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

*Linda A. Hill*

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NEW EXPANDED EDITION

# **BECOMING A MANAGER**

How New Managers Master the  
Challenges of Leadership



**Linda A. Hill**

HARVARD BUSINESS SCHOOL PRESS

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**Linda A. Hill : Becoming a Manager: How New Managers Master the Challenges of Leadership** before purchasing it in order to gauge whether or not it would be worth my time, and all praised *Becoming a Manager: How New Managers Master the Challenges of Leadership*:

1 of 1 people found the following review helpful. Absolutely Brilliant / Incredibly Important By Amanda S. Williamson As a new manager who's just completed her first year on the job, I found this book to be irreplaceable. All of the emotional strain and micro-regrets that I've strained to glean the most important insights from now feel like a

collective experience. Thank you, Linda Hill, for putting this book out there into the world--it's been a balm to my psychological well-being and has allowed me to comprehend my role with greater conviction. Only now am I beginning to take on a more reflective (and effective) approach to the many paradoxes and interpersonal situations that managers must learn to cope with and reason through effectively. 0 of 0 people found the following review helpful. Three Stars By MtnMamma This is written like a thesis. Could have been reduced in size and been just as effective 0 of 0 people found the following review helpful. Related to the experiences in this book By S. Berg As a new manager, I very much related to the experiences depicted in the book. I'd recommend this to anyone who is new or newish to a people-leader position.

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.