**Articles**

Name: Piyush Kumar

Institution: Hult International Business School

Course: MBAN

Instructor: Dr. Matthew Fisher

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**Conger, A. J. (1998). The Necessary Art of Persuasion. Harvard Business Review. 1-13.**

Jay Conger's article "The Essential Art of Persuasion" suggests a new approach to empowering others. Jay is aware that expectations for how teams should operate have altered in today's society. Credibility is a key component of persuasion power (Conger, 1998). Expertise and connections are two areas of emphasis for credibility. To support their position on a subject, a persuader must either be an expert themselves or hire an expert. People are distrustful of strangers and less likely to be persuaded, therefore a persuader needs to build relationships with their stakeholders. Successful persuaders take use of this time to learn more about the stakeholder's motivations and to modify or update the initial objective in light of their suggestions.

Additionally, the article explains how the art of leadership has been misunderstood, underutilized, and why it is crucial in contemporary business. This article's major topic is the art of persuasion and the vast misunderstanding that exists among contemporary businesspeople over what it means. Conger asserts that the younger generation and baby boomers, who have less respect for unchallenged authority, are essentially in charge of the business world today. According to the author, it requires effort to understand and be able to articulate persuasion. Prior to persuasion, there is a conversation in which participants become aware of the concerns, viewpoints, and opinions of their peers.

Often, reaching a compromise is necessary when trying to persuade someone. This could be the reason why the most convincing people all have one thing in common: they never adopt a dogmatic viewpoint and instead are generally open-minded. They start the process by being open to being persuaded, ready to change their minds, and eager to take other people's opinions into account. The power to persuade others, particularly in business, has, however, slowly but steadily declined as a result of how everything has changed due to technology, particularly communication.

**Mooney, C. (2011). The Science of Why We Don’t Believe Science. How our brains fool us on climate, creationism and the vaccine autism link.**

The article "The Science of why we don't Believe Science" presents an argument on the connection between reasoning and belief. The author states unequivocally and firmly that it is challenging to alter a man. He mentions Leon Festinger, who maintained that despite having facts and data, convincing people is difficult. The author explains several concepts that result in a contrary conclusion of beliefs using scientific reasoning. Mooney tells a tale of a scientist named Leon Festinger who, in Mooney's day, investigated the idea of aliens by working with a group of people who held the conviction that all alien relations were real. The group of people known as "Communicators with Aliens," or "The Seekers," largely shied away from the media as the prophecy's power increased (Mooney, 2011). A number of people also claimed that the aliens had given them a clear instruction as to quit their employment and remove any metal on their clothes from reflections of satellite, but these were merely the seekers' blind spots to the real world.

According to Mooney, Festinger and a few of his coworkers had joined the Seekers, a minor cult with roots in Chicago. Sananda, who the cult members firmly thought was an incarnation of Jesus Christ, was among the aliens with whom they claimed to be in communication. The cult's leader and adherent Dorothy Martin used automatic writing to transcribe the religious texts. She served as the group's prophet, and at one point she told the followers that the aliens had given her specific dates, including 21 December 1954, for the end of the earth. While it was from another prophecy, they weirdly thought that this was God's plan for them to carry out. The seekers served as an illustration of "Motivated Reasoning". This tendency aids in elaborating why groups of people are so polarized over issues where proof is unequivocal.

**Williams, A. G., & Miller, B. R. (2002). Change the Way You Persuade.**

This article advises the reader to pay more attention to how they convey their ideas rather than just the content of their arguments. There are five different sorts of decision-making styles for business executives. The charismatic is the first group (Williams & Miller, 2002). While fresh ideas fascinate these leaders, their prior knowledge enables them to make decisions based on facts rather than feelings. People with charismatic traits are motivated, outspoken, assertive, goal-oriented, and able to concentrate for extended periods of time. Use clear, concise language to persuade them with a calm discussion of risks and possible outcomes. The second category are the thinkers. These decision-makers are highly clever, risk-averse, and seek out as much data as they can before making a choice. They try to keep their emotions out of it and are the most difficult to convince.

Thirdly are the controllers. Based on their own anxieties and uncertainties, these leaders place a strong emphasis on facts and decision analytics. Controllers value action as well as being logical, emotionless, and detail oriented. And hence they like pure facts. Forth are the skeptics. They prefer taking the lead and can be aggressive and belligerent. Although they are willing to take chances, they frequently try to avoid taking accountability if something goes wrong. Often, skeptics put their faith in individuals rather than data.

Lastly are the followers. Followers prefer to make decisions based on what has previously worked. Although they are risk averse, they are willing to accept responsibility for the choices they make. They tend to be cautious, which leads them to prefer well-known, "safe," brands, but they also value a good deal. They prefer appearing inventive, but, they choose safety with a dash of originality. They have faith in knowledge, performance history, and in-depth case studies.

**Garvin, A. D., & Roberto, A.M. (2005). Change Through Persuasion. Harvard Business Review.**

The focus of this essay is Beth Israel Deaconess Medical Center (BIDMC) and modifications to the hospital. The authors of the article make an important and compelling claim about persuasion as a means of bringing about change. Persuasion is the best instrument for creating a responsive environment. Persuasion promotes acceptance, comprehension fosters believing, and receiving; acceptance promotes action. Even the most effective turnaround tactics will fall short of success in the absence of persuasion.

People will always be reluctant to adopt new ideas because of how things have always been. They therefore keep doing what they have always done and are much more resistant to change if there is a transition in the leadership. Resistance, skepticism, and cynicism are displayed in response to calls for reduction and system. Before the change takes effect, leaders must create a persuasive campaign. They must make sure that their employees take note of and consider creative work-related ideas. To create a new environment for activity, the leaders must make a series of thoughtful and nuanced movements.

A four-part communications strategy is required by The Four Phases of a Persuasive Campaign. Managers must provide the groundwork for staff buy-in before releasing a turnaround strategy (Garvin & Roberto, 2005). They must provide a framework at the time of transmission so that staff members may communicate the knowledge and messages contained in the plan. As time passes, they must retain the attitude to support staff emotional states during implementation and follow-through. Additionally, they must reinforce at crucial junctures to guarantee that the desired improvements stick and there is no reversal.

**Sussman, L. (1999). How to Frame a Message: The Art of Persuasion and Negotiation.**

The capability to generate "frames" is the foundation of persuasive communication and successful negotiation. Readers and listeners are guided by frames. It outlines the viewpoint we want the opposing side to take, the justification for the evidence we offer, and the order in which we will deliver that evidence. A frame is constructed using four fundamental steps: Establish the specific goal, analyze the other party's current situation using the SWOT method (strengths, weaknesses, opportunities, threats), ascertain the other party's basic values, and then write a brief, descriptive, and insightful statement that connects the three sides. A decision-maker should be framed to consider data from the viewpoint that best supports your idea.

Three linked objectives are accomplished when a message is framed. First, a theme or viewpoint for evaluation that is deemed to be the most persuasive, credible, and relevant for our goals is chosen (Sussman, 1999). That viewpoint offers a lens through which we want the opposing side to evaluate our argument and the supporting data. Next, we choose the specific pieces of evidence that best support that viewpoint. Lastly, we then develop a structure for classifying that evidence. So, the frame establishes the viewpoint we want the opposing side to take, a justification for the facts we offer, and the order in which we will deliver that information.

The frame guides the listener or reader to reflect a message with a specific tendency or mindset. When a message is framed, the focus is drawn to the facts and premises that it contains. Decision-makers utilize frames to simplify issues surrounding them. In essence, the frame acts like a lens to assess the whole message, instead of being the communication's precise drive or the proof endorsing it.

**Bielaszka-DuVernay, C. (2008). Take a Strategic Approach to Persuasion.**

Christina’s article, “Take a Strategic Approach to Persuasion,” describes how the value idea is determined by someone’s capability to persuade others into buying and implementing it. The greatest persuasion obstacle is placing too much focus on what one sees as the value idea. There are four main steps in developing a strategic approach to persuasion. This includes: one, aiming at the right individuals. Two, eradicating the barriers to being heard. Thirdly, creating a pitch and lastly, securing obligations.

Successful persuasion entails making it easier and clear for others to agree with your opinion (Bielaszka-DuVernay, 2008). Some of the barriers that hinders effective persuasion include credibility. This involves how others think about you and your credentials such as demonstrating competency, expertise and honesty. The second barrier is relationships. Cultivating and nurturing relations with others helps foster a better position to selling your ideas such as conducting face to face meetings. Thirdly, values and beliefs. One must present an idea as supporting or advancing a fundamental value or belief embraced by their target in order to sell it.

The fourth challenge involves interests. Once you come across a different interest barrier, you ought to appeal to another. Frame your concept in terms of how it will satisfy the demands and interests of the other party since self-interest is a very potent motivator. The last barrier is communication. Various persons prefer diverse communication techniques which might pose a significant challenge. Thus, it is crucial to consider other preferred channels whether its rational, visionary or relational. Additionally, one should ensure that their pitch is simple and memorable. For instance, one can apply the “PCAN” pitch which involves concisely defining the problem, identifying its cause, expounding on how the idea answers the issue and analyzing the net benefits.

**Martin, L. R. (2022). The Real Secret to Retaining Talent. The subtle art of making people feel special. Harvard Business Review.**

“The Real Secret to Retaining Talent” by Roger L. Martin, states that personnel with distinct abilities have a substantial influence on organizations in the contemporary knowledge economy (Martin, 2022). Thus, it's vital to keep them contented. Most executives believe that remuneration is vital. But individuals with genuine aptitude are not predominantly motivated by money as they hold meaningfully value on being exceptional. Celebrities should be treated like group participants but like valued persons, particularly a unique one.

Organizations must observe and adhere to the following never-dos to attain this. One, on no occasion should one discount their perspectives. For instance, the Green Bay Packers realized this through a tough way whereby they altercated with Aaron Rodgers following the circumstance that he was not permitted or allowed in the decision making that could have influenced his group's capability to success. Additionally, Webex, a videoconferencing service provider, also committed this misstep which excluded Yuan's concept for an optimized mobile devices platform (Martin, 2022). Infuriated, Yuan left Webex and created the Mega rival Zoom.

Secondly, never inhibit their development. Stars' allegiance could be acquired by letting them to continuously flourish. However, once they feel that their path is being blocked, they will leave and take their proficiency to an organization that they trust will open the door for them. Lastly, do not miss a chance to commend them. Stars who are extraordinary devote all of their time working and training hard. Thus, they might fade away or become bitter when they do not receive acknowledgement thus, they require recognition and motivation as well. As a result, these stars enable special, and tail of the distribution curve impacts hence they should be treated as unique and valued persons.

**Burris, J. (2022). How to Sell Your Ideas up the Chain of Command. Start by understanding your manager.**

Most often, employees are faced with a significant challenge on ways to approach their bosses in order to attain their attention regarding a certain matter. Based on research, seventy percent of workers are not comfortable raising vital concerns with their bosses. Also, during a 2003 survey, it was discovered that 85% of personnel were afraid to speak up and therefore end up withholding their opinions. Moreover, even when they raise their concerns, they are likely to be ignored leading to no change at all.

However, the author raises two factors that promote an effective pitch. This includes gaining the confidence to make your suggestions and mastering how to best frame it in order to attain the best reception from your employer. While some managers have a tendency to be distant and unresponsive, research shows that the vast majority are more receptive to thoughts and recommendations if properly approached. Therefore, understanding the psychology of superiors is essential to successfully selling a concept up the command chain. This requires penetrating their minds. By doing this, one can learn to detect the factors that favor them and spot the unusual circumstances in which it is advisable to attempt to move over or around them.

This involves taking various steps such as understanding their insecurities. Secondly, is preventing mixed messages. Most seniors prefer and endorse one frame proposals as compared to two frame suggestions. Thirdly, one should ensure that the execution is easy. When pitching an idea, one must highlight how it aligns with the values and strategies of the company and why endorsing it is worthwhile. Fourth, seeking and leveraging other employees’ guidance and support. This helps diffuse any frustration that the manager might take out. Lastly, pitching to the appropriate individual.

**Pfeffer, J. (2010). Power Play. Harvard Business Review.**

The use of power through persuasion to accomplish goals in one's dimension is the focus of Jeffrey Pfeffer's article. In the piece, the author explains what a power play is and how it occurs. An organization, using numerous examples, is where the main setup is concentrated. Pfeffer contends that because there is injustice in the world, it is impossible for all persons to be equal or of same importance. There is no doubt that one must be on a higher level than the other. For this reason, there is hierarchical leadership, in which at least some parties are required to answer to a party with greater authority than themselves.

According to Pfeffer, even though everyone wants power, many people tend to shy away from it out of a fear of failing (Pfeffer, 2010). Because of this fear, people have restricted their talents compared to what they believe they are capable of, which has prevented them from achieving their full potential. This prompts the author to consider other potential obstacles to gaining power, which she ultimately reduces to two main factors: poor self-esteem and the belief that everything in the world is fair and under control.

One must be skilled and intelligent in the workplace and constantly try to be one step ahead of the competition in order to rise to positions of power. In this way, their actions are unpredictable, which throws potential opponents off guard due to their element of surprise. It is also mentioned that in order to achieve powerplay, one must exercise extreme caution and refrain from responding to any conflict or battle. Ultimately, having authority is beneficial for both individuals and organizations. One may live a healthier, longer life by having power.

The goal of Pfeffer's article is to draw attention to some of the key ideas linked with or revolving around the problem of power play.

**Bryant, A. & Sharer, K. (2021). Are You Really Listening? Harvard Business Review.**

In the article "Are you Truly Listening," Adam Bryant and Kevin Sharer, explain that the ability to actively listen without interruption or bias in order to understand is a skill that leaders must develop. In order to raise listening to a constant level of hypervigilance, they must then develop systems and processes that operate all around them. Leaders can better perform their duties and provide better service to their businesses by paying persistent attention to listening and recognizing early warning indications of both risk and opportunity.

The authors offered six excellent suggestions. First, protect against blind spots. Ask and remind your team on a regular basis that you need to be conscious of your blind spots and addictive viewpoints and that their forthrightness with you will be extremely valued and essential (Bryant & Sharer 2021). Two, keep the hierarchy to a minimum. The hierarchy does not require respect on an individual level. A corporation that appreciates the freedom of expression of all of its employees must, in reality, exhibit a fundamental value of individual respect.

Third, give your group the go-ahead to break terrible news. Remind them that it is not only acceptable but also vital to deliver terrible news and fast. Four, develop a method for timely alerts. The sooner you hear the terrible news, the better, and the more time you'll have to deal with it. Five, encouraging problem solving and progress. This helps individuals communicate positively regarding a problem they are encountering. Lastly, listening objectively and without bias as well as seeking input. When looking for a leader to talk to, being vulnerable and being present are two of the most desirable traits. Every conversation will undoubtedly be brief and useless if one of us notices that the other person is not emotionally prepared or fully present at that time.

**Ashford, J. S., & Detert, J. (2003). Get the Boss to Buy In. Harvard Business Review.**

Businesses need input from middle management and the field in order to innovate in ways that as nearly as possible satisfy market demands. This requires not only that employees feel free to offer proposals, but also that they are able to convince their superiors of the merits of those suggestions. Making one's voice heard is never simple or natural. This article offers some crucial tips to help readers accomplish this, including how to appropriately communicate the relationship between the creative idea and the strategic priorities, how to manage the timing of the initiative, and how to exercise social prudence sensibly.

Some advice on how to persuade people to support your ideas include: modifying your pitch to suit the audience. A persuasive pitch can explain the "why" of your vision, including the justification for taking action. One can learn more about the objectives, drives, and values of the target audience by pitching the idea to influential figures (Ashford & Detert 2003**)**. Secondly, framing the issue. This entails creating a picture of the advantages of change and outlining the reasons why action is required for your audience. Thirdly, regulating sentiments. Selling your vision is prone to arouse sentiments like passion and indignation, which, if channeled properly, may increase the chances of winning the support of others. One can preserve their own emotions while being aware of those of their audience in order to successfully gain buy-in.

Fourthly, mastering the art of timing. Securing buy-in may require knowing when to bring forth your ideas. Fifth, involving others. Gaining buy-in entails creating a coalition that, as more people invest time and resources, swiftly and broadly increases organizational buy-in. Sixth steps involve observing organizational standards. One can sell their vision more effectively if you are aware of the conventions within the firm. Lastly, offering solutions. This shows that the seller has invested into the issue and respects their leaders’ time. To enhance the likelihood of convincing others to support your vision, one might combine many strategies.

**MILLIKEN, F.J., & TATGE, L. (2016). HOW Employee Voice Helps Community Engagement. IESE Insight, 29, 31-37.**

"How Employee Voice Aids Community Engagement:" is the title of the article. Frances J. Milliken and Larisa Tatge are the authors of "Breaking the Silence." According to Milliken & Tatge (2016), the issue of employee silence and its effects on the business and society are the primary focus of the report. According to the authors, when employees are discouraged from voicing their opinions or concerns, valuable information is lost, which results in low employee motivation as well as negative emotions like stress and anxiety. The issue's widespread nature is emphasized in the article. According to the findings of the study, only half of employees are comfortable speaking up in their workplaces and 85 percent of workers believe that they are unable to express their concerns to their supervisors. The creators likewise distinguish the reasons for worker quiet, which incorporate feeling of dread toward pessimistic outcomes and a feeling of uselessness. Many workers worry that their efforts will be perceived as a criticism of management practices and that their bosses will react negatively to their concerns. They might also feel like their voices won't be heard, which can make them feel like it's all a waste of time.

Since businesses play a significant role in shaping the attitudes, behaviors, and skills of their employees, the article emphasizes that organizational silence can have far-reaching consequences for communities and society as a whole. The article suggests that upward communication in the workplace can alleviate the issue of silence. The creators presumed that representative investment is essential for local area contribution. Businesses must strive to create a welcoming environment where employees feel comfortable discussing concerns and ideas. Better problem-solving, increased innovation, and enhanced employee well-being and motivation will all follow from this. The article offers practical solutions to the problem as well as insights into the causes and effects of employee silence.

**Cialdini, R., & Cliffe, S. (2013). The uses (and abuses) of influence. Harvard Business Review, 91(7-8), 76-81.**

In his article, "The Uses (and Abuses) of Influence by Robert Cialdini," he provides advice on how to influence others effectively in a variety of situations. According to Robert (2013), in the first scenario, an employee requires resources to kickstart a great business idea. Cialdini suggests that the employee assist others prior to requiring assistance. In this way, there will be a sense of reciprocity and a partnership between the parties. Additionally, Cialdini suggests that the person who provides the assistance frame it as a two-way partnership in order to identify network partners who are willing to assist. In the second scenario, a team must be convinced that a significant course correction is necessary. When asking employees to leave, Cialdini suggests that the supervisor emphasize what will be lost rather than what will be gained. Cialdini suggests that management collect data from reputable experts, locate a well-known group member who agrees with the idea, and solicit their input.

The final scenario requires a group of CEOs to collaborate on a project that has a significant impact on society. Cialdini asserts that in order to foster a sense of significance in the present, the leader must establish a common identity. When they stay in touch, people have to publicly commit to a goal, ideally in writing, because they are more likely to keep their promises they make on paper. Although influence can be used in an ethical manner, it can also be used in an unethical manner, with negative consequences, according to Cialdini. In order to use influence ethically and avoid being influenced negatively, it is essential to comprehend the principles of influence.

**Gherson, D., & Gratton, L. (2022). Managers can’t do it all. Harvard Business Review, 100(2), 96-105.**

The difficulties that managers face in today's business environment are highlighted in the article "Managers Can't Do It All" by Diane Gherson and Lynda Gratton. (Gherson & Gratton, 2022) The essay presents a collection of real people who have undergone significant role shifts in management. Process reengineering, digitization, agile initiatives, remote work, and downsizing are the causes of these changes. The classic manager function, which originated in hierarchical organizations of the industrial revolution, is beginning to appear archaic in today's dynamic, "flatter postindustrial" society, according to the researchers. However, outstanding business executives are more important than ever, and employees' commitment can be harmed by ineffective managers. The scope of the issue is demonstrated by a number of studies and reports in the article. For instance, managers at 60 different businesses expressed unwavering dissatisfaction and exhaustion, according to executives. Similar to this, 68% of professionals in human resources from businesses all over the world stated that their supervisors were overworked. Despite this, only 14% of businesses had taken steps to alleviate leaders' workloads. McKinsey says that having positive working relationships with leaders is the most important thing for employees' work performance, which is then the second most important thing for their overall well-being.

The article proposes redefining and splitting managers' roles rather than allowing them to evolve haphazardly and discusses how bad managers can harm employee retention and engagement. The authors identify four business trends that led to our current situation: outsourcing, talent management, process reengineering, and digital transformation. Managers' responsibilities must be reevaluated in order to better adapt to the modern workplace and retain employees because of these movements, which have fundamentally altered work and the role of managers. The subsequent wave, digitization, is tied in with changing over simple data into computerized structure and coordinating of advanced advances into regular daily existence. The third wave, spry drives, is tied in with enabling groups to simply decide and to be more receptive to clients. The fourth wave, remote work, involves working outside of a traditional workspace or office. In general, the article emphasizes the need to split and redefine the manager's role in order to adapt to the current business environment's challenges. According to the authors, in today's fluid, flatter, postindustrial age, the traditional managerial roles are no longer relevant, and a new model that focuses on people leadership is necessary. In order to increase employee retention, engagement, and, ultimately, organizational performance, the article emphasizes the need to lessen the burden placed on managers.

**Fuller, J.B., Raman, M., Wallenstein, J.K., & de Chalendar, A. (2019). Your Workforce Is More Adaptable Than You Think. Harvard Business Review, 97(3), 118-126.**

The idea that workers are ill-prepared for rapid economic changes is refuted in the article "Your Workforce Is More Adaptable Than You Think" by Joseph Fuller, Judith K. Wallenstein, Manjari Raman, and Alice de Chalendar. The creators led a review that overviewed 11 nations, eleven thousand representatives, and 7,000 pioneers to grasp the perspectives of lower-pay and center expertise laborers (Fuller et al., 2019). As indicated by the overview, laborers and business pioneers had various attitudes toward the future, with laborers showing more receptiveness to mastering new abilities and adjusting to change. Workers appeared to be more aware of their impact and potential opportunities than leaders, according to the authors, who identified seventeen disruptive forces. These forces included technology, which was transforming work. Despite their generally positive view of technology's impact on their future, workers were concerned about the possibility of losing jobs to temporary or outsourced workers. The authors advise business leaders to place a high priority on workforce development, to encourage employees to participate in ongoing training, and to acknowledge the workforce's ability to adapt to change.

Workers' fears that technology will render their jobs obsolete are challenged by the authors' findings. Instead, they suggest that workers have high hopes for the future and the advantages that automation and AI could bring. Their awareness of the gig economy and the possibility that outsourced workers will take their jobs dampens this optimism. The authors advise business leaders to acknowledge these issues and place a priority on workforce development. They advocate ongoing training to adapt to new technologies and skills, as well as interaction with workers to comprehend their requirements and goals. The study by the authors suggests that employees are more adaptable than many business leaders believe. Leaders have the ability to build a workforce that is better equipped to face the challenges of a rapidly changing economy by investing in the professional growth of their employees.

**Kotter, J.P. (2007). Leading Change: Why Transformation Efforts Fail. Harvard Business Review, 85(1), 96-103.**

In his article titled "Leading change: According to Otter (1995), "Why Transformation Efforts Fail" discusses the difficulties that businesses encounter when attempting to implement significant changes in order to adapt to a competitive market environment. Kotter goes over the various stages of the change process and identifies the major mistakes that businesses make that result in failure. The article emphasizes that there must be multiple stages to the change process, which can take a long time. By skipping any stage, you give the impression of speed, but the result is never good. Kotter makes two broad inferences that can be made from the most successful scenarios. First of all, critical mistakes made at any stage of the transformation process can seriously harm the energy and achievements for which so much work has been put in. Furthermore, associations that effectively start a change exertion have laid out an extraordinary need to keep moving.

Kotter distinguishes eight normal mix-ups associations put forth that can forestall a fruitful change attempt. The lack of a sense of urgency, according to the article, is the first mistake in a change effort. A company's competitive situation, market position, technological trends, and financial performance must all be examined in order for change to be successful. To start a transformation program, many people need to work together. However, many businesses fail during this phase for a variety of reasons, such as underestimating the difficulty of bringing people out of their comfort zones or overestimating previous success. Incapacitated senior administration frequently comes about because of having an excessive number of supervisors and insufficient pioneers. Change necessitates leadership in order to establish a new system. A fruitful change normally starts with an individual or gathering who is a decent pioneer and perceives the requirement for a massive change. Successful cases always begin with open discussions about unpleasant facts, regardless of whether the starting point is good performance or wrong. For transformations to be successful, new leadership and a sense of urgency are essential. It is also essential to keep in mind that the shift takes time and that mistakes can be disastrous at any stage. To enhance their transformation efforts, organizations can gain insight from other organizations' successes and failures. The article by Kotter sheds light on the reasons why transformation efforts fail, and the steps businesses can take to avoid making common blunders.

**Ancona, D., Backman, E., & lsaacs, K. (2019). Nimble Leadership. Harvard Business Review, 97(4), 74-83.**

The piece entitled "Nimble Leadership: The book "Walking the Line Between Creativity and Chaos," written by "Deborah Ancona, Elaine Backman, and Kate Isaacs," explains how businesses can achieve continuous innovation by adopting a novel leadership style (Ancona et al., 2019). The article talks about the discoveries of a review directed at MIT, which looks at how two associations, "PARC and W.L. Gore and Partners," have become profoundly self-overseeing and strong through their extraordinary way to deal with authority. The creators present three kinds of pioneers - "enterprising, empowering, and architecting" - who cooperate to make a culture of development and backing representatives in characterizing their work tasks. New products and services that add value to customers are developed by entrepreneurial leaders at lower levels of the organization. Entrepreneurs are provided with the information and resources they require to achieve their objectives by enabling middle leaders. Architecting pioneers at the top supervise the entire game board, including undeniable level methodology, culture, and design. These three kinds of pioneers cooperate to empower self-administration inside the association.

The researchers emphasize the significance of societal expectations, such as the belief that leadership must be exercised by whoever is most qualified to do so, regardless of their position, in encouraging creativity and resilience. This standard viewpoint encourages employee collaboration in a culture of collaborative economic models, in which workers combine their talents around creative thinking and eliminate bad ideas. The efficient operation and prompt implementation of future opportunities result from this strategy. The authors emphasize the system's elegance, balancing liberty and authority through self-management options. Companies become huge betting pools for a lot of small bets because workers can choose which project teams they want to work on. Programs that attract employees receive early-stage funding, and as success increases, additional funds are received, reducing the need for bureaucratic regulations.

**Cialdini, R.B. (2001). Harnessing the Science of Persuasion. (Cover story). Harvard Business Review, 79(9), 72-79.**

Six principles of persuasion that executives in their organizations can use are introduced in Robert B. Cialdini's article "Harnessing the Science of Persuasion." Cialdini asserts that the fundamental principles governing persuasion can be learned and applied effectively (Cialdini, 2001). Conduct tests have demonstrated the way that particular collaborations can lead individuals to change, surrender, or consent. Predictable appeals to fundamental human desires and needs are the basis of persuasive speech. The main guideline is the standard of loving, which proposes that individuals will generally like the people who like them. Supervisors can security with others by revealing basic similitudes and offering veritable recognition. Similarity and praise are two significant factors that consistently increase liking, according to research. The second principle is the law of reciprocity, which states that people are more likely to give back what they get in return. By offering unwelcome assistance, information, or concessions, managers can instill a sense of obligation in others to return.

The third standard is the guideline of social evidence, which proposes that individuals will generally follow the activities of other people who are like them. Managers can use peer power to sell products by using testimonials from celebrities or satisfied customers. The fourth guideline is the standard of consistency, which proposes that individuals like to be reliable with their unmistakable responsibilities. By making their responsibilities active, open, and voluntary, managers can inspire others to carry them out. The fifth principle, the principle of authority, posits that people typically acquiesce to authority figures. Managers can demonstrate their expertise through knowledge, competence, and confidence, in addition to establishing authority through titles, attire, and other means. The sixth principle is the idea that people tend to value scarce resources more than abundant ones. This idea is called the principle of scarcity. By highlighting exclusive benefits and information, managers can elicit a sense of urgency. People are more likely to desire something when it is either becoming scarce or rare.

**Kim, W.C., & Mauborgne, R. (2003). Tipping Point Leadership. Harvard Business Review, 81(4), 60-69.**

The article "Tipping Point Leadership by W. Chan Kim and Renée Mauborgne" analyzes the success of Bill Bratton, who turned around several organizations, including the "New York City Police Department." The article's authors discuss the remarkable success of William Bratton, who was able to achieve high performance in record time despite facing several obstacles that often hinder progress, such as an organization that is resistant to change, limited resources, a demotivated staff, and opposition from powerful interests (Kim & Mauborgne, 2003). They argue that Bratton's approach to leadership, which they call "tipping point leadership," played a critical role in his success. This concept is rooted in the theory of tipping points, which suggests that once a critical mass of people is engaged, conversion to a new idea can spread rapidly and bring about fundamental change. According to the authors, tipping point leadership can be achieved by leaders who make clear and compelling calls for change, focus on what truly matters, mobilize the commitment of key players, and silence dissenters. Bratton consistently followed these principles in all his turnarounds, indicating that his successes were not just a matter of personality but also of the method, which others can replicate.

The authors argue that effective leadership is not only about personal qualities but also about the ability to overcome cognitive barriers that prevent organizations from recognizing the need for change and the challenges of limited resources in the public sector. They suggest that by following Bratton's approach, leaders can learn to overcome inertia and reach the tipping point, achieving high performance quickly. Overall, the article provides valuable insights into the characteristics of effective leadership, highlighting the importance of clear communication, strategic focus, mobilizing commitment, and managing resistance.

**Noble, D., & Kauffman, C. (2003). The power of options. Harvard Business Review, 101(1), 108-108.**

When confronted with unfamiliar or risky circumstances, the article "The Power of Options by David Noble and Carol Kauffman" discusses the significance of generating multiple options for leaders. According to the authors (Noble & Kauffman, 2023), leaders frequently rely on their established playbooks, but when confronted with discontinuity, reflexes cease to be effective. To help pioneers in creating opportunities for relational collaboration, the scientists give a four-step process they call the "four positions." " The four positions are "Lean In, Lean Back, Lean With, and Don't Lean." The case study of Isobel, a newly appointed president of a significant business line at a tech company, who had disagreements with the company's CEO is presented in the article. Isobel's default strategy of "leaning in," despite the fact that she was a world-class debater and a former lawyer, was ineffective in the current circumstance. The authors showed her the four leadership stances and helped her choose from a wider range of interpersonal options to help her. Isobel learned to "lean with" by developing a collaborative approach, "lean back" by analyzing data, and "not lean" by creating space for a new solution to emerge. The article emphasizes that mindful movement, the generation of options, the validation of one's perspective, and engaging with stakeholders are necessary for successful leadership. In addition, the authors emphasize the significance of interpersonal priorities, character strengths, values, and multiple paths to success for leaders. The article makes use of research conducted by psychologists "Charles Rick Snyder and Shane J. Lopez," who demonstrated that imagining a variety of possible paths can improve people's capacity to achieve their objectives.

**Lingo, E. L., & McGinn, K.L. (2020). A new prescription for power. Harvard Business Review, 98(4), 66-75.**

In their article "Another Remedy for Power, Elizabeth Long Dialect and Kathleen L. McGinn" recommend that conventional perspectives on power as command over others may not generally be viable or achievable for pioneers. Instead, they propose a paradigm of power that places an emphasis on the dynamic, interpersonal, and contextual aspects of power (Lingo & McGinn, 2020). Leaders can more effectively mobilize the energy and commitment of others to achieve their objectives by drawing on all three dimensions. The principal aspect of force is situational. Leaders should consider the situational factors that can contribute to their power instead of relying solely on personal qualities like formal roles and titles, charisma, and experience. These elements incorporate the idea of the objective being sought after, the climate, and the foundations of force accessible. By planning for the change, recognizing hidden obstacles, and thinking broadly about the transformation they want, managers can find and use contextual sources of authority. To effectively mobilize the energy and commitment of others, leaders must also concentrate on the relational aspect of power. Collaboration and trusting relationships with coworkers, stakeholders, and other influential people or groups are necessary for this. Leaders should try to comprehend the perspectives and motivations of others, communicate clearly and openly, and form coalitions to accomplish common objectives.

At long last, pioneers should know about the unique element of force, which includes the continuous exchange, transformation, and growing experience. Power is not a static or fixed thing; rather, it is a fluid and dynamic thing that needs constant care and effort to grow and be maintained. Leaders need to be willing to change with the times, learn from their mistakes and successes, and learn new things all the time. One person who deployed contextual, interpersonal, and dynamic power bases successfully is Steven, a young executive at an insurance market. Steven saw a chance to use a user-centered approach to spark new ideas, but at first, coworkers who thought design theory was a passing fad opposed him. Nevertheless, he was aware that the company's fundamental principles and goal of assisting needy customers were compatible with a user-centered approach. By rephrasing his idea in these terms and forming alliances with coworkers who shared his objective, he could advance his efforts. Another illustration of this is the private network Chief's founders, Carolyn Childers and Lindsay Kaplan, who utilized dynamic, situational, and interpersonal sources of power to establish a community of female executives. They saw a need and demand for community among female leaders and were able to obtain resources and support for the launch of Chief by utilizing their connections and efforts to form coalitions. They have helped to empower women in leadership roles and grown the organization by constantly adapting and learning from their experiences.

**Galinsky, A. D., & Kilduff, G. J. (2013). Be seen as a leader. Harvard Business Review, Dec(dec).**

The idea that an individual's status within an organizational group is determined by predetermined factors like age, race, gender, appearance, and formal rank is questioned in the article "Be Seen as a Leader by Adam D. Galinsky and Gavin Kilduff." According to the authors (Galinsky & Kilduff, 2013), simply altering one's perspective prior to a conference can elevate anyone to a higher position. Speaking publicly, demonstrating leadership abilities, and displaying conviction are all looked at as indicators of leadership capabilities in this paper. Nevertheless, these behaviors can be triggered by a brief shift in mental state. The approaching system and the aversion or inhibitory network are two motivational mechanisms that the researchers believe are responsible for our behavior. By placing an emphasis on achieving beneficial outcomes and providing incentives, the approach framework can motivate actions that lead to improved status. By briefly shifting their mental makeup toward an "approach-based system," which may include promotion focus, pleasure, or a sense of authority, individuals may become more active and elevate their standing in real, face-to-face interactions.

The article suggests a short exercise to assist individuals in changing their mindset. This requires writing a few paragraphs outlining one's goals, recalling a time when one had authority over another, or pondering a time when one was excited and happy. The authors believe that this exercise can help people make a better first impression in a new group and help them present themselves more proactively. The findings, according to the authors, have significant implications for managers in organizations today. Traditional status predictors like age and rank become less important as more temporary, diverse teams are used. In order to advance within the group, individuals must therefore actively present themselves at their first meeting. According to the authors, managers should foster a culture that encourages employees to express their ideas, take initiative, and present themselves with confidence in order to realize their full potential.