

## Leadership Transitions How Business Leaders Take Charge In New Roles

Hit the ground running—with hundreds of practical, proven suggestions, examples, and tools to help you navigate the challenges of the first critical year in your new leadership role. "Straightforward advice that can be immediately understood and acted upon. I wish this book had been published three years ago, when I was planning my transition to The Conference Board." -- Jon Spector, CEO, The Conference Board "A must-read for anyone with ambition." -- Judith von Seldeneck, Chairman and CEO, Diversified Search Odgers Berndtson **Just Promoted!** gives you the tools, knowledge, and confidence to take that next big step in your career. The most complete guide of its kind, this book is filled with essential knowledge--practical advice and proven strategies, handy checklists, tips from the pros, and revealing real-world stories. From moving in to making an impact to navigating changes in your personal life, **Just Promoted!** guides you day by day through the entire first year. Updated with critical new information, the second edition includes: Customizable tools for your leadership transition process Examples of leadership transitions in a wide array of business sectors Sections on how to assemble and manage a strong team and methods for handling change management issues Potentially career-damaging pitfalls to avoid--including those involving your family, health, and time

In a working life of 35 years, a manager can expect to make at least 10 job changes - or transitions - where the demands for rapid business delivery and effective leadership will only increase with each new job. According to recent research, over 25 per cent of new leaders appointed from within fail within 18 months; the figure is closer to 40 per cent for new leaders appointed externally. The cost of this rate of failure is high, ranging from financial to performance to organizational disruption. This book identifies the sources of these failures and how to overcome them. The authors show that, whether the new leader has arrived as an external appointment or has been promoted internally, the experiences can be divided into three phases: Arriving, Surviving and Thriving. By analysing the different features of the leader's experience at each of these stages, the authors are able to provide a strategy for leaders to take charge and succeed in their new roles.

You never dreamed being the boss would be so hard. You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in **Being the Boss**, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives: • **Manage yourself:** Learn that management isn't about getting things done yourself. It's about accomplishing things through others. • **Manage a network:** Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment. • **Manage a team:** Forge a high-performing "we" out of all the "I"s who report to you. Packed with compelling stories and practical guidance, **Being the Boss** is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.

Leaders face numerous critical crossroads in their careers, moments that can provide extraordinary learning and growth opportunities or ensnare them and prevent further development. The good thing about these passages is that they're predictable, and with proper preparation, leaders not only can survive them to become stronger but can use these experiences to enhance their leadership, compassion, and effectiveness. This book lays out thirteen specific "leadership passages" based on research, interviews, and coaching of senior executives in such well-known companies as Johnson & Johnson, Novartis, Intel, GE, and Bank of America. For each passage, the authors describe what to expect, how the passage constitutes a choice point, and what effective leaders do to navigate and grow from the challenge. Some of the passages include: moving into a leadership role for the first time, dealing with significant failure for which you are responsible, derailing/losing your job, being acquired/merging, losing faith in the system, understanding the importance of children, family and friends, and personal upheavals such as divorce, illness, and death. The authors provide a wealth of practical tools and techniques to improve your leadership, along with real-life examples from recognizable leaders and breakthrough ways in which companies can use the concept of leadership passages to grow talent.

**The Manual They Didn't Hand You When You Made VP, Director, Or Manager**

**How Business Leaders Take Charge in New Roles**

**Lessons for Leadership in a Startup World**

**Navigating Life and Leadership Transitions**

**Master Your Next Move, with a New Introduction**

**The Definitive Guide**

**Connecting the Dots**

In **Don't Mess It Up: How Founders and Their Successors Can Avoid the Clichés That Inhibit Growth**, author and six-time second CEO Les Trachtman offers his expertise on the most effective ways to successfully hand off your company to a worthy successor. He also has advice for those who are inheriting a business and want to take it to the next level, as well as for boards who are dealing with these leadership transitions. In his direct, no-nonsense approach, Les shows readers how seemingly harmless business clichés such as "get it right" and "be careful" can have a detrimental effect on a company's future by conveying that such imperative ingredients such as risk and innovation are things to now be avoided. Readers will learn how to: • Understand the metamorphosis required to transition from great founder to great CEO • Know when, and if, it's time to replace yourself • Pick the right successor • Prepare yourself and your company for the fragile transition • Create a successful CEO transition • Separate yourself from the company There is likely no one more experienced in founder transitions than Les Trachtman. He has been an innovative and respected successor at six different companies; let his hard-won advice guide you through your transition and toward success.

Every year, over 10,000 business books are published--and that's before you add in the hundreds of thousands of articles, blogs, and video lectures that are produced. Leaders can't possibly hope to digest it all, and writers increasingly sensationalize and spin their ideas in order to be noticed. The result? Put quite simply, the field of management thinking is in danger of losing the plot. In this new book, Scott Keller and Mary Meaney--Senior Partners at McKinsey & Company, the world's preeminent management consultancy--cut to the chase by answering the 10 most important and timeless questions that every leader needs to answer in order to maximize the performance and health of their organization. What's more, the authors recognize that great leaders may not have time for long-winded business books. In **Leading Organizations**, answers are kept to the essentials--hard facts, counter-intuitive insights, and practical steps--all presented in an accessible and highly visual format. If there's one essential business book you should read--ever--it's this one.

Want to know how your executive clients feel during coaching? This book is a practical guide for any coach and coach trainer who wants to hear the

voices of leaders as they convey what is valuable to them when moving into a new role. This book provides a framework for practising coaches who want to understand the impact of coaching on leaders as they transition. The framework is grounded in research that reflects the practice and real-life experiences of several leaders. This book also provides insight to leaders, where specific topics may resonate as they reflect on the progress of their own transition. "In today's dynamic, ever-changing and uncertain environment, this book blends academic and practical insights to explore how coaching can support transitions to leadership roles." Dr. David McGuire, Reader in Human Resource Development, Glasgow Caledonian University, Scotland "This book provides very relevant, usable advice and examples well-suited to practitioner-level coaches and to those training them." Stephen Murphy, VP Development, EMCC Global "Mary Valette Devine and Inge Nieuwstraten have provided an engaging new take on one of the central topics leaders bring to coaching conversations: 'transitions'." Prof Jonathan Passmore, Professor of Coaching & Behavioural Change, Executive Director Henley Centre for Coaching, Henley Business School, UK "Leadership Transition Coaching is a timely and valuable contribution to the literature on leadership, particularly for those navigating the challenges of changing leadership roles. A key strength of this book is the seamless blend of an evidence base from existing and original research with a focus on practical advice for leaders and coaches." Professor Carol Linehan, School of Applied Psychology, University College Cork Mary Valette Devine is an HR Consultant, Executive Coach and Mentor. She is Fellow of the Chartered Institute of Personnel and Development (CIPD), a member of the Coaching Psychology Special Interest Group at the Psychological Society of Ireland (PSI) and a member of the EMCC. Inge Nieuwstraten divides her time between being a College Lecturer at the School of Psychology, University College Cork, Ireland, and being a Practising Psychologist and Psychotherapist (private practice and on a primary care team). Don't just survive your leadership transition. Thrive in it! It's go time in your new executive role, and the pressure is on. You are expected to get up to speed and add value to the business. Fast. As a celebrated leadership strategist and executive coach, Hilary Potts is here to help. She offers powerful principles and practices to achieve a smarter, smoother transition. You will shine at every turn, and will set the stage for success well beyond your transition. \* Create a step-by-step plan to accelerate your learning curve and momentum \* Know the classic transition mistakes and learn how to avoid them \* Open communication channels and build trusting relationships across every level \* See even the subtlest warning signs that your transition is off track \* Make clear, conscious choices in how you want to lead Let The Executive Transition Playbook show you the way.

How Founders and Their Successors Can Avoid the Clichés That Inhibit Growth

Good to Great

From Entrepreneurial Genius to Visionary Leader

How to Take Charge, Build Your Team, and Get Immediate Results

Transitioning from the Top

The Six Mindsets That Distinguish the Best Leaders from the Rest

First 90 Days

***Would it surprise you to learn that 40% of executive transitions fail during the first 18 months? With more executives facing exponential challenges, a crisis is imminent and the consequences for organizations and executives alike are severe and far-reaching. Mastering Executive Transitions: The Definitive Guide, by Navid Nazemian, explores the intersection between executive leaders and their career transitions, the research of transitions versus the reality of it, and the increased complexity and demands from executives coupled with shorter tenure and executive overwhelm. This book demonstrates how the biggest transition mistakes can be avoided and provides a proven framework to transition most successfully. It is an invaluable resource for: Executives who are about to transition professionally Human Resources leaders and talent directors who are keen to support their leaders with their transition, and enhance their existing executive transition (onboarding) process Executive coaches who have specialized in leadership transitions Through authentically demonstrated experience and key insights into the challenges that the modern executive faces, Mastering Executive Transitions: The Definitive Guide aims to bend executive transitions away from failure and towards the masterful and successfully crafted. [?]***

***"Many books have been written for new CEOs on what they need to do when they take charge at a new company, but few focus on what the rest of the organization has to do to set up the new leader--and the rest of the organization--for success. During any transition of C-suite leadership, the board of directors, the outgoing CEO (if there is one), the Chief Human Resources Officer, and other influential senior executives all play a crucial role in achieving a successful transition. What does it take to focus the organization, culture, systems, and processes so that the entire company lays a foundation for success? Transitions at the Top tells companies everything they need to know to successfully maintain continuity as one leader passes the mantle of responsibility to a successor, spanning the steps & events from the point that a candidate for a top position accepts the offer, all the way through to the point that a critical mass of followers accepts him/her as the established leader. The book includes advice for each role who will be managing the transition"--***

***Leadership and turnaround expert Jackie Jenkins-Scott shows you how to spot and take advantage of opportunities in any environment. Being a responsive leader means playing to win. Responsive leadership can thrive anywhere, unlike systematic leadership. The latter imposes methods and laws; principles govern action. In contrast, responsive leadership is a living, changing set of traits and skills that adapts to new people and environments. You may have an impressive grasp of how to influence, inspire, and build teams, but you must know how to adapt your abilities to each new organization, or to changes within the organization - new board members, new staff members, new shareholders. The 7 Secrets of Responsive Leadership spotlights how to build the skills to be a leader in any environment. Richly illustrated with stories from the author's decades of experience as a CEO, the book explores how to: Take advantage of opportunity Turn around an organization Compete well by leading with heart Keep your bags packed Echo one message at a time Look for opposition Value the interconnectedness of people Recover quickly At its core, this book is about the intimate relationship between leadership and opportunity. The author lived that relationship in transforming a major urban health care center and a college from struggling and failing organizations to thriving, international leaders in their field.***

***You aspire to lead with greater impact. The problem is you're busy executing on today's demands. You know you have to carve out time from your day job to build your leadership skills, but it's easy to let immediate problems and old mind-sets get in the way. Herminia Ibarra—an expert on professional leadership and development and a renowned professor at INSEAD, a leading international business school—shows how managers and executives at all levels can step up to leadership by making small but crucial changes in their jobs, their networks, and themselves. In Act Like a Leader, Think Like a Leader, she offers advice to help***

*you: • Redefine your job in order to make more strategic contributions • Diversify your network so that you connect to, and learn from, a bigger range of stakeholders • Become more playful with your self-concept, allowing your familiar—and possibly outdated—leadership style to evolve Ibarra turns the usual “think first and then act” philosophy on its head by arguing that doing these three things will help you learn through action and will increase what she calls your oversight—the valuable external perspective you gain from direct experiences and experimentation. As opposed to insight, oversight will then help change the way you think as a leader: about what kind of work is important; how you should invest your time; why and which relationships matter in informing and supporting your leadership; and, ultimately, who you want to become. Packed with self-assessments and practical advice to help define your most pressing leadership challenges, this book will help you devise a plan of action to become a better leader and move your career to the next level. It’s time to learn by doing.*

*Being the Boss*

*Leadership Transitions: The Watkins Collection (4 Items)*

*Your Next Move*

*Succession Transition*

*Current Issues and Key Trends*

*Entrepreneurial Transitions*

*Leadership Transitions in Universities*

The authors address the crucial differences between the private and public sectors. This concise, practical book provides a roadmap to help new government leaders at all levels accelerate their transitions.

An executive’s transition into any leadership role can be a challenge. Such transitions do not always go smoothly, and the negative consequences can be significant. This is particularly so for Chief Information Officers (CIOs), as the role has evolved significantly over the years yet remains deeply ambiguous. This is despite information and technology moving from the periphery of an organization to a fundamental driver of innovation and competitive advantage. This book is to help the newly appointed CIO “take charge”: the process of learning and taking action that the newly appointed CIO goes through until s/he has mastered the new assignment in sufficient depth to be effective in the role. This book provides keen insights into the challenges faced by today’s CIOs while transitioning into a new role and enlightens readers on how to navigate the organizational environment in order to implement necessary changes. With plenty of practical tools and insights it will help you to: • Decide how best to approach the job • Prioritize the first areas of the business you should attend to • Draw up your goals for the first few weeks and months into the role • Find out if there are there any decisions that you can postpone making Based on over 200 interviews with CIOs, CxOs, and recruiters, this book offers readers guidance on how to take on the role of a business executive with special responsibility for information and technology, with ten key prescriptions to maximize success.

This Harvard Business Review collection features the best in leadership transitions from celebrated author and advisor Michael D. Watkins. Watkins, who has worked for decades guiding senior leaders into new roles to help them and their organizations succeed, is the author of the international bestseller *The First 90 Days*. With more than 400,000 copies sold worldwide and published in more than 25 languages, the book has become the standard reference for leaders in transition. In addition to the full digital edition (ebook) of *The First 90 Days*, this collection includes digital editions of Watkins’ other popular works: *Your Next Move*, which guides professionals through the most common career transitions; *Shaping the Game*, on how to lead effective negotiations; and his 2012 Harvard Business Review article, “How Managers Become Leaders.” Watkins, whose ideas have guided some of the world’s best leaders through successful transitions, is the chairman of leadership development consultancy Genesis Advisers. Drawing on the perfect combination of research and hands-on experience, he has spent the last two decades working with leaders—both corporate and public—as they transition to new roles, negotiate the future of their organizations, and craft their legacy as leaders. He was previously a professor at the Kennedy School of Government at Harvard, Harvard Business School, INSEAD in France, and IMD in Switzerland.

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

*Shaping the Game*

*Drive Change, Manage Transitions, and Help Any Organization Turn Around*

*The First 90 Days, Updated and Expanded*

*Critical Success Strategies for New Public Managers at All Levels*

*Right from the Start*

*The New Leader's Guide to Effective Negotiating*

*The 3 Imperatives for Becoming a Great Leader*

**Combining expert knowledge, experience and reflections from senior leaders to distil collective leadership experiences, this book explores the realities of leadership at universities rather than the imagined and often-unrealistic expectations and perceptions of how leaders should act. This key text is an informed insider’s guide to leadership transitions that will assist talented individuals in considering whether to apply for, how to prepare for and how to take on the task of leading a university. The collection of leadership experiences provided will help universities to be more successful, students to have great educational experiences and staff at all levels to have more-fulfilling working environments. It will also consider how to avoid the emotional pain and suffering that can arise when leaders find themselves poorly equipped, unprepared, unable or unwilling to provide the sound and competent leadership that universities**

deserve. Centred on the practice and experience of leadership, this book will be a must-read for all new and existing heads of universities. It will also provide useful insights to those actively involved in the recruitment and development of senior leaders, members of senior leadership teams and those who hold governance roles in universities. Further updates and details about the application of the ideas in the book in practice can be found at [www.leadershiptransitionsatthetop.com/](http://www.leadershiptransitionsatthetop.com/).

The Leadership Transitions and Team Building Collection includes two important books: *The First 90 Days, Updated and Expanded*, by Michael D. Watkins, and *The Alliance*, by Reid Hoffman, Ben Casnocha, and Chris Yeh. Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In *The First 90 Days*, Watkins offers proven strategies for conquering the challenges of transitions—no matter where you are in your career. *The Alliance*, coauthored by the founder of LinkedIn, introduces a new, realistic loyalty pact between employer and employee. The employer-employee relationship is broken, and managers face a seemingly impossible dilemma: the old model of guaranteed long-term employment no longer works in a business environment defined by continuous change, but neither does a system in which every employee acts like a free agent. The solution? Stop thinking of employees as either family or as free agents. Think of them instead as allies. This bold but practical guide for managers and executives will give you the tools you need to recruit, manage, and retain the kind of employees who will make your company thrive in today's world of constant innovation and fast-paced change.

*The Essential Guide for Managing Leadership Turnovers* A leadership transition can be a time of high vulnerability for a nonprofit organization. On the other hand, an executive turnover offers unique opportunities for renewal and fresh thinking. *Managing Executive Transitions* shows how this state of transition can give board and staff members a chance to put things back together in new and creative ways—to discard some old pieces and to bring in fresh elements. Nonprofit boards and executive directors will find practical advice on how to manage leadership turnovers in ways that can heighten mission impact while avoiding potential downsides. Author Tim Wolfred recommends a transformational process of three phases: Prepare, Pivot, and Thrive. In the Prepare phase board members, staff, volunteers, and funders engage in an efficient process for updating the agency's strategic directions and crafting a profile of the skills needed in the next executive. In the Pivot phase a search ensues, conducted by a board reinvigorated and excited about the agency's future impact. In the Thrive phase the board engages the newly hired executive as a leadership partner and gives him or her clear performance priorities derived from the strategic directions. Engaging case studies and hands-on tools such as planning agendas, timelines, sample letters, and communication tips will smooth the transition to new executive leadership.

A 2018 DIGITAL BOOK AWARD FINALIST FOR BEST BUSINESS BOOK Covered in Forbes, Fast Company, and Harvard Business Review, *Crack the C-Suite Code* is "a true insider's guide," according to Harvard Business School professor Boris Groysberg. How can I reach the C-suite? That is the most common question Cassandra Frangos hears from the executives she coaches. Many aspire to reach the C-suite, but the typical paths to the top are hard to find and difficult to follow. In *Crack the C-Suite Code*, Frangos reveals the hidden dynamics for reaching the C-suite. She offers expert guidance based on her experience as a consultant at Spencer Stuart and former head of global executive talent at Cisco, a company with 70,000 employees. Her deep research on the topic includes candid interviews with CEOs, hundreds of aspiring C-suite candidates, and the leading experts in the field. Frangos identifies four core paths you can follow to reach the C-suite: The Tenured Executive, The Free Agent, The Leapfrog Leader, and The Founder. To actively improve your chances for success, she presents: Insider knowledge from current CEOs and well-known executives Guiding questions that clarify the risks and rewards associated with each path Accelerators and derailleurs that either enhance or detract from your chances to succeed Advice on how to leverage your experience, leadership brand, and mindset to help you land on the C-suite short list Insight on how the evolving role of the CEO affects your strategy to reach the top A career playbook for anyone who aspires to the top spot, *Crack the C-Suite Code* features advice from successful C-level leaders, including Accompany's Amy Chang, Goldman Sachs' Edith Cooper, Nest's Yoky Matsuoka, Cisco's Chuck Robbins, and Corning's Wendell Weeks. These and other top leaders from a broad range of companies, including Microsoft, Google, and General Electric, tell the stories of their success and help aspiring executives crack the C-suite code. "If you've ever wanted to really figure out how to ascend to the C-suite, this is your Rosetta Stone."—James M. Citrin, *Leader*, Spencer Stuart CEO Practice, and author, *You're In Charge, Now What?* "Frangos has created a roadmap for executives on the fast track." —Sylvia Ann Hewlett, author, *Forget a Mentor, Find a Sponsor and Executive Presence*

Mastering Executive Transitions

Proven Strategies for Getting Up to Speed Faster and Smarter

The Leader's Guide to Navigating Major Career Transitions

Managing Executive Transitions

Leadership Transitions and Team Building: Leadership Collection (2 Books)

## **Taking the Reins as CIO Transitions at the Top**

How can you move most effectively from the pinnacle of business and leadership success into "post-work" life that energizes you, and leverages your experience and your interests? This book draws on the experience of several past CEOs to address the important topic of 'personal continuity' for family business leaders transitioning from the day-to-day leadership of their enterprise. Making this transition remains challenging for most leaders. Lack of clarity or options for meaningful post-CEO roles is a major factor in succession struggles, resulting in wide-reaching consequences for all stakeholders in the enterprise. Here, family business consultant Brun de Pontet takes an in-depth look at the dynamics and challenges for leaders in transition and the systems around them, to deliver insights on sources of difficulty and tips and tools for effective planning. The book draws extensively on the experiences of more than a dozen former family business leader interviewees. These highly driven and accomplished business leaders share stories and lessons from their own personal continuity journey as they transitioned from the top of their companies. Combining these real examples with knowledge from years of consulting and research, Brun de Pontet helps leaders broaden their sense of self as they look forward to a rich, purpose-filled next chapter in life.

This Harvard Business Review collection, featuring the work of celebrated author and advisor Michael D. Watkins on leadership transitions, includes the international bestseller *The First 90 Days, Updated and Expanded* as well as the 2012 Harvard Business Review article, "How Managers Become Leaders."

"Today's breakneck pace of change has an immense impact on leaders-and as a result, on the organizations they run. All too often, people remain stuck in outdated mindsets and modes of operating, even after others recognize the need for change. Leaders need to learn to pivot even when there are no obvious signals guiding their way. Leadership expert Herminia Ibarra (INSEAD) upends traditional, introspective advice and says act first-and then change your way of thinking. In this unconventional book, Ibarra, one of the world's foremost experts on leadership transitions, provides the first practical guide on how to change when you also need to lead. Defying standard leadership development guidance, which encourages deep self-reflection into strengths and weaknesses, this book shows that the most effective way to change is through action, not analysis, and by learning from experience, not introspection. In short, it will teach you to change from the outside in by first acting like a leader and then thinking like one. Based on Ibarra's flagship executive education program at INSEAD, this book is for new and seasoned leaders alike who need to understand the new rules for success in their own organization, and in the global business environment at large. It's the essential guidebook for anyone who wants to upgrade their role or be the leader their organization needs them to be"--

Your next professional move can make or break your career. Are you ready? In business, especially today, you are only as successful as your next career transition. Do well, and you'll be on the fast track to even more challenging roles. Fail, and you could irreparably harm your career--and your organization. In his international bestseller *The First 90 Days*, transition guru Michael D. Watkins outlined a set of basic principles for getting up to speed quickly in new professional roles. Since that book was published Watkins has worked with thousands of leaders, helping them to accelerate their transitions. These leaders posed challenging questions on how to apply the basic principles in real-life situations. The truth that emerged: the *First 90 Days* framework can be applied in every transition, but the way you apply it is entirely different when you have been promoted to a higher level than it is when you are joining a new organization or taking a role in a different country. *Master Your Next Move* answers a distinct need, focusing on the most common types of transitions leaders face and the unique challenges posed by each. Based on years of research, and now with a new introduction, this indispensable book explores eight crucial transitions virtually everyone encounters during their career, including promotion, leading former peers, onboarding into a new company, making an international move, and turning around a business in crisis. With real-world examples and many practical models and tools, *Master Your Next Move* is your guide to surviving and thriving as you make your next move . . . and every one after that.

*The First 90 Days in Government*

*The Executive Transition Playbook*

*Stuck!*

*Strategies for Starting Strong, Staying Focused, and Succeeding in Your New Leadership Role*

*Just Promoted! A 12-Month Road Map for Success in Your New Leadership Role, Second Edition*

*Guidance for Developing Leaders in the Family Enterprise*

*The New Leader's 100-Day Action Plan*

Silicon Valley visionary John Chambers shares the lessons that transformed a dyslexic kid from West Virginia into one of the world's best business leaders and turned a simple router company into a global tech titan. When Chambers joined Cisco in 1991, it was a company with 400 employees, a single product, and about \$70 million in revenue. When he stepped down as CEO in 2015, he left a \$47 billion tech giant that was the backbone of the internet and a leader in areas from cybersecurity to data center convergence. Along the way, he had acquired 180 companies and turned more than 10,000 employees into millionaires. Widely recognized as an innovator, an industry leader, and one of the world's best CEOs, Chambers has outlasted and outmaneuvered practically every rival that ever tried to take Cisco on--Nortel, Lucent, Alcatel, IBM, Dell, and Hewlett-Packard, to name a few. Now Chambers is sharing his unique strategies for winning in a digital world. From his early lessons and struggles with dyslexia in West Virginia to his bold bets and battles with some of the biggest names in tech, Chambers gives readers a playbook on how to act before the market shifts, tap customers for strategy, partner for growth, build teams, and disrupt themselves. He also adapted those lessons to transform government, helping global leaders like French President Emmanuel Macron and Indian Prime Minister Narendra Modi to create new models for growth. As CEO of JC2 Ventures, he's now investing in a new generation of game-changing startups by helping founders become great leaders and scale their companies. *Connecting the Dots* is destined to become a business classic, providing hard-won insights and critical tools to thrive during the accelerating disruption of the digital age.

Turnover at the top can stimulate great changes throughout an organization. These changes can mean low morale, decreased productivity, rumors, and political infighting--or they can revitalize working relationships and opportunities to rethink outdated assumptions and forge new directions. In this book Thomas North Gilmore, a consultant to leaders in business and government, shows how executives in new positions--as well as those overseeing leadership changes--can capitalize on these opportunities and minimize the risks of making changes at the top.

This book was written to help entrepreneurs acquire the skills they need personally so they can, in turn, apply those skills professionally. Visionary Leaders build companies that communicate, co-operate and collaborate. They share Values, Vision and Mission with the organisation and its customers. They create purpose-driven organisations that achieve goals, meet objectives and provide satisfaction for owners, employees and customers alike. This book provides you with the tools to be a Visionary Leader, not just another manager.

*Who Will Drive the Bus?* spotlights the leadership dimension for family businesses currently dealing with or about to deal with major leadership transitions. The development of the next generation of leaders should be an integral part of the strategic plan for the business. Each chapter introduces a family and its business. These cases are fictitious but their

challenges are rooted in the experiences of many family businesses. These families and their stories help introduce the themes which are developed in the remainder of each chapter. It is not easy to develop the next generation to take over or at least play a significant leadership role in the family business. Whether a small business or a large one, the issues remain pretty much the same: old, unresolved issues from long ago rear their heads and interfere with sound, thoughtful decision-making for developing clearheaded business strategies. *Who Will Drive the Bus?* is written to help these families navigate the murky and sometimes treacherous waters surrounding them. Donnellan's book recognizes that family businesses are the heart, soul, and economic engine of much of the globe. Even in the worst of times, they seem to find a way to survive—sometimes at great cost to family health and harmony. With guts, love, and a little luck, they will continue to be the source of tremendous innovation and creativity in the United States and global economies. They seem to find a way through the inevitable transitions. This book offers guidance to help enterprising families plan for and successfully move through these transitions. This book is also written for families who want to figure out and wrestle with what the transition will mean for them - whether is it selling the business, closing shop or passing it on to the next generation or morphing into a new entity. These enterprising families face unique and sometimes daunting challenges as they move forward from one generation to the next and this book offers real-world guidance about how to achieve that goal.

42 Rules for Your New Leadership Role

The First 90 Days with Harvard Business Review article "How Managers Become Leaders" (2 Items)

Who Will Drive the Bus?

Don't Mess It Up

Taking Charge in a New Leadership Role

A Blueprint for Leadership Transitions

Leadership Transition Coaching

***Revised and Updated. Transitions are the in-between moments in a Christ-followers life. It has become evident that you cannot go back to what you know, but it has also become clear that you are not quite sure which way forward. God does some of his greatest work during times of transition, shaping character and aligning us to his purposes and plans. We want out of this time, but God wants in. STUCK! will help you better understand your transition moments, providing new tools for understanding how God is at work, and how to navigate uncertain waters as you chart the way forward. This new and revised edition of STUCK! has been re-formatted for easier access, linked to resources on the Leader Breakthru website and has been edited for greater clarity.***

***Drawing from extensive interviews with corporate leaders and the author's 20 years as a strategy consultant and executive coach, these rules form an essential leadership manual.***

***The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?***

***The world's most trusted guide for leaders in transition Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In this updated and expanded version of the international bestseller *The First 90 Days*, Michael D. Watkins offers proven strategies for conquering the challenges of transitions—no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs. By walking you through every aspect of the transition scenario, Watkins identifies the most common pitfalls new leaders encounter and provides the tools and strategies you need to avoid them. You'll learn how to secure critical early wins, an important first step in establishing yourself in your new role. Each chapter also includes checklists, practical tools, and self-assessments to help you assimilate key lessons and apply them to your own situation. Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.***

Leadership Passages

Crack the C-Suite Code

The Essential Companion to "The First 90 Days"

Personal Continuity Planning for the Retiring Family Business Leader

Leading Organizations

*Leadership Transitions*

*How Successful Leaders Make It to the Top*

**Michael D. Watkins' best-selling book *The First 90 Days* has become the business bible for accelerating leadership transitions. Now, Watkins zeroes in on the most critical skill leaders must master to secure new roles and accelerate their transitions: negotiation. In *Shaping the Game: The New Leader's Guide to Effective Negotiating*, Watkins draws from extensive research and practical consulting work to reveal four fundamental objectives that should guide new leaders' actions in every negotiation they undertake: create the most possible value, capture that value for yourself and your company, carefully tend to key relationships, and preserve your reputation. Watkins lays out hands-on strategies for becoming a world-class negotiator, including how to match your negotiation strategy to the situation, influence the perspectives of key counterparts, shape negotiation outcomes in your favor, and create the learning discipline necessary to become a world-class negotiator. Navigating the myriad complex, high-stakes negotiating challenges that confront new leaders, this book provides all the tools readers need to make the right moves up the career ladder—and succeed in those roles once they get there.**

**Named one of 100 Leadership & Success Books to Read in a Lifetime by Amazon Editors, here is the world's most trusted guide for anyone taking on a new professional role. Transitions are critical times in your career. In fact, moving into a new role can be the biggest challenge a leader or manager will face. And while a transition offers a chance to start fresh and create positive impact in an organization, it also places you in a position of acute vulnerability.**

**Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In this newly revised and updated edition of the international bestseller *The First 90 Days*, Michael Watkins offers proven strategies for conquering the challenges of transitions—no matter where you are in your career. Watkins, the world's preeminent expert on leadership transitions and adviser to business leaders around the world, also addresses today's increasingly demanding professional landscape, where managers face not only more-frequent transitions but also steeper expectations once they step into their new jobs. Watkins identifies the most-common pitfalls new leaders encounter and provides the tools and strategies needed to avoid them. You'll learn how to secure critical early wins, an important first step in establishing yourself in a new role. Each chapter also includes checklists, practical tools, and self-assessments to help you assimilate key lessons and apply them to your own situation. Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.**

**Includes contributions from some of the most distinctive leaders in the field, this volume outlines agendas for leadership and development, offering readers innovative ideas about what constitutes leadership.**

**"Right From the Start, " with its timeless lessons of leadership, succession, and transition, is designed for anyone who wants to ensure that the first steps in a new job will lead to enduring success.**

**Act Like a Leader, Think Like a Leader**

**CEO Excellence**

**Leadership in Organizations**

**The 7 Secrets of Responsive Leadership**

**The Personal and Professional Transitions That Make or Break a Leader**

**What Organizations Must Do to Make Sure New Leaders Succeed**

**A Guide for Nonprofits**

**"Whether you're going for that promotion, looking to jump ship, or change careers entirely, Michael Watkins' *Your Next Move* is a book you'll want to read." So starts the positive review of *Your Next Move* on the influential 800 CEO Read website. It's true that all leaders--no matter how seasoned--need guidance through the professional changes that define a career. In fact, transitions into new roles are the crucibles in which leaders get their toughest tests, and they're the defining factor in professional careers today. Yet far too often, leaders fail to transition effectively into new roles. The resulting costs are high, for individual careers and for organizations. In *Your Next Move*, leadership-transition guru Watkins shows how you can survive and thrive in all the major transitions you will face during your career—including promotions, leading former peers, on-boarding into a new organization, making an international move, or turning around or realigning an organization. With real-life examples and case studies, Watkins illustrates the defining hurdles associated with each type of transition. He then provides the insights, strategies, and tools you'll need to accelerate through these crucial turning points and continue moving up in your career. The necessary complement to the author's**

*bestselling guide The First 90 Days, which has been translated in more than 20 languages worldwide, Your Next Move offers the keen observations, tried-and-true management wisdom, and practical good sense Watkins is renowned for. It's a vital resource for any manager or executive seeking to maintain career momentum. To quote the reviewer from above: "It's not just about "moving" but about what happens when those actions are taken. Success or failure are the two options, and which option you emerge with will determine what happens going forward. Watkins' book definitely has the research and insight to equip you for the better of the two paths."*

*A Roadmap for Seamless Transitions in Leadership*

*Making a Leadership Change*

*Ten Timeless Truths*

*Why Some Companies Make the Leap...And Others Don't*

*Arriving, Surviving and Thriving at the Top*

*The First 90 Days, Newly Revised and Updated*