



# Confidence: How Winning and Losing Streaks Begin and End

*Rosabeth Moss Kanter*

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From the boardroom to the locker room to the living room—how winners become winners . . . and stay that way.

Is success simply a matter of money and talent? Or is there another reason why some people and organizations always land on their feet, while others, equally talented, stumble again and again?

There's a fundamental principle at work—the vital but previously unexamined factor called confidence—that permits unexpected people to achieve high levels of performance through routines that activate talent. Confidence explains:

- Why the University of Connecticut women's basketball team continues its winning ways even though recent teams lack the talent of their predecessors
- Why some companies are always positively perceived by employees, customers, Wall Street analysts, and the media while others are under a perpetual cloud
- How a company like Gillette or a team like the Chicago Cubs ends a losing streak and breaks out of a circle of doom
- The lessons a politician such as Nelson Mandela, who resisted the temptation to take revenge after being released from prison and assuming power, offers for leaders in both advanced democracies and trouble spots like the Middle East

From the simplest ball games to the most complicated business and political situations, the common element in winning is a basic truth about people: They rise to the occasion when leaders help them gain the confidence to do it.

Confidence is the new theory and practice of success, explaining why success and failure are not mere episodes but self-perpetuating trajectories. Rosabeth Moss Kanter shows why organizations of all types may be brimming with talent but not be winners, and provides people in leadership positions with a practical program for either maintaining a winning streak or turning around a downward spiral.

**Confidence** is based on an extraordinary investigation of success and failure in companies such as Continental Airlines, Seagate, and Verizon and sports teams such as the University of North Carolina women's soccer team, New England Patriots, and Philadelphia Eagles, as well as schools, health care, and politics.

Packed with brilliant, practical ideas such as “powerlessness corrupts” and the “timidity of mediocrity,” **Confidence** provides fresh thinking for perpetuating winning streaks and ending losing streaks in all facets of life—from the factors that can make or break corporations and governments to the keys for successful relationships in the workplace or at home.

*From the Hardcover edition.*

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