



# BEING THE BOSS

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THE 3 IMPERATIVES  
*for* BECOMING  
*a* GREAT LEADER

LINDA A. HILL  
KENT LINEBACK

HARVARD BUSINESS REVIEW PRESS

# Being The Boss The Imperatives For Becoming A Great Leader

**Rachel S Tattersall**



## **Being The Boss The Imperatives For Becoming A Great Leader:**

*Being the Boss* Linda Annette Hill, Kent Lineback, 2011 Are you the boss you need to be As good as your firm expects you to be Good enough to achieve your career aspirations Being the Boss can help no matter where you are on your journey In it Harvard Business School s Linda Hill and executive Kent Lineback combine six decades of research teaching practice and observation to provide the insights and information you need to move forward Some managers are content with just getting by But most stop making progress because they don t understand how to become a great boss what great bosses actually do or where they currently stand in comparison with where they should be In this book the authors show you how to measure yourself against what s required At the end you will clearly understand your strengths where you need to make progress and how to move forward Whether you re new or experienced this book is your guide to becoming the great boss you need to be for your firm your people and yourself

*Being the Boss* Linda A. Hill, Kent Lineback, 2011-01-11 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 Is 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

**Being the Boss, with a New Preface** Linda A. Hill, Kent Lineback, 2019-02-26 Are you the boss you need to be You never dreamed being the boss would be so hard You re caught in a web of conflicting expectations from your subordinates from those above you and from your peers and customers You re not alone As Harvard Business School s Linda Hill and manager and executive Kent Lineback reveal in *Being the Boss* becoming an effective manager is a painful difficult journey It requires trial and error endless effort and slowly acquired personal insight Many managers never complete the journey and instead just learn how to get by At worst they become terrible bosses This essential book now with a new preface explains how to avoid that fate by mastering three imperatives Manage yourself Learn that management isn t about doing all the work on your own It s about leading others to accomplish things with you as their guide Manage your 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 your team Create a high performing we out of all the I s who report to you Packed with compelling stories and practical advice *Being the Boss* is an

indispensable guide not only for first time managers but for all managers seeking to master the most daunting challenges of leadership

**Der Wert von Führung** Dave Ulrich, 2017-04-10 Zum ersten Mal zeigt Dave Ulrich in seinem Buch wie man den Einfluss von Leadership auf den Marktwert einer Firma effektiv ermitteln und messen kann Dafür schlägt er den Leadership Capital Index vor ein Rating für Leadership Mit diesem Index lässt sich die Qualität von Unternehmensführung konkret messen Ulrich analysiert dafür 2 Bereiche mit jeweils 5 Faktoren Zum einen der individuelle Bereich der persönlichen Qualitäten und strategische Fähigkeiten der Führungskraft genauso umfasst wie die Passung zwischen dem Führungsstil und dem Marktversprechen der Organisation Zum anderen gibt es den organisatorischen Bereich Themen sind hier u.a. der Aufbau einer kundenorientierten Unternehmenskultur Talentmanagement Informationsmanagement zur Schaffung von Wettbewerbsvorteilen und Arbeitsprozesse Für jeden dieser Faktoren führt Ulrich ausführlich präzise Maßeinheiten und Methoden zur Ermittlung und Messung auf Ein Buch nicht nur interessant für Investoren die den Wert einer Firma und die Leistung der Führungskraft ermitteln wollen sondern auch für die Manager und Führungskräfte selbst

*Harvard Business Review Guides Ultimate Boxed Set (16 Books)* Harvard Business Review, Nancy Duarte, Bryan A. Garner, Mary Shapiro, Jeff Weiss, 2019-02-26 How to guides to your most pressing work challenges This 16 volume specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics negotiating business writing and coaching This set includes Persuasive Presentations Better Business Writing Finance Basics Data Analytics Building Your Business Case Making Every Meeting Matter Project Management Emotional Intelligence Getting the Right Work Done Negotiating Leading Teams Coaching Employees Performance Management Delivering Effective Feedback Dealing with Conflict Managing Up and Across Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from leading experts the HBR Guides provide smart answers to your most pressing work challenges

**Personalentwicklung - mit Arbeitshilfen online** Joachim Gutmann, Karlheinz Schwuchow, 2013-10-16 Erfolgreiche Unternehmen entwickeln ihre Personalarbeit ständig weiter Dieses Buch bietet Ihnen einen kompakten Überblick über die neusten Trends im Personalwesen Inhalt Aktuelle Trends der Personalentwicklung Strategic Workforce Management Diversity Management u.v.m. HR im World Wide Web Personalentwicklung 2.0 Best Practice Cases aus erfolgreichen Unternehmen Mit großem Special zum Talentmanagement Vorteile Das Grundlagenwerk für strategische Personalarbeit Aktuelles Wissen von nationalen und internationalen Experten im Überblick Die kommenden Trends in der Personalentwicklung kennen und einkalkulieren Arbeitshilfen online Aktuelle Management Studien

**Psychologie der Macht** Michael Schmitz, 2012-08-29 Psychologie und Management Top Coach Michael Schmitz ZDF Ex Chefreporter kennt die Mächtigen dieser Welt und weiß wie Macht funktioniert Macht betrifft jeden Sie ermöglicht Lebensgestaltung gibt Handlungsfreiheit und steigert das Selbstwertgefühl Doch Macht macht auch korrupt Für sie sind Menschen bereit zu manipulieren zu intrigieren und den persönlichen Vorteil über alles zu stellen Macht macht süchtig Wer

sich einmal eine Machtposition erarbeitet hat will sie kaum wieder aufgeben viele Beispiele aus Wirtschaft und Politik zeigen das Machtgefge halten auch die Wirtschaft in Gang Um auf der Karriereleiter nach oben zu klettern braucht es eine ordentliche Portion Biss um sich gegen Konkurrenten durchzusetzen Bestimmte Menschentypen sind da besonders erfolgreich Narzissten und kaltbl tige Psychopathen die an der Grenze zwischen Genie und Wahnsinn man vrieren Da ist es zum b sen Antlitz der Macht nicht mehr weit das nur danach trachtet seine Feinde zu dem tigen und zu vernichten Dieses Buch analysiert umfassend die verschiedenen Facetten der Macht und macht es m glich sich selbst in den Machtgef gen des Lebens zu positionieren und gleichzeitig Machtmissbrauch und Pers nlichkeitsdeformationen zu verhindern Leadership Concepts for the Engineering Mindset Deandra Cassone,2024-08-05 The book is intended to focus the engineer or technically minded individual on key aspects of their organization and how they can leverage their position to make a positive impact The author explains why it is critical that the technically minded individual is aware of their corporate environment and how they and their organization fit within the organizational structure Technical knowledge is just one component of success for engineers The book provides readers with the tools to understand where they fit in with their organizations and what they can do to support corporate objectives This book will address topics including gaining a big picture of an organization defining what a specific organization does understanding goals and objectives to align management strategies budgeting role in the supply chain engineering career paths and the importance of innovation *Personalentwicklung - mit Arbeitshilfen online* Karlheinz Schwuchow,Joachim Gutmann,2013-10-09 Das Jahrbuch bietet erprobte Best Practice Konzepte zu allen wichtigen Themen der Personalentwicklung Experten aus namhaften Unternehmen Beratung und Wissenschaft vermitteln konkrete Handlungsempfehlungen und geben Umsetzungshilfen Erfolgreiche Unternehmen entwickeln ihre Personalarbeit st ndig weiter Dieses Buch bietet Ihnen einen kompakten berblick ber die neusten Trends im Personalwesen INHALT Aktuelle Trends der Personalentwicklung Strategic Workforce Management Diversity Management u v m HR im World Wide Web Personalentwicklung 2 0 Best Practice Cases aus erfolgreichen Unternehmen Mit gro em Special zum TalentmanagementVORTEILE Das Grundlagenwerk f r strategische Personalarbeit Aktuelles Wissen von nationalen und internationalen Experten im berblick Die kommenden Trends in der Personalentwicklung kennen und einkalkulierenARBEITSHILFEN ONLINE Aktuelle Management Studien E Book der Vorjahresausgabe Personalentwicklung 2013 zum kostenlosen Download **Harvard Business Review 20-Minute Manager Ultimate Boxed Set (16 Books)** Harvard Business Review,2019-02-19 The perfect gift for aspiring leaders 16 volumes of HBR 20 Minute Manager This 16 volume specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast on topics from creating business plans and giving feedback to managing time and presentations The set includes Creating Business Plans Delegating Work Difficult Conversations Finance Basics Getting Work Done Giving Effective Feedback Innovative Teams Leading Virtual Teams Managing Projects Managing Time Managing Up Performance Reviews

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wichtigsten Ansätze und Befunde der Führungsforschung zu geben und sie kritisch zu kommentieren Sie bringen dabei die grundlegenden Gedanken und Ausführungen von Oswald Neuberger aktualisiert und fokussiert in ein neues Konzept ein Aus dem Inhalt Der Führungsbegriff Personalistische Führungsansätze Verhaltensorientierte Führungsansätze Kontingenzansatz der Führung Führung verstehen deuten und schaffen Konstruktivistische Ansätze Wodurch Führung wirkt Vielfalt führen vielfältig führen In durch und mit Veränderungen führen Für oder gegen wen und was führen Das Buch ist für Studium und Praxis gleichermaßen geeignet Es bildet seit vielen Jahren die Grundlage zur Vermittlung von Kernergebnissen der Führungsforschung schlechthin und ist in seiner aktualisierten Form für alle Unternehmen und Führungskräfte das Handbuch zur Personalführung Dieser Titel ist nicht als Dozenten Freiemplar erhältlich **HBR's 10 Must Reads for Executives**

**8-Volume Collection** Harvard Business Review, 2021-08-17 You want the most important ideas for executives all in one place Now you can have them in a set of HBR's 10 Must Reads available as an 8 volume paperback boxed set or as an ebook set We've combed through hundreds of Harvard Business Review articles on topics such as emotional intelligence communication change leadership strategy managing people and managing yourself and selected the most important ones to help you maximize your own and your organization's performance The HBR's 10 Must Reads for Executives Boxed Set includes 8 bestselling collections HBR's 10 Must Reads for CEOs HBR's 10 Must Reads on Boards HBR's 10 Must Reads on Leadership HBR's 10 Must Reads on Strategy Vol 1 HBR's 10 Must Reads on Strategy Vol 2 HBR's 10 Must Reads on Change Management HBR's 10 Must Reads on Risk HBR's 10 Must Reads on Organizational Resilience The HBR's 10 Must Reads for Executives Boxed Set makes a smart gift for your team colleagues clients or yourself The ebook set is available in PDF ePub and Mobi formats HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike Leaders looking for the inspiration that big ideas provide both to accelerate their own growth and that of their companies should look no further HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know leadership strategy change managing people and managing yourself Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic Each title includes timeless advice that will be relevant regardless of an ever-changing business environment *Act Like a Leader, Think Like a Leader*

Herminia Ibarra, 2015-01-20 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

**HBR Guide to Getting the Right Work Done (HBR Guide Series)** Harvard Business Review,2012-09-18 IS YOUR WORKLOAD SLOWING YOU AND YOUR CAREER DOWN Your inbox is overflowing You re paralyzed because you have too much to do but don t know where to start Your to do list never seems to get any shorter You leave work exhausted but have little to show for it It s time to learn how to get the right work done In the HBR Guide to Getting the Right Work Done you ll discover how to focus your time and energy where they will yield the greatest reward Not only will you end each day knowing you made progress your improved productivity will also set you apart from the pack Whether you re a new professional or an experienced one this guide will help you Prioritize and stay focused Work less but accomplish more Stop bad habits and develop good ones Break overwhelming projects into manageable pieces Conquer e mail overload Write to do lists that really work

**The Harvard Business Review Manager's Handbook** Harvard Business Review,2016-12-13 The one primer you need to develop your managerial and leadership skills Whether you re a new manager or looking to have more influence in your current management role the challenges you face come in all shapes and sizes a direct report s anxious questions your boss s last minute assignment of an important presentation or a blank business case staring you in the face To reach your full potential in these situations you need to master a new set of business and personal skills Packed with step by step advice and wisdom from Harvard Business Review s management archive the HBR Manager s Handbook provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building your employees trust The book s brief sections allow you to home in quickly on the solutions you need right away or take a deeper dive if you need more context Keep this comprehensive guide with you throughout your career and be a more impactful leader in your organization In the HBR Manager s Handbook you ll find Step by step guidance through common managerial tasks Short sections and chapters that you can turn to quickly as a need arises Self assessments throughout Exercises and templates to help you practice and apply the concepts in the book Concise explanations of the latest research and thinking on important management skills from Harvard Business Review experts such as Dan Goleman Clayton Christensen John Kotter and Michael Porter Real life stories from working managers Recaps and action items at the end of each chapter that allow you to reinforce or review the ideas quickly The skills covered in the book

include Transitioning into a leadership role Building trust and credibility Developing emotional intelligence Becoming a person of influence Developing yourself as a leader Giving effective feedback Leading teams Fostering creativity Mastering the basics of strategy Learning to use financial tools Developing a business case

**HBR's 10 Must Reads for New Managers (with bonus article "How Managers Become Leaders" by Michael D. Watkins) (HBR's 10 Must Reads)**

Harvard Business Review, Linda A. Hill, Herminia Ibarra, Robert B. Cialdini, Daniel Goleman, 2017-02-07 Develop the mindset and presence to successfully manage others for the first time If you read nothing else on becoming a new manager read these 10 articles We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you transition from being an outstanding individual contributor to becoming a great manager of others This book will inspire you to Develop your emotional intelligence Influence your colleagues through the science of persuasion Assess your team and enhance its performance Network effectively to achieve business goals and for personal advancement Navigate relationships with employees bosses and peers Get support from above View the big picture in your decision making Balance your team's work and personal life in a high intensity workplace This collection of articles includes Becoming the Boss by Linda A Hill Leading the Team You Inherit by Michael D Watkins Saving Your Rookie Managers from Themselves by Carol A Walker Managing the High Intensity Workplace by Erin Reid and Lakshmi Ramarajan Harnessing the Science of Persuasion Robert B Cialdini What Makes a Leader by Daniel Goleman The Authenticity Paradox by Herminia Ibarra Managing Your Boss by John J Gabarro and John P Kotter How Leaders Create and Use Networks by Herminia Ibarra and Mark Lee Hunter Management Time Who's Got the Monkey by William Oncken Jr and Donald L Wass and BONUS ARTICLE How Managers Become Leaders by Michael D Watkins HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike Leaders looking for the inspiration that big ideas provide both to accelerate their own growth and that of their companies should look no further HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know leadership strategy change managing people and managing yourself Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic Each title includes timeless advice that will be relevant regardless of an ever changing business environment

**Be a Great Boss: The Hill Collection (4 Items)** Linda A. Hill, Kent Lineback, 2014-08-19 This digital collection curated by Harvard Business Review offers seminal ideas by leadership expert and Harvard Business School professor Linda A Hill It includes three of her most popular books Becoming a Manager Being the Boss coauthor and Collective Genius coauthor as well as the influential 2011 Harvard Business Review article Are You a Good Boss or a Great One which Hill coauthored with Kent Lineback Hill is an in demand teacher and mentor to professionals worldwide on the topics of managing change cross organizational relationships global strategy innovation talent management and leadership development This collection offers the best reading on how to be an effective leader and a better boss resulting in enhanced personal and professional success and a better performing

organization All four works included in the set are influential in the field of leadership and have been embraced by practitioners everywhere who use Hill's advice to become better at what they do Linda A Hill is Professor of Business Administration at Harvard Business School and the faculty chair of its Leadership Initiative She has chaired numerous executive education programs at the school Hill serves on numerous boards of directors boards of trustees and advisory boards and her work and ideas are featured regularly in international media

## **Being The Boss The Imperatives For Becoming A Great Leader** Book Review: Unveiling the Magic of Language

In an electronic digital era where connections and knowledge reign supreme, the enchanting power of language has become much more apparent than ever. Its capability to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Being The Boss The Imperatives For Becoming A Great Leader**," compiled by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound impact on our existence. Throughout this critique, we will delve into the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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