



The General Managers

John P. Kotter

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In this unprecedented study of America's leading executives, John Kotter shatters the popular management notion of the effective "generalist" manager who can step into any business or division and run it. Based on his first-hand observations of fifteen top GMs from nine major companies, Kotter persuasively shows that the best manager is actually a specialist who has spent most of his or her career in one industry, learning its intricacies and establishing cooperative working relationships. Acquiring the painstaking knowledge and large, informal networks vital to being a successful manager takes years; outsiders, no matter how talented or well-trained seldom can do as well, this in-depth profile reveals. Much more than a fascinating collective portrait of the day-to-day activities of today's top executives, *The General Managers* provides stimulating new insights into the nature of modern management and the tactics of its most accomplished practitioners.

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