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For undergraduate and graduate-level courses in Leadership or Managerial Effectiveness. This text provides the most comprehensive survey of the major theories and research on leadership and managerial effectiveness in formal organizations with practical suggestions for improving leadership skills.

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Publisher's description: Although there are many models of leadership available, none of the advice on leadership and leader effectiveness is comprehensive enough to be of genuine use to leaders and leadership development professionals ... until now. This important book offers concrete suggestions for how to guide organizations through rapidly changing and challenging conditions.

Leadership in Organizations 9e aspires to deepen the understanding of leadership in global business, both in theory and practice, by drawing perspectives from the latest advancements in international business. The chapters and cases included in this edition focus upon the theoretical, empirical, and policy and practitioner aspects of a wide range of topics including subordinate management, motivation, and job satisfaction among others. The geographical spread of topics and cases presented in the present edition provide a truly global flavor. The book is not only appropriate for use as the primary text in an undergraduate or graduate course in leadership but it also useful for practicing managers and consultants who are looking for answers to difficult questions about leadership

Drawing on an intensive five-year field study of organizations and hundreds of interviews with contemporary leaders, the author of Excellence presents a brilliant examination of leadership as it is practiced--or malpracticed--in America today. Gardner has served seven presidents in various leadership capacities.

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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.

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