



Getting Things Done in Today's Organizations: The Influencing Executive

Marvin R. Gottlieb

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Against a backdrop of downsizing, restructuring and other devastating changes within today's organizations, how does the executive actually go about getting things done? Not simply through the exercise of raw power, argues Gottlieb. Indeed, power and influence are not the same. Most articles in academic and professional business periodicals concentrate on power and provide scant insight into influencing?its techniques and various behaviors. In this work, Gottlieb, a specialist in management development and training, takes a big step toward correcting this imbalance and the confusion it creates. He explores a variety of approaches to getting work done that are both non-traditional and non-hierarchical in structure. Matrix or systems approaches have become commonplace, staff levels have thinned, and today's managers are increasingly dependent upon the cooperation of others in the organization, people over whom the manager has no direct authority. Managerial success depends, therefore, on an ability to influence others to comply and prioritize productively and efficiently.

The book identifies the strategies available to those who want to develop or hone their influencing skills. It helps executives adapt their current influencing style to the new demands and requirements for leadership in today's unstable organizations, for example by building effective alliances and strong bases inside and outside of the organization for the exercise of one's influence. The book also helps managers construct dynamic organizational action plans for empowering and motivating others, and for providing bosses, peers, and subordinates with incentives to achieve goals. Gottlieb covers techniques to enhance persuasive and related selling techniques, examines several motivation issues for subordinates, and presents managers with approaches to using influence in the dual role of coach and counselor for staff and peers. Well illustrated with case studies, scenarios, and dialogues, the book will be essential for decision makers throughout the public and private sectors, and for all who aspire to decision-making positions in all types of organizations.

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