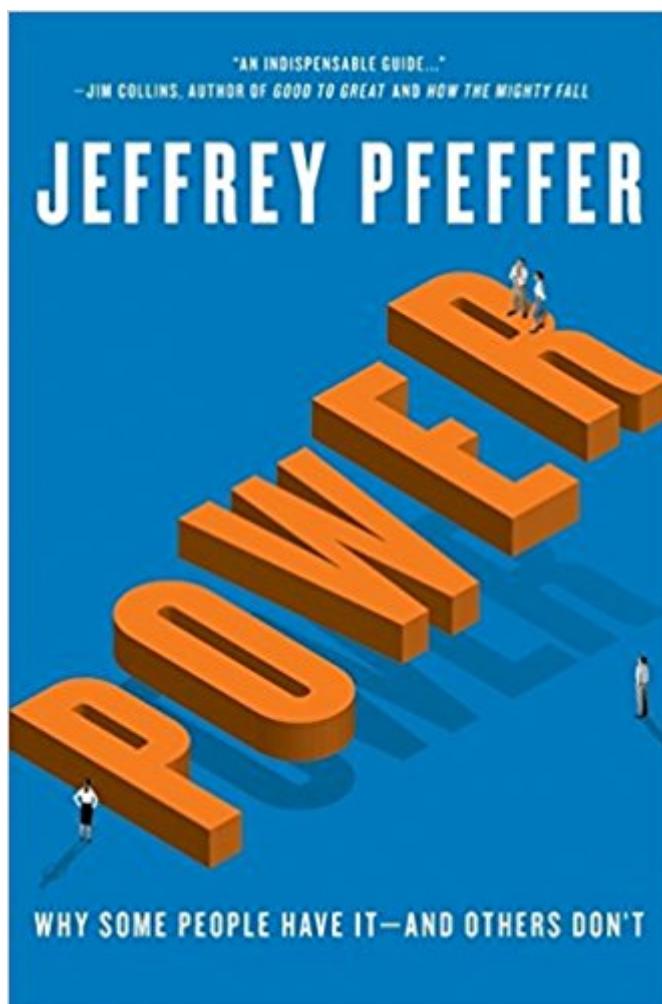


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# Power: Why Some People Have It And Others Don't



## Synopsis

â œPfeffer [blends] academic rigor and practical genius into wonderfully readable text. The leading thinker on the topic of power, Pfeffer here distills his wisdom into an indispensable guide.â •â "Jim Collins, author of New York Times bestselling author Good to Great and How the Mighty Fallâ Some people have it, and others donâ ™tâ "Jeffrey Pfeffer explores why in Power. One of the greatest minds in management theory and author or co-author of thirteen books, including the seminal business school text Managing With Power, Pfeffer shows readers how to succeed and wield power in the real world.

## Book Information

Hardcover: 288 pages

Publisher: HarperBusiness; 1 edition (September 14, 2010)

Language: English

ISBN-10: 0061789089

ISBN-13: 978-0061789083

Product Dimensions: 6 x 1 x 9 inches

Shipping Weight: 1 pounds (View shipping rates and policies)

Average Customer Review: 4.4 out of 5 stars 159 customer reviews

Best Sellers Rank: #19,774 in Books (See Top 100 in Books) #31 in Books > Science & Math > Nature & Ecology > Reference #390 in Books > Business & Money > Processes & Infrastructure #452 in Books > Business & Money > Management & Leadership > Management

## Customer Reviews

Pfeffer (The External Control of Organizations), professor of organizational behavior at Stanford University, posits that intelligence, performance, and likeability alone are not the key to moving up in an organization; instead, he asserts, self promotion, building relationships, cultivating a reputation for control and authority, and perfecting a powerful demeanor are vital drivers of advancement and success. The book has a realpolitik analysis of human behavior that isn't for everyone but its candor, crisp prose, and forthrightness are fresh and appealing. Case studies feature the careers of such leaders as G.E. CEO Jack Welch, General George Patton, Time CEO and Chairman Ann Moore, Lt. Colonel Oliver North, and President Bill Clinton; and Pfeffer dispenses advice on how to overcome obstacles like "the self-promotion" dilemma, how to sharpen one's "acting" skills on the job, and use tactics like interruption to appear more powerful. Brimming with frank, realistic insights on paths to the top, this book offers unexpected--and aggressive--directions on how to advance and

flourish in an ever-more competitive workplace. Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

Is the need for power an evil motivation driven by greed and lust, or is it a worthy goal that produces wealth, longevity, and leadership? Pfeffer asks us to consider the more positive reasons that we reach for power in our professional lives in order to feel in control, get wealthy, and achieve our goals. The desire for power is a topic that is often overlooked or disparaged in most inspirational leadership books because leaders presenting their own careers as models tend to portray themselves as noble and good, and omit discussing the power plays that they used to get to the top. According to Pfeffer, we need to stop seeing the world as a just and fair place, and actively develop those qualities needed to achieve power. He offers advice on how to obtain the initial position on the first rung of the ladder to power, how to take advantage of social networks, build a reputation, and overcome setbacks. Pfeffer never answers the question as to whether power leads to happiness, but he insists that having it will ultimately put you in a better place. --David Siegfried

I am glad that I purchased and read the book. Even if you don't play the power game, you need to know about it. This book does a good job of telling you how it is played. I walked away with the following points:-Play the power game because you'll be better off than if you refuse to play it.-The world isn't fair, so don't expect it to be.-People in power do what it takes to get power. (working hard, butt-kissing, deception)-Once you have power, you have to work to keep it. (keeping doing what it takes to get it and more!)You won't find a happy ending, or even feel really all that great after reading it. I don't think that was the author's intent. At the end of the book, I was left with the sad realization that this is the game and it has to be played. Now whether I would teach some of the valuable lessons in this book to my kids, that is another question...

"You're too nice." I never understood this, and why it could be a negative before reading this book. This book was the permission slip and guide to plow ahead and take the right steps to achieve more. Somewhere this idea of "fairness" creeps in to people's careers. Respected people, colleagues and peers, stand behind those who respected the notion of fairness. Strategically, this was a path toward accomplishment. Looking back, they've been left behind. They have not achieved their goals. They thought they were owed something, and yet they feel unfulfilled, or worse, slighted. The ethos of the corporation is life is not fair, and you need to make your own hay. Nothing is handed on a silver platter -- no one wants you to succeed; unless you give them a reason

to want you too. The natural selection of leaders favors those with the capacity convey power -- confidence, empathy, project assurance, reflect and act. This book should be read twice in one's career if possible: once in your first year; it will provide a framework on how to achieve what you want to accomplish in your business life; second 15 years in; it will redirect and adjust and provide clarity. Not everyone aims to run a large company, to be a fortune 500 CEO. Set your sights on where you want to go, knowing that with power comes risks, and go get what you want. Complacency has no place in achievement. Get in the arena and play strategically, even ruthlessly, and win the fight.

No BS in this one! Cuts right through it and to what really matters in leadership and to acquire and keep power. Spares the fluff and gets to the basics of what truly matters in human interaction when it comes to power.

This book deals with power primarily in corporate politics. Power is important because it tends to bestow health, money, and happiness onto a person. Perhaps more importantly, lack of power means one is helpless and has no control over one's destiny or options. Having power is important and people know it. The book then deals with few characteristics of those in power and provides a real-world example of how those characteristics play a significant role in obtaining and keeping corporate power. I think this would be a terrific book for those who are graduating from college and are going to start their life in the corporate America. For those who are more experienced, much of the knowledge in this book should be already common knowledge. But the book reinforces the basic notions of power, such as having technical competence itself does not guarantee corporate success. It takes a combination of political acumen, interpersonal skills, and technical competency. The most important person in your workplace is your boss. He/she has the most say on whether you get promoted or get a nice pay raise. Unfortunately, one's boss may not always gauge one's performance objectively and may hand-out political and monetary rewards based on the subordinate's loyalty, trustworthiness, and political acumen. Bad news does not travel to those in power. So those in power should actively seek bad news in the organization. The more power you have, the more people will kiss up to you. But ironically, more people will also want your job. So although gaining power is difficult, keeping it might be even more trickier. Political coup against the boss by the subordinates is not uncommon in the powergame.

This book was an extremely helpful resource in analyzing the inner workings of my former

workplace. It is certainly true, power is crucial to success in every job. Combined with self-awareness, influence, and the ability to act on other the fundamental skills outlined in this book can change your outlook on your career and the people you spend time with at work. The game is being played, and it's in your best interests to participate if you want to be successful.

Moving from an engineering role to corporate role, I always wondered whether I would be able to navigate my future with same ease. I found it was very different culture-politics, stakeholders, right opportunity at right moment...this book is amazing..will help in many ways

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