social relationships in which bluffing threatening and intimidation played a major role numerous and varied examples from the workplace lend the analysis graphic immediacy and authenticity many theories have been advanced to explain such workplace phenomena as endemic dissatisfaction low productivity and high absenteeism many books have argued that teams a democratic management style and employee participation are essential given an educated work force that doesn't live in fear of being fired staying human in the organization is the first book to relate these themes to evolutionary biology the discipline which in recent years has been revolutionizing the behavioral sciences the result is a new way of thinking about labor relations and organizational development

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