

*The*  
PORTABLE  
MBA  
in  
MANAGEMENT

SECOND EDITION



Insights on management,  
leadership,  
and effective organizations,  
from the experts at the  
best business schools

Skills and strategies for leading  
any organization to success



Allan R. Cohen

*Cocreator of Power Up:  
Transforming Organizations Through Shared Leadership*

# Contents

## PART ONE PERSONAL AND INTERPERSONAL FRAMEWORKS

1. Introduction: The Critical Importance of Leadership, Influence, Teamwork, and Change Management 3  
*Allan R. Cohen, Babson College*
2. Visionary Leadership 17  
*Peter B. Vaill, University of St. Thomas*
3. The Challenge of a Team 48  
*David L. Bradford, Stanford University*
4. Managing Individual Behavior: Bringing Out the Best in People 81  
*Stephen L. Fink, University of New Hampshire*
5. Power, Politics, and Influence: Savvy and Substance in Organizations 129  
*Anne Donnellon, Babson College*
6. Negotiating Strategically 160  
*Roy J. Lewicki, Ohio State University*
7. “Brand You”: Building Your Protean Career 214  
*Douglas T. Hall, Boston University*

**PART TWO ORGANIZATIONAL FRAMEWORKS**

8. Designing Effective Organizations <i>Danna Greenberg, Babson College</i>	243
9. Managing Human Resources Strategically: The Challenge <i>Charles J. Fombrun, New York University</i>	276
10. Building a Diversity Management Capability <i>R. Roosevelt Thomas Jr., American Institute for Managing Diversity</i>	303
11. Managing Change <i>Todd D. Jick, Center for Executive Development</i>	336
12. Future Leaders Must Be Global Managers <i>Rosabeth Moss Kanter, Harvard Business School</i>	373
About the Authors	389
Index	395