



# Leading Outside the Lines: How to Mobilize the Informal Organization, Energize Your Team, and Get Better Results

*Jon R. Katzenbach, Zia Khan*

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### **An all-new approach to understanding the (in)formal connections of an organization**

From the bestselling coauthor of the business classic *The Wisdom of Teams* comes an all-new exploration of the modern workplace, and how leaders and managers must embrace it for success. Katzenbach and Khan examine how two distinct factions together form the bigger picture for how organizations actually work: the more defined "formal" organization of a company-the management structure, performance metrics, and processes-and the "informal"-the culture, social networks, and ad hoc communities that spring up naturally and can accelerate or hinder how the organization works. With dynamic examples from enterprises around the world, this book takes a timeless organizational approach and creates a powerful paradigm-shifting tool set for applying it.

- Includes self-assessment guidelines for senior leaders, front-line managers, and individual contributors
- Features organizations in business, government, the nonprofit sector, and academia-including the New York City schools system, Aetna, the Marines, United Nations, Orpheus Chamber Orchestra, Home Depot, Bell Canada, and the Houston Police Department

*Leading Outside the Lines* illustrates how leaders can make the two distinct factions work together to get the best of both.

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