



The Will to Lead: Running a Business With a Network of Leaders

Marvin Bower

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Drawing on over 60 years of experience at McKinsey & Co., Bower sets forth his vision of what's needed to lead people to work together effectively, efficiently, and enthusiastically. While the command-and-control style of leadership once contributed to the building of America's might, Bower argues it is no longer the best system for today's intensely competitive global marketplace. People down the line don't like the system and don't do their best work under it. Moreover, command-and-control management breeds rigidity and excessive reliance on authority. Bower urges companies to shift away from managing through authority and hierarchy to running a business with a network of leaders and leadership teams scattered strategically throughout the business. He describes the factors in designing a leadership company and explains how leadership can be learned on the job. Bower weaves in personal experiences from his own learning journey as he reflects on the implications for future leaders.

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