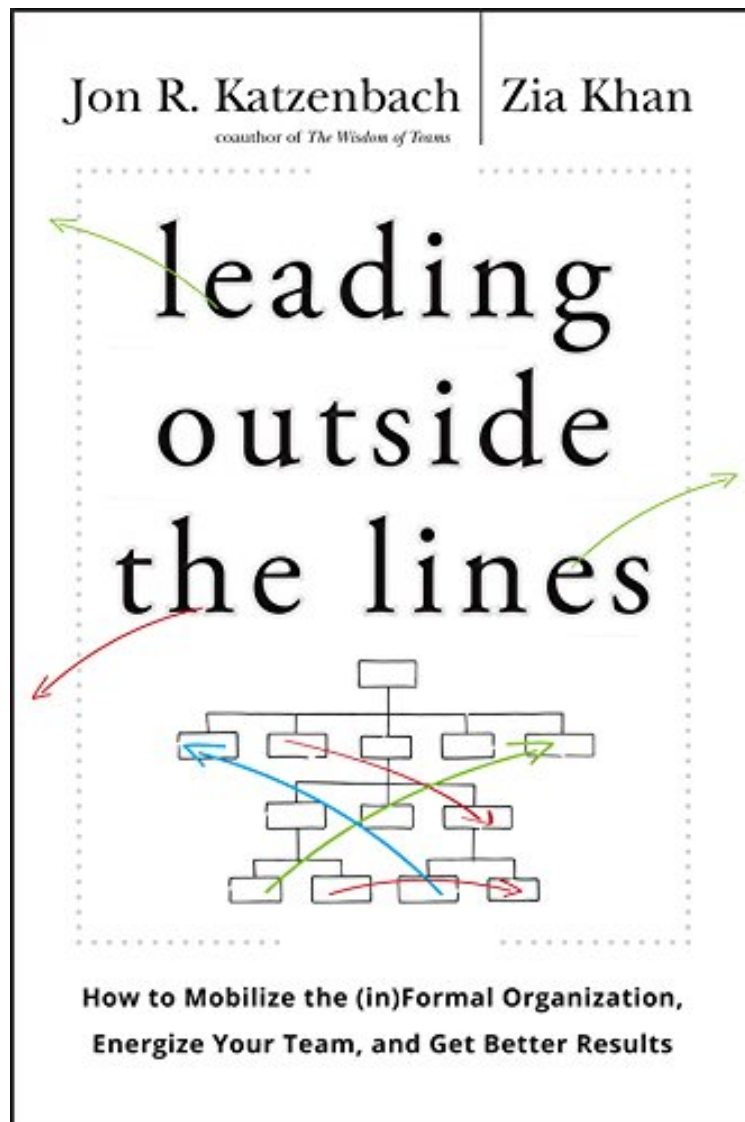


(Pdf free) Leading Outside the Lines: How to Mobilize the Informal Organization, Energize Your Team, and Get Better Results

## Leading Outside the Lines: How to Mobilize the Informal Organization, Energize Your Team, and Get Better Results

Jon R. Katzenbach, Zia Khan

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**Jon R. Katzenbach, Zia Khan : Leading Outside the Lines: How to Mobilize the Informal Organization, Energize Your Team, and Get Better Results** before purchasing it in order to gage whether or not it would be worth my time, and all praised Leading Outside the Lines: How to Mobilize the Informal Organization, Energize Your Team, and Get Better Results:

4 of 4 people found the following review helpful. The Power of EmpathyBy Fernande RaineIn the crowded space of

books about leadership, this one stands out as a wise and clear-eyed collection of insights, all backed by the rich experience of two people who have an unusual degree of empathy. Khan and Katzenbach share a unique ability to sense where the real problem is, to understand where the barriers to change lie, and to gently develop ways to overcome them. They write with humility and respect for the clients from whom they learned. The primary message of the book--that emotions matter in making lasting change happen--is elegantly argued, and the heroes of mobilizing the 'informal organization' to achieve better results deserve having their song be sung. The examples are excellent, and I found myself trolling around the internet looking for details on each one to learn more. The secondary message of the book, one that is not pulled into the forefront but is as important as all of the concrete lessons the authors prescribe, is the power of empathy. The authors are highly sensitive to personal and team dynamics, and are therefore able to not only mobilize those powers within a company, but reinforce and unleash them as an engine of productivity. Since it aims to be a tool-kit and how-to guide, the book does not explore the reasons why people are challenged by practicing empathy, and why it is actually very difficult for many 'leaders' to embrace the openness and democracy of the informal. The creativity and team-energy can seem threatening to some--in its next edition, the authors might elaborate a bit on how to get comfortable in this new territory. Overall, this is an excellent book for anyone aspiring to lead, create or shape an organization. May the cohort of CEOs who embrace this approach blossom and grow!

0 of 0 people found the following review helpful. Superior Organizational Performance Reflecting its Formal and Informal Hues By Serge J. Van Steenkiste Jon Katzenbach and Zia Khan systematically explore the formal and informal elements of an organization. As the authors highlight repeatedly, the key challenge is how to integrate the two types of mechanisms that give an organization its distinctive DNA over time. Katzenbach and Khan urge leaders to keep and strengthen their formal managerial approaches to their business i.e., strategy, structures, processes and procedures, programs and initiatives, and performance goals and metrics. These formal building blocks bring precision and permanence to the organization. At the same time, the authors encourage leaders to recognize the limitations of these formal mechanisms in their pursuit of superior performance. Leaders also have to identify and cultivate the informal building blocks of their organization. These informal (outside the lines) building blocks regroup shared value, informal networks, communities, and pride. The identification and cultivation of the formal and informal elements of an organization is also important to all employees. The most effective employees in any organization learn quickly how an organization actually works instead of relying exclusively on the formal mechanisms that indicate how the organization is supposed to work. The balance between the formal and informal elements of an organization evolves over the life cycle of the organization. As a young organization grows, the formal building blocks that bring it precision and permanence will gain in importance. However, the leadership has to be careful not to alienate powerful informal elements of the organization that can reject new formal initiatives in which they do not buy in. Imbalances resulting from a lack of integration of the two types of elements tend to appear either during periods of significant growth or significant declines in growth. Katzenbach and Khan convincingly demonstrate that the mobilization of the informal elements of an organization is of particular importance to strategic planning, innovation, cost-cutting, culture change, or customer service. Whoever has worked in a turnaround environment will feel at home while reading the authors' coverage of mutating companies such as Bell Canada, Aetna, or The Home Depot. In summary, Katzenbach and Khan invite leaders to mobilize the informal to solve performance challenges. Relying exclusively on the formal elements of an organization to achieve the desired performance will often lead to disappointing results.

0 of 0 people found the following review helpful. I'm sorry, there are many other leadership books that are better uses of your time By Robert Kirk I bought this book based on the great reviews and I tried to really find the value but I am sorry to report that I wish I had not wasted my time. There are simply way too many great books on leadership out there in the market to have to spend time on books diving through the pages. If you want to read some great ones, please look at my other reviews that I have given 5 stars. In review, please be economical with your time and read the very best with your most precious resource, time.

An all-new approach to understanding the (in)formal connections of an organization From the bestselling coauthor of the business classic *The Wisdom of Teams* comes an all-new exploration of the modern workplace, and how leaders and managers must embrace it for success. Katzenbach and Khan examine how two distinct factions together form the bigger picture for how organizations actually work: the more defined "formal" organization of a company--the management structure, performance metrics, and processes--and the "informal"--the culture, social networks, and ad hoc communities that spring up naturally and can accelerate or hinder how the organization works. With dynamic examples from enterprises around the world, this book takes a timeless organizational approach and creates a powerful paradigm-shifting tool set for applying it. Includes self-assessment guidelines for senior leaders, front-line managers, and individual contributors Features organizations in business, government, the nonprofit sector, and academia--including the New York City schools system, Aetna, the Marines, United Nations, Orpheus Chamber Orchestra, Home Depot, Bell Canada, and the Houston Police Department *Leading Outside the Lines* illustrates how leaders can make the two distinct factions work together to get the best of both.

Those of us who have been writing about leadership and organization for years should heave a deep sigh of relief and wonder to read this book. Leading Outside the Lines forces us to review and rethink all the twisty turns, false dichotomies, paradoxes, fuzzy or over-metricized writings—all the confusions we've been wrestling with for years—and shapes them into a coherent, useful, and wise perspective. I love this book, and so will anyone with a desire and need to understand the requirements for 21st Century leadership.

—Warren Bennis, Distinguished Professor of Business, University of Southern California, and author, Still Surprised "If you want to know how work really gets done, read Leading Outside the Lines! It is the best book I have ever read at explaining the difference between what is supposed to be going on—and what is really going on in organizations."

—Marshall Goldsmith, author, What Got You Here Won't Get You There and MOJO "Katzenbach and Khan's book is a must-read for leaders who want their teams to shine in terms of performance, innovation, retention, or any other metric of success. I've rarely read a book with such an extraordinary collection of fascinating, real-world examples that drive the message home."

—Keith Ferrazzi, author, Who's Got Your Back and Never Eat Alone "Leading Outside the Lines is a vibrant book with a compelling message that's vital to the success of 21st century organizations—the message that informal human relationships, when effectively integrated with formal structures and systems, can powerfully propel people forward. It's a profoundly important idea that all contemporary leaders must attend to. This book is rich with real life examples of organizational turnaround and culture change—some of the most unique and engaging I've ever read #...From the Inside Flap

An all-new approach to understanding and inspiring the (in)formal connections of an organization IN THIS DYNAMIC WORK, thought leaders Jon R. Katzenbach, coauthor of the business classic The Wisdom of Teams, and Zia Khan offer an all-new examination of the modern workplace, and how leaders and managers must embrace it for success. Together they reveal how two distinct factions form the bigger picture for how organizations actually work: the more defined and visible "formal organization" of a company—the management structure, performance metrics, and formal strategy—and the "informal organization"—the culture, social networks, and ad hoc communities that spring up naturally and, in an equally vital but different way, can accelerate or hinder an organization's success. Through compelling case studies from enterprises around the world (in business, government, the nonprofit sector, and academia) Katzenbach and Khan explore how top-level organizations balance the informal and formal elements of organizations to achieve outstanding results. Leading Outside the Lines takes a timeless organizational approach and creates a powerful paradigm-shifting tool set for applying it, showing when you can get the most done by using the informal elements that operate under the radar, and when it is in fact better to use formal processes. Most important, it illustrates how the two can work together to get the best of both. This groundbreaking book also offers self-assessment guidelines for senior leaders, front-line managers, and individual contributors who need to get better performance results. Insightful leaders and managers at all levels know that to really lead an organization, you cannot rely on formal constructs alone; you have to use the informal elements as well. Using the information and tools outlined in this compelling book, leaders and potential leaders at all levels can tap into the power of the informal to achieve superlative performance and results.

From the Back Cover Praise for Leading Outside the Lines "Those of us who have been writing about leadership and organization for years should heave a deep sigh of relief and wonder to read this book. Leading Outside the Lines forces us to review and rethink all the twisty turns, false dichotomies, paradoxes, fuzzy or over-metricized writings—all the confusions we've been wrestling with for years—and shapes them into a coherent, useful, and wise perspective. I love this book, and so will anyone with a desire and need to understand the requirements for 21st-century leadership."

—WARREN BENNIS, Distinguished Professor of Business, University of Southern California, and author, Still Surprised "If you want to know how work really gets done, read Leading Outside the Lines! It is the best book I have ever read at explaining the difference between what is supposed to be going on—and what is really going on in organizations."

—MARSHALL GOLDSMITH, author, What Got You Here Won't Get You There and MOJO "Katzenbach and Khan's book is a must-read for leaders who want their teams to shine in terms of performance, innovation, retention, or any other metric of success. I've rarely read a book with such an extraordinary collection of fascinating, real-world examples that drive the message home."

—KEITH FERRAZZI, author, Who's Got Your Back and Never Eat Alone "Leading Outside the Lines is a very important and useful book. Through insightful storytelling and years of experience, Katzenbach and Khan provide strategic and tactical advice about how the informal organization can transform your organization, whether it grapples with radical changes in the competitive environment or the inevitable growing pains of moving from start-up to established global enterprise."

—LINDA A. HILL, Wallace Brett Donham Professor of Business Administration, Harvard Business School "A must-read for anyone struggling to adapt their organization to new realities. Filled with keen insight about the formal and informal life of organizations, the book offers practical advice on how to blend the two to bring out the best in your organization."

—RONALD A. WILLIAMS, chairman and CEO, Aetna