

# Power, access said keys to success

Power and access to power are the critical components of successful management and business endeavors, according to Rosabeth Kanter, speaker at the "Workplaces as People Experience Them" conference Friday.

The conference was sponsored by the UNL department of management, the Nebraska Business Development Center and the U.S. Small Business Administration.

Kanter is a professor of sociology and organization and management at Yale University.

"Power goes to the pioneers and risk-takers who choose activities with a high discretionary component," Kanter said. "It does not come from repeating the known."

When speaking of power attained through alliances, Kanter said it is necessary to have profitable relationships in every direction — above, below and sideways.

She said alliances are helpful in the evaluation of an idea, whether it be for a new product, a new organizational technique or a new business. Kanter said personal fail-

ures in some large corporations have resulted from a lack of alliances among those working at the same level.

Kanter is a pioneer in the study of the impact of organizational structure on group and individual behavior. In her speech, she outlined the phases an entrepreneur must go through in the accomplishment process.

She emphasized the need to view the initial idea from a variety of viewpoints and to develop it to fit the environment so that it is immune to criticism. If coalition-building is successfully accomplished, the idea will be a success if momentum is maintained.

"Sponsors are the last people the entrepreneur should approach," Kanter said. "One of the sad ironies of working life is that sponsors only leap on board when it is safe."

The speaker criticized corporations that stifle the innovation of middle managers by limiting their power.

"Power-sharing does not eliminate hierarchy," Kanter said. "It expands each level and makes everyone more productive."

## 54 judges evaluate livestock

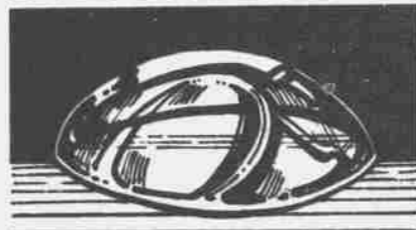
The annual Little Ak-Sar-Ben, sponsored by the UNL Block and Bridle Club, was Friday at the Livestock Judging Pavilion on East Campus.

Five species of animals were judged by participants entered in expert and novice classes. Fifty-four people competed for prizes in the two divisions, and the grand champions in the expert divisions competed against one another for the selection of the Grand Champion Showman.

The winners of this year's Little Ak-Sar-Ben were:

Jack Dye, junior, novice horse division; Cindy Jensen, sophomore, expert horse division; Jeff Lange-meier, freshman, expert sheep division; Dave Nielsen, freshman, novice swine division; Anita Fritschen, freshman, expert swine division; Brad Holen, freshman, novice beef division; Allan Forster, freshman, expert beef division and Grand Champion Showman; Sharon Kriewald, senior, reserve beef division.

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