



Getting It Done: How to Lead When You're Not in Charge

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Let's face it. In this chaotic world of teams, matrix management, and horizontal organizations, it's tougher than ever to get things done. How do you lead when you're not the one in charge? How can you be effective when joint action is needed? You need an edge in order to reach solutions and effectively work with others.

Getting It Done: How to Lead When You're Not in Charge Details

Date : Published May 5th 1999 by HarperBusiness (first published June 3rd 1997)

ISBN : 9780887309588

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Format : Paperback 240 pages

Genre : Business, Nonfiction, Leadership, Management, Self Help



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From Reader Review Getting It Done: How to Lead When You're Not in Charge for online ebook

Yudhit says

I finally finish it..... uh uh.... as I said before,I am not very good in reading serious stuff like this one. Hopefully, some of it get into my head :P.

Mrsculpepper says

advice that is applicable to all jobs. especially great for tips on communication up, down, and across the chain of command.

Nicole Smith says

Favorite quotes:

"It would be a lucky break for you if at least part of the problem were the result of your behavior. Then you could improve the situation by improving your contribution. . . . The more you contribute to a bad situation, the more power you have to change it." p16

". . . solutions are not the answer. The answer is a better process for finding solutions." p21

". . . unless what you do today is related to where you want to end up, you will never get there." p42

". . . the time we have is finite, but the work we could do is infinite." p44

"Perseverance is a virtue - when the goal has been well chosen. The goal of planning, however, is not high-quality plans, but high-quality work. And that will not be achieved by endless planning." p115

"It seems easier to follow a set path than to stop and chart a new course. And perhaps it is, for the moment." p116

"Too often we fail to learn in the famous 'school of trial and error' in time to apply its lessons to the task in which we are engaged." p117

"You can't undo the past. You can learn from it." p117

"You cannot produce feelings on command. You can do things that in turn will affect your feelings." p139

"One of the best ways to improve your own skills is to help others improve theirs." p141

"What we are able to achieve depends on how well we use the resources available to us." p158

"Far from being a sign of weakness, seeking advice shows a drive to improve and the wisdom to seek new ideas." p180

Kent White says

I really wanted to like this book. It has some great advice. However, I kept wondering if this was an abridgement as I was listening to it since it was so disjointed, but no, it was not abridged. The ideas are fine, but forgettable. I read it because it is one of Charlie Munger's favorite books, but it reads a lot like Marcus Aurelius' Meditations. A thought here, a thought there, and no systematic approach to implementing it. You will find some good ideas, but this is one to speed-read.

Peter Marshall says

Good book about taking initiative and influencing others via lateral leadership.

elizabeth says

I'm generally willing to give anything Charlie Munger recommends a shot, but this one could have benefited from being shorter. So much of it was just one-off little stories to illustrate the pretty simple ideas--ideas that don't need illustration, really. Still, it has some useful advice. Speed-read it and I think you'll find it useful!

Tisha says

Mostly I was disappointed because I thought this book would tell me how to lead when I wasn't the one with authority. It was really a re-hash of a bunch of famous books without any of the charisma of any of them. I didn't need to hear anything about setting goals of different lengths, for example.

Alexander says

Getting It Done is a good read for anyone new to business; just everything said in the book is good and helpful advice, but if you've already done your basic business reading, you won't find anything new here. Not bad, but not great.

Chris says

200 page book could be boiled down to a 20 page high lights, basic premise, question, learn, do, be nice to people and look at what you can do instead of what others are doing wrong. There is a fair bit of recommended self depreciation within the book, i.e. minimising your role to not offend people, which does

not appeal to me. All in all this book was a slog and is very very very repetitive. It would probably be better as a white paper and then a detailed list of experiences and why these are good practices, actually mix up the phases of learn, do and repeat and give good anecdotal evidence across the range as why this is a good model given these examples.

Karthik says

Very good minimal nonsense book on how to lead , both when not in charge and when in charge. The approach is to have a long term purpose/vision and a medium term, typically more quantifiable, purpose with daily measures of progress or short term purpose. Then think systematically in terms of Data, Diagnosis, Direction, Do next. Learn in short cycles and revise approach based on learning. Be fully engaged with others and give and receive feedback. The main tips for influencing others are: Ask nudging questions or offer nudging suggestions rather than directly tell or advice. Make the questions/suggestions about the problem rather than the person. On the other hand, make compliments about the person rather than the action. Finally, lead/nudge by example.

Andy says

Overall, this is a disappointing sequel to Getting to Yes. There is nothing new. The essence of the practical advice is to focus on your circle of influence and quit if you have a bad boss. Duh.

Beyond that, there is much silly advice about persuading your boss to be a better leader by trying to teach him/her what it says in every blessed management book in existence. Good bosses don't need this because they are already soliciting suggestions and trying to improve their leadership skills. Bad bosses will just give you additional grief for questioning their authority. Is there a middle ground of mediocre bosses where this advice could be useful? Maybe, but I don't think so. Someone who never thought to ask subordinates for suggestions or to learn anything about management is probably not going to be fixable using these techniques.

Katherine says

Good advice though I thought it could have been distilled into a couple of worksheets or into a workbook format.

Lawrence Winkler says

I've read this book multiple times. Invaluable content. I think I first read the book in the mid 1990's, on a flight from Tampa. Needing something to read, the Tampa airport bookstore happened to have it in its shelf and its author Roger Fisher of Getting To Yes caught my eye.

This book is one from Harvard's Negotiation Project. There are many worthwhile books from this project and most should be mandatory reading, including this one.

The theme of this book is lateral leadership. Lateral leadership is hard. For one, many people simply just want to be told what to do (then bitch anyway). Second, many see an open discussion suggesting everyone contribute as a void into which they want to insert their alphaness.

What about the content? Well, the authors "eat their own dog food." The book is not an easy flow narrative but is structured exactly as they recommend decision making meetings should be structured: data, diagnosis, direction, do next. The book reads formula-istic, but it's practical, as is much of the material from the Negotiation Project.

Kimberly says

Some good tips and advice but very very circular. It folded in and back on itself multiple times until it became a bit mind-numbing.

Jamie says

Why is it 2013 and I am being asked reading a book about leadership written in 1999? Many things about this particular course do not make sense, but here we are. I opened this book and did some glancing, but I would not say I read it. Out & out grad school rebellion. I can't wait to return this to the library.
