



The Internal Sell: Encouraging Executive Influence and Accomplishment

Michael E. Friesen

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Ideas are like goods and services—they can be sold—indeed, they must be. Friesen maintains that many executives, particularly those who aspire to similar positions in upper management, often do not understand this and wonder why their recommendations go unheeded and why they don't move up the organizational ladder. Others may wonder why they don't seem to have the authority they thought they had and why people who report to them often appear indifferent. Friesen's book makes clear that there are productive ways of selling your ideas, and he shows that these methods can and must be learned. He shows why organizations tend to be defensive and how to sell ideas effectively in a way that averts resistance to change. The result is an engrossing and practical book of advice for people at all levels in all organizations, public and private.

Executives at all levels and in every type of organization achieve their executive status in one of two ways: they either inherit it or they earn it through hard work, aspiration, and a bit of luck. Friesen directs his book at executives who wish to improve their ability to sell and implement ideas, and, in doing so, continue their rise up the corporate ladder. This book will also be of value to executives who have a desire to increase their authority and/or their administrative position and to those who wish to inspire a sense of loyalty among their employees, and those who hope to lead their organizations into the next century.

Friesen explains why organizations tend to be defensive and how recognizing this can lead to greater levels of personal success. He also provides a thorough background on the nature of power, contrasting legitimate power and authority, and helping one understand how to increase it without formal advancement in the organization. A specific process one can use to sell ideas as well as to develop relationships is described and illustrated. The book is intended for specialists in organizational behavior and top-level executives. It is organized to provide value as a reference work and to provide readers with unusual and useful strategies for their personal advancement and the enrichment of their communication skills.

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