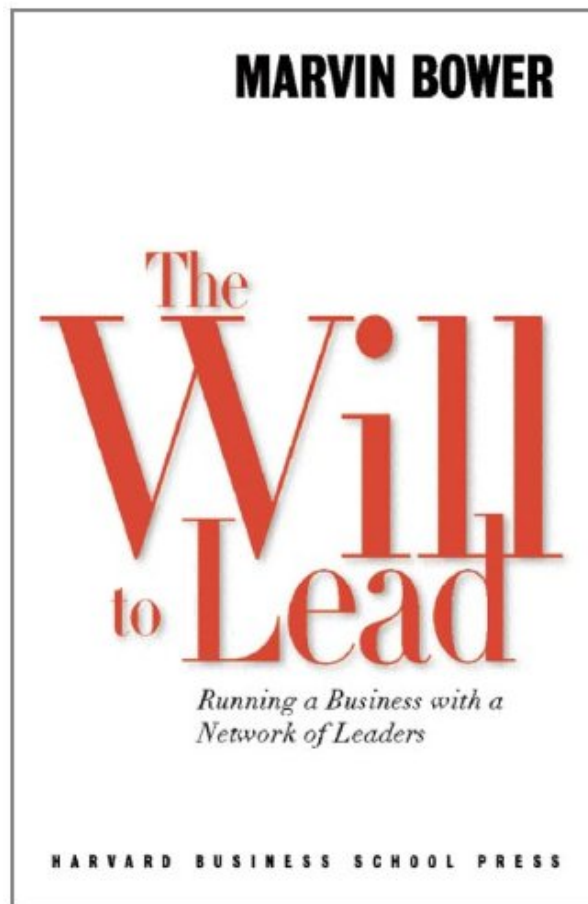


**THE WILL TO LEAD: RUNNING A BUSINESS
WITH A NETWORK OF LEADERS BY
MARVIN BOWER**



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The
Will
to **Lead**

*Running a Business with a
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From Library Journal

At least since World War II, "command and control" has been the dominant model for running organizations, but this concept is being seriously reconsidered today. Bower sums up over 60 years of experience with McKinsey & Co., an international management consulting firm, with personal advice on how to run a business built on a network of leaders. His background qualifies him to comment on such business strategies as leading vs. commanding, developing leaders and leadership teams, and leading governing boards. The author is a straight shooter, offering a legitimate alternative to the massive leadership hype that fills the shelves these days. Recommended for academic and larger public libraries. —Dale F. Farris, Groves, Tex.

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It has long been clear to me that some better way to manage a business is sorely needed. . . . Hierarchy is so poorly regarded that many able people shy away from joining large companies. . . . My purpose is to change the way your company is run. . . . Therefore, this book is offered as a challenge to chief executives, boards of directors, top executives, middle managers, business academics, consulting firms, gurus, and B-school graduates to find the best way for particular companies to switch from managing with authority to leading people.

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THE WILL TO LEAD: RUNNING A BUSINESS WITH A NETWORK OF LEADERS BY MARVIN BOWER PDF

Drawing on over 60 years of experience at McKinsey & Co., Bower sets forth his vision of what's needed to lead people to work together effectively, efficiently, and enthusiastically. While the command-and-control style of leadership once contributed to the building of America's might, Bower argues it is no longer the best system for today's intensely competitive global marketplace. People down the line don't like the system and don't do their best work under it. Moreover, command-and-control management breeds rigidity and excessive reliance on authority. Bower urges companies to shift away from managing through authority and hierarchy to running a business with a network of leaders and leadership teams scattered strategically throughout the business. He describes the factors in designing a leadership company and explains how leadership can be learned on the job. Bower weaves in personal experiences from his own learning journey as he reflects on the implications for future leaders.

- Sales Rank: #871709 in Books
- Published on: 1997-07-01
- Original language: English
- Number of items: 1
- Dimensions: 6.50" h x 9.75" w x 1.00" l, 1.07 pounds
- Binding: Hardcover
- 224 pages

From Library Journal

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Most helpful customer reviews

0 of 0 people found the following review helpful.

Bower's vision for harmonious and profitable business structure

By Roger Peter Marec

Bower's resume includes acting as leader of the esteemed consulting firm McKinsey & Co. for 17 years. He shares an business model ideal based on a leadership structure rather than a pure authority structure. Approaching this ideal, a business would flourish from the increased exercise of initiative, expression of opinions and even disagreement.

He challenges, "People don't need better bosses, they need better leaders," and "What if people truly liked their work?"

This book gives many imaginative examples of how this vision could be accomplished. There is no current real business example that we can look to. He has set the bar high... sort of an ideal, like a virtue, where the striving never ends. He does point out hints of this effort in some of today's businesses though.

From his life experience and research, he delineates fourteen qualities an ideal leader would have. They include trustworthiness, fairness, unassuming behavior and the willingness to listen.

This is a great book if you are not 100 percent happy with your company's health, and are looking for a possible positive ideological shift in becoming more leadership oriented and upgrading your mission statement.

Five stars

5 of 10 people found the following review helpful.

A worth while book if you still aren't convinced

By Guy Sohie

There is no arguing about the value of leadership versus "command and control" management. If you have read General Electric's annual reports over the past decade, you can probably skip this book. Jack Welch has been on a leadership crusade for years at General Electric, and results speak for themselves. But even at GE, and certainly elsewhere in corporate America, there are significant pockets of "command and control" managers and CEOs, who go through the "leadership" motions, but prefer a good old fashioned "I'm the boss", "do-as-you're-told" approach. Why? As Martha Peak explained in Management Review ("Mission Control", Management Review, April 1996), "the people now at the top got there because they do their best in a command-and-control environment". The "successful" CEOs are where they are today because "command and control" did so well under the old model. Which brings me to a suggestion for the author. "Change" should be on the top of his list of 14 qualities of true leaders. Not just the ability to change, but willingness to seek out change and use it as a tool. Jack Welch has been successful at GE not because he has kept his "neutron Jack" image throughout his tenure, but because he has shown a willingness (or rather, a passion) to change. I once had a "command and control" manager who said "Sure you're empowered, as long as you stay within the rules". I would restate that in the context of leadership as "You're encouraged to break the rules and change them to be more productive and better at everything you do". The book is worth reading, especially if you're not yet convinced that we need more leaders and fewer managers. But don't believe that without adding "change" to the "14 qualities" it will become reality.

5 of 6 people found the following review helpful.

Great book on a philosophy and experience of a leader

By A Customer

The Will to Lead greatest benefit is that it is a first person account of a proven business leader in a dynamic business. What is surprising about the book is that it is very non-consulting-ease even through the author is a former Managing Partner from McKinsey & Co. The first person account and stories contain multiple nuggets of what it takes to be a real leader. You may have to wade through a few stories that seem a bit self

serving of the author. However, these are only the recollections of a lifetime of leadership so they are certainly allowable. Other books on leadership (Kotter et al) provide a more scientific view, however Bower's been there and this is what its like approach gives the book credibility and value

See all 6 customer reviews...

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