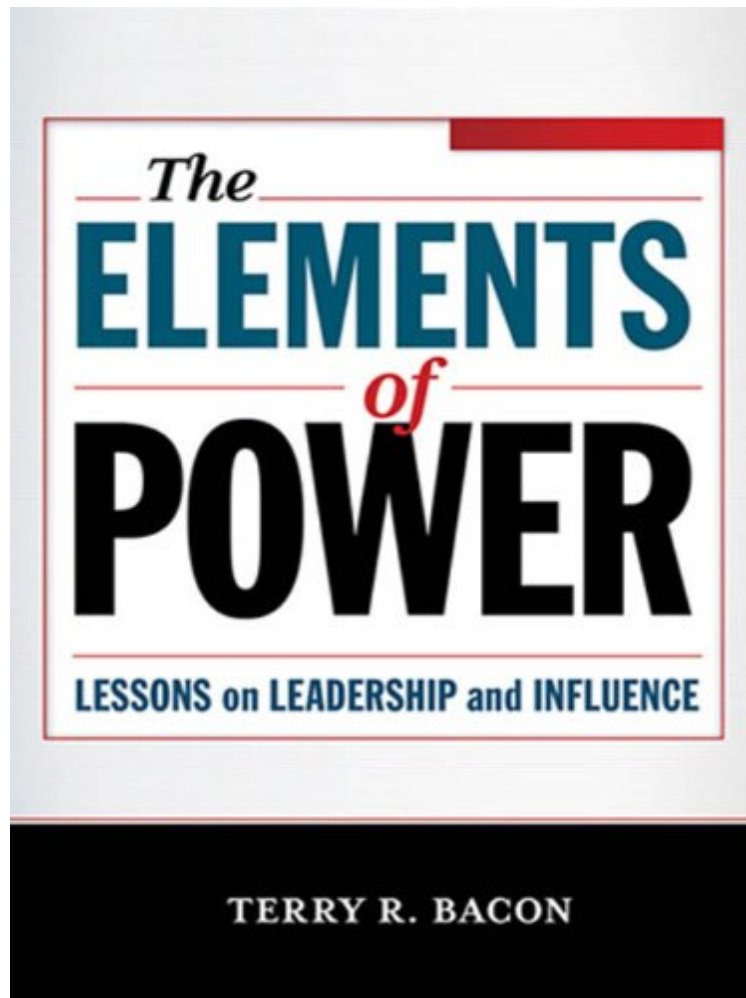


## The Elements of Power: Lessons on Leadership and Influence

TERRY R. BACON

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**TERRY R. BACON : The Elements of Power: Lessons on Leadership and Influence** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Elements of Power: Lessons on Leadership and Influence:

0 of 0 people found the following review helpful. Excellent book to learn leadershipBy Jean NtayombaExcellent book to learn leadership. It's a very good source of learning for learning how to gain power, hone it, manage it. One of my favorite books2 of 2 people found the following review helpful. Good Power Helps You Accomplish ThingsBy Jim EstillaA part of me thought power was bad and not something to strive for. I think this is because it is often misused. Also my perception was often of coercive or oppressive power which although are powers, tend to be less powerful than good power. I always prefer to inspire (which still requires power).Bacon has a section on this called "the morality of power".In order to accomplish things, we need power. "Power is like a battery. The more voltage (power), the more it can potentially do." Hence the importance of a book on power. The more we understand the sources of

power, the better able we are to tap them. I like the chapter summaries (Bacon calls them Key Concepts) at the end of each chapter. There is also a "Challenges for Readers" at the end of each chapter - questions to stimulate thought. Key Concepts from the first chapter: 1 - People have 5 sources of organizational power (role, resources, information, network and reputation), 5 sources of personal power (knowledge, expressiveness, attraction, character, and history) and one metasource (will). 2 - Power is like a battery... 3 - Power is relational and dependent on the domain in which the person is operating. 4 - The magnitude of your power is dependent on your relationships. 5 - Each power source can also be a power drain. 6 - Power can be diminished (EG when a person leaves a position) 7 - Power is not immoral (although it has the potential to be - especially when the power is absolute) The rest of the book elaborates on these seven points showing us how to enhance them and giving stories of how they have been gained, used or lost. I loved the book. It is well organized, well written and thought provoking. 1 of 1 people found the following review helpful.

More Power to You  
By John Chancellor  
This book looks at power from a much different perspective than our normal concept of power. I believe that most of us think of power as position power - the power that accrues to a person because of their position. I think of power in terms of one way flow - from the top down. But Mr. Bacon looks at and studies power (or influence) as a two way flow. The power of position is not nearly as powerful as the influence we grant. We often resist or resent the power someone assumes because of their position. But we willingly give power to those who have earned the right to influence us. So this book is more about the study of influence and how it is difficult to earn but extremely easy to lose. The book is divided into three parts: Personal power, Organizational power and Will power. Under personal power there are five ways we can earn power. Knowledge power - what we know and how we use that knowledge. Expressiveness - the power of eloquence, how we communicate with others, our ability to articulate our point of view. History or the Power of relationships - who we know and how we get along with others. Attraction - how we fit in, how people see us - as like them or different. Character - how others view us as being dependable, reliable, honest. Under organizational power is the amount of resources - human and capital under our influence; the power of information and the exclusivity of the information; the extent of our network - who we know and how we are connected to those in our network; and the power of our reputation. Mr. Bacon discusses the power of the organization as a separate entity. He traces how an organization grows, acquires more influence and then eventually declines. The final section is devoted to the more important part of power - that is the power of will. It does not matter how much knowledge, how good we communicate or how well we can network, if we don't have the necessary will, all these potential power sources will not be fully realized. This is a highly readable, very interesting book. There are numerous examples of people who enjoy great personal power and there are also plenty of examples of people who misused their power and as a result lost it. Mr. Bacon has done a masterful job of dealing with a very complex subject. He presents it in a very entertaining and easy to understand approach. The book finishes by giving information on how to become more powerful. This is a well researched and well written book. If you want to understand power/influence, how to get it and how to avoid losing it then this is a great resource for you.

What do a person's knowledge, expressiveness, history, character, and attraction have in common? Or his or her role resources, information, network, and reputation? Each is a key to either personal or organizational power, and together they open the complex combination lock on the door of true leadership and irresistible influence. The Elements of Power combines the latest research on the nature of power all over the world with a handy self-assessment and invaluable insight into:

- How power works in organizations
- How people use and lose power
- The relationship between power and leadership
- What makes famous people powerful
- or what diminishes their power
- Sources of power and how to build each one
- Leading and influencing others more effectively

Complete with "Portraits in Power" examining key business figures and world leaders alike, the full effect is an accessible and unprecedented pipeline to the many sources and types of internal and external power, including the most valuable of all: the power of will.

"The Elements of Power is a banquet of ideas on the use of power for the price of an inexpensive dinner for two. It even has the added advantage of being both tasty and healthful." - Inland Empire Business Journal "Filled with insights into strengthening each power source, Bacon presents an energizing model for business leaders at all levels who want to increase their voltage." - Niche magazine

From the Inside Flap Power is the fuel that drives your ability to influence and lead. Throughout history, those skilled at wielding personal and organizational power have been able to lead and motivate others, change minds, shape and create movements, influence social trends, and harness others' energies. In the business world, the most powerful leaders drive new initiatives, build high-performing teams, and guide their organizations toward the successful accomplishment of their missions. In fact, if you want to make a difference in any realm of life, you must have power - and the more powerful you are, the more influential you will be. But power is not simply a matter of authority or position. Some managers fail to influence others effectively despite their leadership positions . . . while others who may have little official status seem to lead and inspire those around them effortlessly, and continually accomplish great things. What sources of power enable them to do this? And how can you build and use your own sources of power? Based on groundbreaking

research, *The Elements of Power* reveals where power comes from, how it works, and how you can tap into it to achieve your own personal and professional goals, with people of any age and in any part of the world. You'll learn the difference between compliance and commitment, the foundations of agreement, and the different sources of power, including:

- Your ability to access, organize, interpret, and disseminate information
- The power of rhetoric and personal expressiveness
- Your use of personal history, relationship, and trust
- Interpersonal attractiveness and bonding based on your chemistry with others
- How others perceive your character, depending on how you exemplify standards of behavior for your group
- Your organizational role and status, and your command over resources
- Whom you "know" within your network
- How others judge your reputation

With revealing case stories, insightful examples, and practical tips and techniques you can use immediately to increase your own personal sources of power, this indispensable book will open your eyes to the myriad possibilities that already lie within your sphere of influence. Filled with dynamic strategies for leading and influencing all those around you, *The Elements of Power* is the guidebook you can bank on for leadership success.

**TERRY R. BACON** was the founder and CEO of Lore International Institute, a widely respected executive development firm recently acquired by Korn/Ferry International. He is now the Scholar in Residence in the Korn/Ferry Institute and is the author of many books including *What People Want* and *Powerful Proposals*.

**From the Back Cover** Do you have the power to get things done? Your ability to lead and influence others is based on your power. Power is a complex combination of one's knowledge, expressiveness, history, character, and attraction, as well as one's resources, position, network, and reputation. Understanding the sources of power and knowing how to amass it is the ultimate key to success. Drawn from groundbreaking research on the very nature of power, *The Elements of Power* examines how people use and lose power, how power works in organizations, and the relationship between power and leadership. Complete with a handy self-assessment, this fascinating book is an essential tool you can leverage to motivate, influence, and inspire others, and to achieve greatness in every realm of your life.

**Advance praise for *The Elements of Power*:**

- "*The Elements of Power* does an exceptional job of explaining the critical sources of power in any type of organization, how to build power, and how easy it is to diminish power once it is established. Through tangible examples, this book provides ways to better identify and understand how to fundamentally strengthen one's organizational impact at all levels." — Vicki Rawlinson, Global Head HR Oncology, Novartis Pharmaceuticals Corporation
- "Terry Bacon breaks down the sources of power and influence at a very granular level, allowing readers greater insight into both sides of the 'Midas Touch'—use and abuse." — Rahm Sitaraman, EAG Franchise Leadership Development Director, Coca-Cola
- "If you've ever wished that someone would pull back the curtain so you could learn from the use (or abuse) of power by the likes of Bill Gates, Barack Obama, Eliot Spitzer, Indra Nooyi, Rahm Emanuel, Warren Buffett, and Jeff Bezos, your wish has been granted. *The Elements of Power* neatly dissects the art and science of influence and leadership as practiced by leaders from every part of the globe." — Tom Connellan, bestselling author of *Inside the Magic Kingdom*
- "Terry Bacon brings his deep knowledge and a wonderful, wide-ranging sense of curiosity to breaking down this abstract concept—power—into easily understood parts. All readers, but especially business executives, will come away with an invaluable understanding of what power cells are inside their personal battery packs and how to keep them fully charged." — Gary Burnison, CEO, Korn/Ferry International