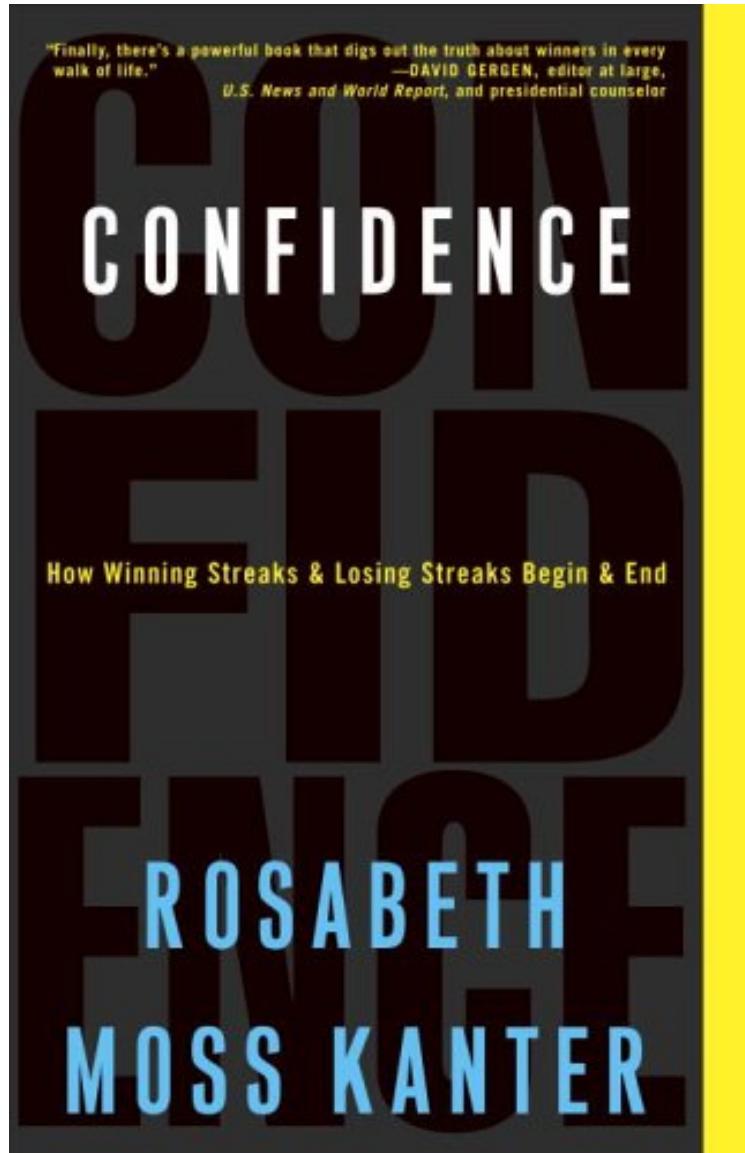


(Free download) Confidence: How Winning and Losing Streaks Begin and End

Confidence: How Winning and Losing Streaks Begin and End

Rosabeth Moss Kanter

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it.1 of 1 people found the following review helpful. Boring , VeryBy Diane AHow I tried to find the value in these words, but alas, the writing was so cumbersome and the the words seemed to go and on without getting to a point that I could understand. Maybe I am not intelligent enough to master this work, but unless you a doctoral candidate studying this stuff, my advice is save your money and your time. Go get another book,0 of 0 people found the following review helpful. OkBy JonquilleI bought this and the Confidence Code.My sense is both would make good motivational articles, and that the money would be better spent on training which puts a person thru experiences of being assertive, thereby building confidence.

From the boardroom to the locker room to the living roommdash;how winners become winners . . . and stay that way.Is success simply a matter of money and talent? Or is there another reason why some people and organizations always land on their feet, while others, equally talented, stumble again and again? Therersquo;s a fundamental principle at workmdash;the vital but previously unexamined factor called confidencemdash;that permits unexpected people to achieve high levels of performance through routines that activate talent. Confidence explains:bull; Why the University of Connecticut womensquo;s basketball team continues its winning ways even though recent teams lack the talent of their predecessorsbull; Why some companies are always positively perceived by employees, customers, Wall Street analysts, and the media while others are under a perpetual cloudbull; How a company like Gillette or a team like the Chicago Cubs ends a losing streak and breaks out of a circle of doombull; The lessons a politician such as Nelson Mandela, who resisted the temptation to take revenge after being released from prison and assuming power, offers for leaders in both advanced democracies and trouble spots like the Middle East From the simplest ball games to the most complicated business and political situations, the common element in winning is a basic truth about people: They rise to the occasion when leaders help them gain the confidence to do it. Confidence is the new theory and practice of success, explaining why success and failure are not mere episodes but self-perpetuating trajectories. Rosabeth Moss Kanter shows why organizations of all types may be brimming with talent but not be winners, and provides people in leadership positions with a practical program for either maintaining a winning streak or turning around a downward spiral. Confidence is based on an extraordinary investigation of success and failure in companies such as Continental Airlines, Seagate, and Verizon and sports teams such as the University of North Carolina womensquo;s soccer team, New England Patriots, and Philadelphia Eagles, as well as schools, health care, and politics. Packed with brilliant, practical ideas such as ldquo;powerlessness corruptsrdquo; and the ldquo;timidity of mediocrity,rdquo; Confidence provides fresh thinking for perpetuating winning streaks and ending losing streaks in all facets of lifemdash;from the factors that can make or break corporations and governments to the keys for successful relationships in the workplace or at home.From the Hardcover edition.

.com Rosabeth Moss Kanter will convince you that the goal of winning is not losing two times in a row. In her view, success and failure are not events, they are self-fulfilling tendencies. "Confidence is the sweet spot between arrogance and despair--consisting of positive expectations for favorable outcomes." says Kanter, a Harvard Business School Professor and author of *The Change Masters*. She applies the literature of cognitive psychology (dissonance, explanatory models, learned optimism) to explore the winning and losing streaks of a diverse lineup including the BBC, Gillette, Verizon, Continental Airlines, the Chicago Cubs, and Target. The result is a brilliant anatomy lesson of the big decisions and the small gestures that build and restore confidence. Three cornerstones are clearly detailed: "Accountability," the actions that involve facing facts without humiliation; "Collaboration," the rituals of respect that create teamwork, and "Initiative/Innovation," the "kaleidoscope thinking" that unlocks energy and creativity. A standout chapter describes how Nelson Mandela created a culture of confidence in South Africa. Some readers may wish for more strategies about positive habits of mind in individuals. Others will search for a quick fix. Instead, Moss Kanter's in-depth examples and ideas about resilient organizations will become required reading. They add up to a persuasive and informed optimism. --Barbara MackoffFrom Publishers WeeklyDrawing on more than 300 interviews with leaders in business, sports and politics, Kanter cogently explains the role confidence plays in the performance of institutions and individuals. Losing streaks are often created and then perpetuated when people lose confidence in their leaders and systems, while winning streaks are fueled by confident people who are secure in their own abilities and the ability of their leaders. Winning streaks are characterized by continuity and continued investment, Kanter argues, while losing streaks are marked by disruption and a lack of investment that typically give way to a self-fulfilling prophecy of failure. Combining theory with practical advice, Kanter details how losing organizations can instill accountability, collaboration and initiativemdash;Kanter's three pillars of confidencemdash;to help start a turnaround. She illustrates her ideas with a number of real-world examples, among them how the new owner of the Philadelphia Eagles stopped the team's chronic losing ways and built a winning organization. Kanter, a professor at the Harvard Business School and author of numerous books (including *Men and Women of the Corporation*), delivers valuable insights on the importance of confidence to success and on how organizations can create practices that build that much needed asset. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.From BooklistProfessional gamblers are very aware of the power of winning streaks

and losing streaks-- and that elusive attribute that differentiates the two: confidence. Individuals, sports teams, companies, and entire nations create moods so contagious they create self-fulfilling patterns that can persist for decades. When Kanter spoke to leaders of streak-prone organizations, it was consistently the winners that wanted to share their experiences. (It seems no one wants to be slapped with the "loser" label.) But the Chicago Cubs consistently came up as the example of the organization with the most infamous losing streak, and although the players deny that the brand influences them, the constant reminder from media and fans keeps the jinx alive. She also looks at the factors necessary to create a turnaround, where strong leadership is essential, as recently exemplified at Gillette and the Philadelphia Eagles. It's been said that "confidence builds nations" and although this is primarily an examination of self-reinforcing cycles, Kanter shows how we as individuals and groups ultimately have a measure of control over our responses to circumstance. David Siegfried Copyright copy; American Library Association. All rights reserved