

Power And Influence Kotter John P

John P. Kotter

Power and Influence John P. Kotter, 1985 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.

John P. Kotter on what Leaders Really Do John P. Kotter, 1999 Widely acknowledged as the world's foremost authority on leadership, the author provides a collection of his acclaimed Harvard Business Review articles.

John P. Kotter on What Leaders Really Do John P. Kotter, 1999-03-22 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--real leaders--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.

Leading Change John P. Kotter,2012 From the ill-fated dot-com bubble to unprecedented merger and acquisition activity to scandal, greed, and, ultimately, recession -- we've learned that widespread and difficult change is no longer the exception. By outlining the process organizations have used to achieve transformational goals and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work.

Blue Ocean Strategy W. Chan Kim,2015

Corporate Culture and Performance John P. Kotter,James L. Heskett,2008-06-30 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, ICI, 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.

Leadership Robert P. Vecchio, 2007-06-01 Today, there are a growing number of business schools, law schools, and continuing education programs in executive development and management training that offer leadership classes. Despite the growing curricular recognition of this area, there is a shortage of strong college-level texts. *Leadership*, second edition—a completely up-to-date anthology of key writings by well-known contributors—meets this need for a textbook that encompasses the major theories in the field of leadership. *Leadership* is divided into six sections. Part I provides an overview of the subject with readings that examine what leaders actually do, as well as the many myths surrounding the notion of leadership. Part II focuses on the fundamentals of leadership by taking a close look at the specific tactics people use to get their own way. These readings analyze the political games people play and the two-way nature of leader-subordinate influence. Part III considers problems that can arise from leadership gone wrong—when power and influence are abused. The major formal models of leadership that have been offered over the years are reviewed in Part IV. The next section looks at contemporary views of leadership, emphasizing reliance on maturity of subordinates for success, including leadership in the context of self-directed work teams, entrepreneurial leadership, the notion of the leader as servant, and examples of leaders who are recognized for having empowered others or for providing moral leadership. The final section examines the roles of societal and organizational cultures as they pertain to leadership. Robert P. Vecchio has updated the second edition with six new articles. Aimed at upper-level undergraduate and graduate-level courses, *Leadership* continues to provide classic essays by the major figures in the field of leadership along with topical essays on current and emerging issues.

Buy-In John P. Kotter, Lorne Whitehead, 2010-10-06 You've got a good idea. You know it could make a crucial difference for you, your organization, your community. You present it to the group, but get confounding questions, inane comments, and verbal bullets in return. Before you know what's happened, your idea is dead, shot down. You're furious. Everyone has lost: Those who would have benefited from your proposal. You. Your company. Perhaps even the country. It doesn't have to be this way, maintain John Kotter and Lorne Whitehead. In *Buy-In*, they reveal how to win the support your idea needs to deliver valuable results. The key? Understand the generic attack strategies that naysayers and obfuscators deploy time and time again. Then engage these adversaries with tactics tailored to each strategy. By inviting in the lions to critique your idea--and being prepared for them--you'll capture busy people's attention, help them grasp your proposal's value, and secure their commitment to implementing the solution. The book presents a fresh and amusing fictional narrative showing attack strategies in action. It then provides several specific counterstrategies for each basic category the authors have defined--including: · **Death-by-delay:** Your enemies push discussion of your idea so far into the future it's forgotten. · **Confusion:** They present so much data that confidence in your proposal dies. · **Fearmongering:** Critics catalyze irrational anxieties about your idea. · **Character assassination:** They slam your reputation and credibility. Smart, practical, and filled with useful advice, *Buy-In* equips you to anticipate and combat attacks--so your good idea makes it through to make a positive change.

Power in Management John P. Kotter,1979

Managing Your Boss John J. Gabarro,John P. Kotter,2008-01-08 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.

Organizational Influence Processes Robert W. Allen,Lyman W. Porter,H.L. Angle,2016-09-16 With more than two-thirds fresh material, this new updated edition of *Organizational Influence Processes* provides an overview of the most important scholarly work on topics related to the exercise of influence by individuals and groups within organizations. In selecting articles for inclusion the editors were guided by the conviction that the most useful and interesting way to view organizational influence is to take a directional approach - that is, to consider the process from the perspective of downward, lateral, and upward influence. They have organized the readings around this framework, preceded by an introductory group of articles dealing more generally with the nature of influence processes and power. The book includes both classic readings and the latest cutting edge research from some of the most respected experts writing in the field. It will be equally useful for any upper level undergraduate or graduate course concerned with organizational behavior, group behavior, leadership or power and politics.

Switch Chip Heath,Dan Heath,2010-02-16 Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives? The primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller *Made to Stick*. Psychologists have discovered that our minds are ruled by two different systems - the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort - but if it is overcome, change can come quickly. In *Switch*, the Heaths show how everyday people - employees and managers, parents and nurses - have united both minds and, as a result, achieved dramatic results: • The lowly medical interns who managed to defeat an

entrenched, decades-old medical practice that was endangering patients • The home-organizing guru who developed a simple technique for overcoming the dread of housekeeping • The manager who transformed a lackadaisical customer-support team into service zealots by removing a standard tool of customer service In a compelling, story-driven narrative, the Heaths bring together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change. Switch shows that successful changes follow a pattern, a pattern you can use to make the changes that matter to you, whether your interest is in changing the world or changing your waistline.

Our Iceberg Is Melting John Kotter, Holger Rathgeber, 2016-01-05 The revised and updated tenth anniversary edition of the classic, beloved business fable that has changed millions of lives in organizations around the world. *Our Iceberg Is Melting* is a simple story about doing well under the stress and uncertainty of rapid change. Based on the award-winning work of Harvard Business School's John Kotter, it can help you and your colleagues thrive during tough times. On an iceberg near the coast of Antarctica, group of beautiful emperor penguins live as they have for many years. Then one curious bird discovers a potentially devastating problem threatening their home—and almost no one listens to him. The characters in the story—Fred, Alice, Louis, Buddy, the Professor, and NoNo—are like people you probably recognize in your own organization, including yourself. Their tale is one of resistance to change and heroic action, seemingly intractable obstacles and clever tactics for dealing with those obstacles. The penguins offer an inspiring model as we all struggle to adapt to new circumstances. *Our Iceberg Is Melting* is based on John Kotter's pioneering research into the eight steps that can produce needed change in any sort of group. After finishing the story, you'll have a powerful framework for influencing your own team, no matter how big or small. This tenth anniversary edition preserves the text of the timeless story, together with new illustrations, a revised afterword, and a Q&A with the authors about the responses they've gotten over the past decade. Prepare to be both enlightened and delighted, whether you're already a fan of this classic fable or are discovering it for the first time.

Force For Change John P. Kotter, 2008-06-30 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.

The Heart of Change John P. Kotter, Dan S. Cohen, 2012 Offers real-life success and failure stories and introduces the see-feel-change dynamic for changing feelings, rather than just the thought process.

A Sense of Urgency John P. Kotter, 2008 In his international bestseller *Leading Change*, Kotter provided an action plan for implementing successful transformations. Now, he 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.

Power and Interdependence in Organizations Dean Tjosvold, Barbara Wisse, 2009-02-26 Capitalizing on significant developments in social science over the past twenty years, this book explores both the positive and negative aspects of power, identifying opportunities and threats. It shows how managers and employees can manage power in order to make it a constructive force in organizations.

Power, Dependence and Effective John P. Kotter, 1977-01-01

Matsushita Leadership John P. Kotter, 2012-12-11 He was one of the most inspirational role models of all time. Thrown into poverty at age four, Konosuke Matsushita (Mat-SOSH-ta) struggled with the early deaths of family members, an apprenticeship which demanded sixteen-hour days at age nine, all the problems associated with starting a business with neither money nor connections, the death of his only son, the Great Depression, the horror of World War II in Japan, and more. Yet John P. Kotter shows in this fascinating and instructive book how, instead of being ground down by these hardships, Matsushita grew to be a fabulously successful entrepreneur and business leader, the founder of Japan's General Electric: the \$65 billion a year Matsushita Electric Corporation. His accomplishments as a leader, author, educator, philanthropist, and management innovator are astonishing, and outshine even Soichiro Honda, J.C. Penney, Sam Walton, and Henry Ford. In this immensely readable book, Kotter relates how Matsushita created a large business, invented management

practices that are increasingly being used today, helped lead his country's economic miracle after World War II wrote dozens of books in his latter years, founded a graduate school of leadership, created Japan's version of a Nobel Prize, and gave away hundreds of millions to good causes. The Matsushita story expands our notion of the possible, even for a sickly youngster who did not have the benefit of a privileged background, education, good looks, or a charismatic presence. It tells us much about leadership, entrepreneurship, a drive for lifelong learning, and their roots. It demonstrates the power of a longterm outlook, idealistic goals, and humility in the face of great success. Matsushita Leadership is both a biography and a set of lessons for careers and corporations in the 21st century. An inspirational story and a business primer, the implications are powerful, for organizations and for living a meaningful life.

Change John P. Kotter, Vanessa Akhtar, Gaurav Gupta, 2021-06-02 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.

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Table of Contents Power And Influence Kotter John P

1. Understanding the eBook Power And Influence Kotter John P
 - The Rise of Digital Reading Power And Influence Kotter John P
 - Advantages of eBooks Over Traditional Books
2. Identifying Power And Influence Kotter John P
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Power And Influence Kotter John P
 - User-Friendly Interface
4. Exploring eBook Recommendations from Power And Influence Kotter John P
 - Personalized Recommendations
 - Power And Influence Kotter John P User Reviews and Ratings
 - Power And Influence Kotter John P and Bestseller Lists
5. Accessing Power And Influence Kotter John P Free and Paid eBooks
 - Power And Influence Kotter John P Public Domain eBooks
 - Power And Influence Kotter John P eBook Subscription Services
 - Power And Influence Kotter John P Budget-

- Friendly Options
6. Navigating Power And Influence Kotter John P eBook Formats
 - ePub, PDF, MOBI, and More
 - Power And Influence Kotter John P Compatibility with Devices
 - Power And Influence Kotter John P Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Power And Influence Kotter John P
 - Highlighting and Note-Taking Power And Influence Kotter John P
 - Interactive Elements Power And Influence Kotter John P
 8. Staying Engaged with Power And Influence Kotter John P
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Power And Influence Kotter John P
 9. Balancing eBooks and Physical Books Power And Influence Kotter John P
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Power And Influence Kotter John P
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time

11. Cultivating a Reading Routine Power And Influence Kotter John P
 - Setting Reading Goals Power And Influence Kotter John P
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Power And Influence Kotter John P
 - Fact-Checking eBook Content of Power And Influence Kotter John P
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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