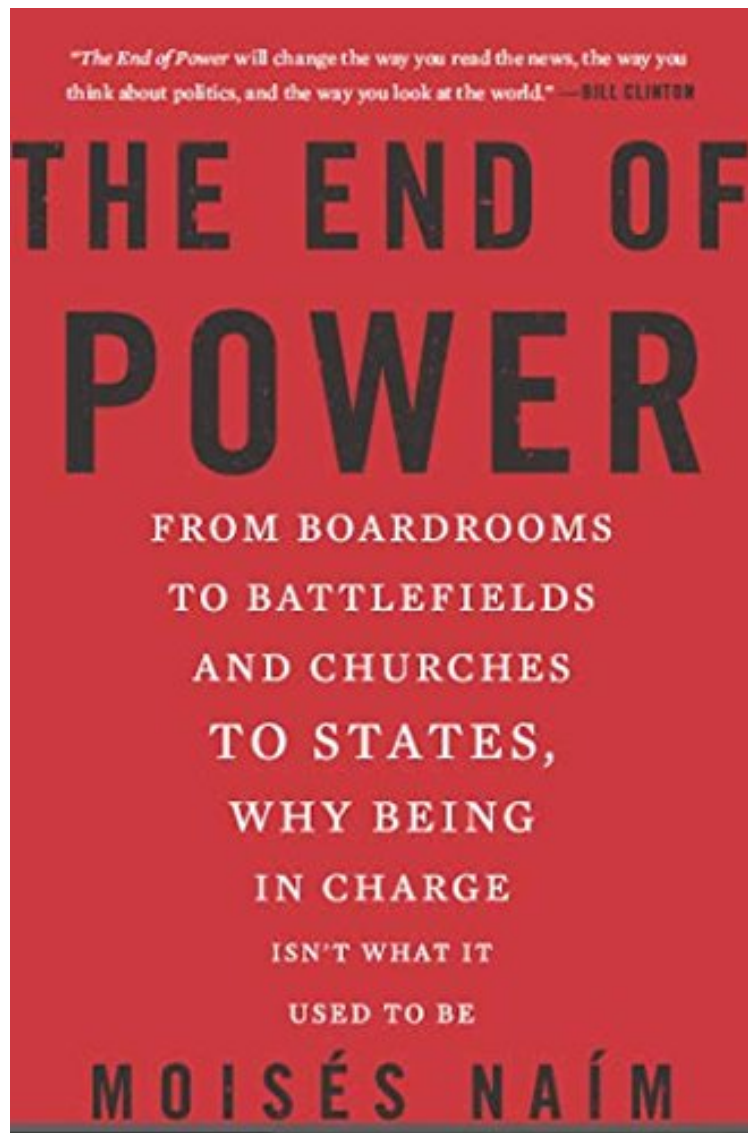


(Mobile library) The End of Power: From Boardrooms to Battlefields and Churches to States, Why Being In Charge Isn't What It Used to Be

The End of Power: From Boardrooms to Battlefields and Churches to States, Why Being In Charge Isn't What It Used to Be

Moises Naim

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Moises Naim : **The End of Power: From Boardrooms to Battlefields and Churches to States, Why Being In Charge Isn't What It Used to Be** before purchasing it in order to gage whether or not it would be worth my time, and all praised The End of Power: From Boardrooms to Battlefields and Churches to States, Why Being In Charge Isn't What It Used to Be:

11 of 11 people found the following review helpful. Insightful and compelling

By Mal Warwick

Mark Zuckerberg hit it out of the park with this one, the first selection in his attempt to channel Oprah Winfrey with his own "book club." The End of Power is a remarkably insightful inquiry into the limits of power in today's wired world, when a tiny group of fanatics can upend national policy half a world away. As Naim writes, referring not just to global leadership but to corporate executive suites, established churches, and the military, "the powerful are experiencing increasingly greater limits on their power. . . In the twenty-first century, power is easier to get, harder to use — and easier to lose." We often speak of the complexity of the modern world, but we tend to lose sight of just how complex it is. Consider this: in 1941, when I was born, world population stood at roughly 2.3 billion, whereas today we humans number 7.2 billion. Then, there was a total of 61 sovereign states on the planet. Today, there are 193 members of the United Nations, more than three times as many. But the number of players on the world stage today is far greater than that, including a plethora of global and regional organizations and what the media has come to call "non-state players" such as ISIS and Al Qaeda, all of which have come into being in the last seventy years. The upshot is that a US State Department list of treaties currently in force runs to almost five hundred pages! Add to these facts the speed and breadth of reach of information technologies and "profound shifts in expectations, values, and social norms," and the case seems made. "But the more fundamental explanation as to why barriers to power have become more feeble," Naim writes, "has to do with the transformation in such diverse factors as rapid economic growth in many poor countries, migratory patterns, medicine and healthcare, education, and even attitudes and cultural mores." In the midst of all this complexity, how could anyone hope to be the master of all he surveys? Naim analyzes the means by which power is expressed, referring to them as Muscle (coercion), Code (obligation), Pitch (persuasion), and Reward (inducement). He posits three overarching phenomena that give rise to weakening the barriers to power: the More revolution ("more of everything now"), the Mobility revolution (we and our money, not just communications, move around a lot faster now), and the Mentality revolution ("taking nothing for granted anymore"). Like any typology, Naim's are debatable — other thinkers may carve up reality along different lines — but they ring true to my ear. After all, to note what he calls "a cascading diffusion of power," we have only to look at the gridlock that has overtaken the political process in many nations (not just the US) and the shocking ability of micropowers — those "non-state actors" — to change the course of world history. Even "a core axiom of war has been stood on its head. Once upon a time, superior firepower ultimately prevailed. Now that is no longer true." There are parallel developments in nearly every realm of human endeavor. For example, "the advantage long considered to be built into corporate scale, scope, and hierarchy has been blunted, or even transformed into a handicap." These are not superficial changes or limited to one region of the globe. "Since 2004," Naim writes, "three-quarters of the world's economies have made it easier to start a business." Rising competition, indeed! Naim sees these developments as fraught with risk. He writes of five significant ones: Disorder (obviously), De-Skilling and Loss of Knowledge (witness Fox News), the Banalization of Social Movements (through social media, "sound bites," and oversimplified pitches by politicians and NGOs), Boosting Impatience and Shortening Attention Spans (just look around), and Alienation (obviously). The End of Power is endlessly thought-provoking — a worthy addition to our understanding of the way the world works today.

Moises Naim has an extraordinary resume. Born in Libya, educated at MIT, a former Venezuelan Minister of Trade and Industry and former Executive Director of the World Bank, he was the editor in chief of Foreign Policy magazine from 1996 to 2010. The End of Power is only the latest of the more than ten books he has written or edited.

2 of 2 people found the following review helpful.

Some interesting ideas

By Michael N.

It is definitely a book to get you thinking. That being said, I feel like it maybe is a little too dedicated to the idea that power is only tending towards fracturing and cumulative dissolution. I feel that the threat of a broader consolidation of power has only become easier in the sense of the effective power. In 1950, there was only 1 nuclear power, and now there are many. That DOESN'T mean that that single nuclear power has gotten weaker, but rather that there is altogether more destructive power in play in the world. Even in 1950, it isn't as though the US could have "conquered the world" because it was the only country with nuclear weapons— that alone wouldn't have been sufficient. The same remains true today. The USA is the strongest nuclear power, and military power, but, comparatively the other major powers have ALSO become more powerful. The difference is, that while the US wasn't capable of decimating the world single-handedly in 1950... it could now. So could Russia. So can China. Perhaps so could France and Great Britain. The OVERALL ability to project force/destruction/power has only increased across the board. The same could be said about economic power. While there was a global economy in 1950, it wasn't nearly as large and developed as it is now. That gives another lever of power to large countries which they really didn't have before. Hard and soft power have become much more interchangeable and mutually supporting. Economic sanctions in 1950 might not have had much of an effect on many smaller countries in 1950... but in the modern world? Besides countries which have explicitly prepared for them, they can be more economically devastating than an actual war, in some cases. Definitely should be read!

1 of 1 people found the following review helpful. A Glimpse into How Power Sways the Individual

By Angela T Byrne

To many people, there is a yes or no answer to everything. Power cannot please all the people, but shifting the power through the use of four channels is what this book is based upon, not the

end of power. Moises Naim, a talented commentator having had a career in both government and journalism tries to cover the globe and explains his theory on the structure of power, from his statistics and anecdotes developed through his own writing formula. For those wishing to enter leadership of any kind, then this does become a must read, as its content is about mind changing actions regarding world-views. Everything and anything to do with power and how one attains it, or loses it, is covered by conversational interviews and examples to prove his points. With interest, I delved into the chapter regarding the power of advertising and how the mighty players yield their power of persuasion through many worldly channels. Right there is worth the money to purchase this book if you are in any way contemplating a marketing career. Moises Naim, also cleverly uses words to build up his readers knowledge on an abundant of faith following powers. There use of future actions, and how they have their own job banks for their followers, is described through his pitch and how he sees their rewards given. However, I don't think this book is for everyone as it could have been condensed, and not so repetitious as he steers you in his outlook of some surprising powerful mind opening possibilities. Your choice, if you have an open mind and not closed to others opinions it is a very insightful read.

We know that power is shifting: From West to East and North to South, from presidential palaces to public squares, from once formidable corporate behemoths to nimble startups and, slowly but surely, from men to women. But power is not merely shifting and dispersing. It is also decaying. Those in power today are more constrained in what they can do with it and more at risk of losing it than ever before. In *The End of Power*, award-winning columnist and former Foreign Policy editor Moises Naim illuminates the struggle between once-dominant megaplayers and the new micropowers challenging them in every field of human endeavor. Drawing on provocative, original research, Naim shows how the antiestablishment drive of micropowers can topple tyrants, dislodge monopolies, and open remarkable new opportunities, but it can also lead to chaos and paralysis. Naim deftly covers the seismic changes underway in business, religion, education, within families, and in all matters of war and peace. Examples abound in all walks of life: In 1977, eighty-nine countries were ruled by autocrats while today more than half the world's population lives in democracies. CEO's are more constrained and have shorter tenures than their predecessors. Modern tools of war, cheaper and more accessible, make it possible for groups like Hezbollah to afford their own drones. In the second half of 2010, the top ten hedge funds earned more than the world's largest six banks combined. Those in power retain it by erecting powerful barriers to keep challengers at bay. Today, insurgent forces dismantle those barriers more quickly and easily than ever, only to find that they themselves become vulnerable in the process. Accessible and captivating, Naim offers a revolutionary look at the inevitable end of power—and how it will change your world.

From Booklist, scholar and columnist, explains that "power is what we exercise over others that leads them to behave in ways they would not otherwise have behaved." He builds his case for the decay of power claiming that power no longer buys as much; it is easier to get, harder to use, and easier to lose. Presidents, executives in financial services and oil companies, international religious leaders, and politicians continue to wield great power, but less so than their predecessors; today's leaders have more challenges, competitors, and constraints in the form of citizen activism, global markets, and the ever-present media. The decay of power has made space globally for new ventures, companies, voices, and more opportunities, but it also holds great potential for instability. Naim concludes that now we are more vulnerable to bad ideas and bad leaders, and strongly recommends a conversation not on the obsession with "who/what is Number One" but "what is going on inside those nations, political movements, corporations, and religions." A timely and timeless book. --Mary Whaley "Who is in charge? This book says nobody. The monopolies of coercion that characterised states, the potency of advanced militaries, the media organisations that controlled information, and the religious institutions that defined orthodoxy are all losing control. Readers may disagree; they will be provoked."— Financial Times, Best of the Year "It's not just that power shifts from one country to another, from one political party to another, from one business model to another, Naim argues; it's this: "Power is decaying."— Gordon M. Goldstein, Washington Post, Notable Non-Fiction Book of the Year "A remarkable new book by the remarkable Moises Naim, the former editor of Foreign Policy. It was recommended to me by former president Bill Clinton during a brief conversation on the situation in Egypt."—Richard Cohen, Washington Post "In his new book called *The End of Power*, Moises Naim goes so far as to say that power is actually decaying. I actually find the argument rather persuasive."—General Martin Dempsey-Chairman, Joint Chiefs of Staff "I particularly enjoyed *The End of Power* by Moises Naim.... It is particularly relevant for big institutions like GE."—Jeff Immelt, CEO, GE "[An] altogether mind-blowing and happily convincing treatise about how 'power is becoming more feeble, transient, and constrained.'"—Nick Gillespie, Barron's "Moises Naim's *The End of Power* offers a cautionary tale to would-be Lincolns in the modern era. Naim is a courageous writer who seeks to dissect big subjects in new ways. At a time when critics of overreaching governments, big banks, media moguls and concentrated wealth decry the power of the '1%,' Mr. Naim argues that leaders of all types—political, corporate, military, religious, union—face bigger, more

complex problems with weaker hands than in the past.”—Wall Street Journal