

(Pdf free) Power Up: Transforming Organizations Through Shared Leadership

Power Up: Transforming Organizations Through Shared Leadership

David L. Bradford, Allan R. Cohen
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"Engaging, thought-provoking...insights for anyone interested in becoming a more effective leader."
—Roger Enrico, Chairman and CEO, Pepsico, Inc.

POWER UP

Transforming
Organizations
Through Shared
Leadership

david l. bradford and allan r. cohen

authors of the bestseller

Managing for Excellence

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David L. Bradford, Allan R. Cohen : Power Up: Transforming Organizations Through Shared Leadership before purchasing it in order to gage whether or not it would be worth my time, and all praised Power Up: Transforming Organizations Through Shared Leadership:

2 of 2 people found the following review helpful. DisappointingBy TimothyI bought this book hoping to learn some

new strategies for empowering my employees and improving our team's effectiveness. What I found instead were a lot of anecdotes and case studies that were totally irrelevant to my workplace. It's hard to believe that anyone would benefit from this book - I would have thought most companies that had strong centralized leadership and poor information flow would have gone out of business. Perhaps my work experience is not typical.

0 of 0 people found the following review helpful. Five Stars
By Luiz Felipe Marques Navarro
Very good!
1 of 1 people found the following review helpful. This is an excellent book for those who are in leadership and do ...
By Samuel oketch
This is an excellent book for those who are in leadership and do not know what to do in certain circumstances. The book also gives case studies that are very relevant in most organizations.

"Cohen and Bradford give both leaders and followers the tangible tools they need to create high performance. Their transformational leadership system is both sophisticated enough to capture the realities of life in today's organizations and simple enough to be immediately useful to managers in any part of the world. This book will be read, re-read, and sent to bosses everywhere."--Rosabeth Moss Kanter, author of *Rosabeth Moss Kanter on the Frontiers of Management*

"In *Power Up*, Bradford and Cohen not only convincingly argue the benefits of leading by building a shared responsibility team, they also describe in detail how to do it. Loaded with many powerful examples and detailed cases that bring their concepts to life, this book will inspire any leader."--Jerry Porras, coauthor of *Built to Last* and Lane Professor of Organizational Behavior and Change, Stanford Business School

"Traditional assumptions about the roles of managers and subordinates are barriers to long-range success . . . Bradford and Cohen provide practical insights into how to transform the leadership systems of modern business organizations, and these insights should be shared among employees and managers at all levels."--Yotaro Kobayashi Chairman and CEO, Fuji-Xerox

"Post-heroic leadership and shared responsibility teams have made a big difference in how we operate at Autodesk. *Power Up* is critical reading for every manager in high-tech." --Carol Bartz President and CEO, Autodesk

"*Power Up*'s message is clear: in today's business arena, global players must rely on shared leadership, not a single voice. Post-heroic leaders place responsibility where the knowledge is: at every level. Siemens is committed to this new way of working."--Dr. Heinrich von Pierer President and CEO, Siemens

Countless articles and books have called for an end to "heroic," command-and-control management. In principle, at least, business has heeded that call. Acknowledging the need for employee leadership and shared responsibility, companies worldwide have invested heavily in every variety of employee-empowerment program. Yet, such reform efforts seldom have any lasting effect, and managers and subordinates quickly slip back into old follow-the-leader patterns of thinking and behaving. Does this mean that the skeptics were right all along? Are participative management, self-directed work teams, and other popular empowerment programs just part of a futile effort to change "human nature"? Not at all, say David L. Bradford and Allan R. Cohen in this practical follow-up to their international bestsellers *Managing for Excellence* and *Influence Without Authority*. They show conclusively that to believe this grossly underestimates human capabilities and sacrifices any chance for success in today's fiercely competitive global marketplace. Drawing upon close observation of successful leaders and followers, Bradford and Cohen reconceptualize shared leadership to show how it requires tough and decisive behavior from managers and those who report to them. The authors provide a blueprint for making it work personally and in your organization, whatever your position or formal power. Exercising their critically acclaimed talent for translating complex concepts into actionable advice and guidance, they show how to create a dynamic, supercharged organizational culture of shared responsibility. Using many real-life examples and vignettes, the authors reveal the mind-traps that keep organizations locked into outmoded concepts of leadership. A pathbreaking contribution to the new leadership from two pioneers in the field, *Power Up* arms managers with the concepts and tools to release the potential of employees for greater heights of productivity and performance.

.com Stemming from research in their previous book, *Managing for Excellence*, David Bradford of Stanford University and Allan Cohen of Babson College have developed a new "leadership system" based on reciprocal behavior between managers and subordinates. In *Power Up: Transforming Organizations Through Shared Leadership*, they diagram this model and show corporations how to adopt it. Blasting the fundamental assumption that leaders are responsible for everything within a company (and any unit therein), they suggest that management actually is the responsibility of everyone and offer ways to encourage such behavior even when resistance exists.

From Booklist
Bradford is a consultant and a senior lecturer at Stanford University; Cohen is a consultant and a chaired professor at Babson College. Together, they wrote *Influence without Authority* (1990), a guide to getting things done in today's less-hierarchical organizations; and more than a decade ago, in *Managing for Excellence* (1984), they were among the first to proclaim the end of the "manager as hero." Since then, under several guises, the idea of "post-heroic leadership" has gained ground. The concept that managing is the collaborative responsibility of everybody in the unit was at first a difficult sell to those already in power. As more leaders accepted the notion, the authors realized that they also needed to address the "reciprocal behavior of followers." Here they incorporate what they have learned in the last 15 years and present their updated model. After laying out their core ideas, Bradford and Cohen present two extensive case studies--one from the point of view of a leader, the other from that of an executive team--to demonstrate the

application of those ideas. David Rouse From the Publisher Managers are working harder, enjoying it less, and producing far below their potential. A chief cause of their misfortunes is a "heroic" leadership paradigm more suited to an era of carbon paper and clerical pools than of LANs and data warehouses. Best-selling authors Bradford and Cohen (Managing for Excellence and Influence Without Authority) offer a post-heroic leadership model that, in case after case, has dramatically improved a company's performance.