



# Becoming a Manager: How New Managers Master the Challenges of Leadership

By Linda A. Hill

[Download now](#)

[Read Online](#) 

## Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill

New managers must learn how to lead others rather than do the work themselves, to win trust and respect, to motivate, and to strike the right balance between delegation and control. It is a transition many fail to make. This book traces the experiences of nineteen new managers over the course of their first year in a managerial capacity. Reveals the complexity of the transition and analyzes the expectations of the managers, their subordinates, and their superiors. New managers describe how they reframed their understanding of their roles and responsibilities, how they learned to build effective work relationships, how and when they used individual and organizational resources, and how they learned to cope with the inevitable stresses of the transformation. They describe what it was like to take on a new identity. Two themes emerge: first the transition from individual contributor to manager is a profound psychological adjustment--a transformation; second, the process of becoming a manager is primarily one of learning from experience. Through trial and error, observation and interpretation, the new managers learned what it took to become effective business leaders.

 [Download](#) [Becoming a Manager: How New Managers Master the Ch...pdf](#)

 [Read Online](#) [Becoming a Manager: How New Managers Master the Ch...pdf](#)

# **Becoming a Manager: How New Managers Master the Challenges of Leadership**

*By Linda A. Hill*

**Becoming a Manager: How New Managers Master the Challenges of Leadership** By Linda A. Hill

New managers must learn how to lead others rather than do the work themselves, to win trust and respect, to motivate, and to strike the right balance between delegation and control. It is a transition many fail to make. This book traces the experiences of nineteen new managers over the course of their first year in a managerial capacity. Reveals the complexity of the transition and analyzes the expectations of the managers, their subordinates, and their superiors. New managers describe how they reframed their understanding of their roles and responsibilities, how they learned to build effective work relationships, how and when they used individual and organizational resources, and how they learned to cope with the inevitable stresses of the transformation. They describe what it was like to take on a new identity. Two themes emerge: first the transition from individual contributor to manager is a profound psychological adjustment--a transformation; second, the process of becoming a manager is primarily one of learning from experience. Through trial and error, observation and interpretation, the new managers learned what it took to become effective business leaders.

**Becoming a Manager: How New Managers Master the Challenges of Leadership** By Linda A. Hill  
**Bibliography**

- Sales Rank: #247847 in Books
- Brand: Brand: Harvard Business Review Press
- Published on: 2003-05-01
- Original language: English
- Number of items: 1
- Dimensions: 9.25" h x 6.25" w x 1.50" l, 1.11 pounds
- Binding: Paperback
- 448 pages



[Download](#) **Becoming a Manager: How New Managers Master the Ch ...pdf**



[Read Online](#) **Becoming a Manager: How New Managers Master the ...pdf**

## Download and Read Free Online **Becoming a Manager: How New Managers Master the Challenges of Leadership** By Linda A. Hill

---

### Editorial Review

#### From Library Journal

Hill vividly documents the experiences of 19 first-year managers. Initially, these managers focused on formal authority and setting business performance agendas while ignoring the responsibilities of accomplishing things through others and network building. "They were genuinely surprised, though, by the discontinuity between the producer and manager roles and between their expectations and the realities of management." Hill clearly explains the interpersonal problems of dealing with employee diversity and evaluating the performance of others along with the stressful and emotional side of making the transformation to management. She also addresses how new managers can learn from their experiences and the implications for those responsible for management development. Unlike Joseph and Susan Berk's *Managing Effectively* (LJ 6/1/91), which examines what first-time managers should know, Hill discusses the actual transformation of individual performers into effective new managers. Strongly recommended for all types of business collections.

- *Jane M. Kathman, Coll. of St. Benedict Lib., St. Joseph, Minn.*

Copyright 1992 Reed Business Information, Inc.

#### Review

"Becoming a Manager is a must-read guide for companies that want to maximize the success of their future leaders."

#### About the Author

##### Linda A. Hill, Ph.D.

Wallace Brett Donham Professor of Business Administration  
Harvard Business School; Faculty Chair, Leadership Initiative

Linda A. Hill is the Wallace Brett Donham Professor of Business Administration at the Harvard Business School. She is the faculty chair of the Leadership Initiative and has chaired numerous HBS Executive Education programs, including the Young Presidents' Organization Presidents' Seminar and the High Potentials Leadership Program. She was course-head during the development of the new Leadership and Organizational Behavior MBA required course. She is the co-author, with Kent Lineback, of *Being the Boss: The 3 Imperatives of Becoming a Great Leader and Breakthrough Leadership*, a blended cohort-based program that helps organizations transform midlevel managers into more effective leaders. *Breakthrough Leadership* was the winner of the 2013 Brandon Hall Group Award for Best Advance in Unique Learning Technology. The book was included in the *Wall Street Journal* as one of the "Five Business Books to Read for Your Career in 2011." She is also the author of *Becoming a Manager: How New Managers Master the Challenges of Leadership* (2nd Edition). Both books are available in multiple languages. She is author of course modules: *Managing Your Career*, *Managing Teams*, and *Power and Influence* and of award-winning multimedia management development programs *High Performance Management*, *Coaching*, and *Managing for Performance*. She is also the subject expert of numerous e-learning programs: *Breakthrough Leadership* (based in large measure on *Being the Boss*); *Stepping up to Management* (based in large measure on *Becoming a Manager*); *Harvard ManageMentor*, and advisor for the *Change Management Simulation: Power and Influence*. Hill has authored or co-authored numerous HBR articles, including "Where Will We Find Tomorrow's Leaders;" "Winning the Race for Talent in Emerging Markets;" and "Are You a High

Potential?" She is a contributor to the HBS Publishing series on Managing Up, Hiring, and Becoming a New Manager. She was named by Thinkers50 as one of the top ten management thinkers in the world.

Professor Hill's consulting and executive education activities have been in the areas of leadership development, talent management, leading change and innovation, implementing global strategies, and managing cross-organizational relationships. Professor Hill co-authored a book entitled *Collective Genius: The Art and Practice of Leading Innovation* forthcoming in 2014 from Harvard Business Press. It features thick descriptions of exceptional leaders of innovation in a wide range of industries—from information technology to law to design—and geographies—from the US and Europe to the Middle East and Asia.

Organizations with which Professor Hill has worked include General Electric, Reed Elsevier, Accenture, Pfizer, IBM, MasterCard, Mitsubishi, Morgan Stanley, the National Bank of Kuwait, AREVA, and The Economist.

Professor Hill is a member of the Board of Directors of State Street Corporation, Eaton Corp., and Harvard Business Publishing. She is a trustee of the The Bridgespan Group and the Art Center College of Design. She is on the Board of Advisors for the Nelson Mandela Children's Fund USA and a Special Representative to the Board of Trustees of Bryn Mawr College. She is a former member of the Board of Trustees of The Rockefeller Foundation. She is also on the Advisory Board of the Aspen Institute Business and Society Program. She serves on the Editorial Board of the *Leadership Quarterly*.

Dr. Hill did a post-doctoral research fellowship at the Harvard Business School and earned a Ph.D. in Behavioral Sciences at the University of Chicago. She received her M.A. in Educational Psychology with a concentration in measurement and evaluation from the University of Chicago. She has a B.A., summa cum laude, in psychology from Bryn Mawr College

## **Users Review**

### **From reader reviews:**

#### **David Hernandez:**

Throughout other case, little persons like to read book *Becoming a Manager: How New Managers Master the Challenges of Leadership*. You can choose the best book if you like reading a book. Providing we know about how is important a book *Becoming a Manager: How New Managers Master the Challenges of Leadership*. You can add information and of course you can around the world by just a book. Absolutely right, because from book you can recognize everything! From your country right up until foreign or abroad you may be known. About simple issue until wonderful thing you can know that. In this era, we could open a book or searching by internet device. It is called e-book. You can utilize it when you feel bored stiff to go to the library. Let's examine.

#### **Maria Lacher:**

This *Becoming a Manager: How New Managers Master the Challenges of Leadership* book is not ordinary book, you have after that it the world is in your hands. The benefit you will get by reading this book is actually information inside this e-book incredible fresh, you will get facts which is getting deeper anyone read a lot of information you will get. That *Becoming a Manager: How New Managers Master the Challenges of Leadership* without we recognize teach the one who examining it become critical in

considering and analyzing. Don't always be worry Becoming a Manager: How New Managers Master the Challenges of Leadership can bring any time you are and not make your handbag space or bookshelves' grow to be full because you can have it in your lovely laptop even cellphone. This Becoming a Manager: How New Managers Master the Challenges of Leadership having very good arrangement in word in addition to layout, so you will not really feel uninterested in reading.

**Julio Yates:**

This book untitled Becoming a Manager: How New Managers Master the Challenges of Leadership to be one of several books that will best seller in this year, that is because when you read this book you can get a lot of benefit upon it. You will easily to buy this specific book in the book retail store or you can order it by using online. The publisher of the book sells the e-book too. It makes you more easily to read this book, because you can read this book in your Smart phone. So there is no reason to you to past this publication from your list.

**Clara Palmer:**

Playing with family in the park, coming to see the coastal world or hanging out with buddies is thing that usually you have done when you have spare time, after that why you don't try matter that really opposite from that. A single activity that make you not sense tired but still relaxing, trilling like on roller coaster you are ride on and with addition of information. Even you love Becoming a Manager: How New Managers Master the Challenges of Leadership, you may enjoy both. It is good combination right, you still want to miss it? What kind of hang-out type is it? Oh come on its mind hangout fellas. What? Still don't understand it, oh come on its named reading friends.

**Download and Read Online Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill  
#Z7HV3ICDRL1**

# **Read Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill for online ebook**

Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill books to read online.

## **Online Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill ebook PDF download**

**Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill Doc**

**Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill MobiPocket**

**Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill EPub**

**Z7HV3ICDRL1: Becoming a Manager: How New Managers Master the Challenges of Leadership By Linda A. Hill**