

## Defining Moments When Managers Must Choose Between Right And Right

TRY (FREE for 14 days), OR RENT this title: [www.wileystudentchoice.com](http://www.wileystudentchoice.com) Linda Treviño and Kate Nelson bring together a mix of theory and practice in *Managing Business Ethics: Straight Talk about How to Do It Right*, 7th Edition. In this new edition, the dynamic author team of Linda Treviño, prolific researcher and Distinguished Professor, and Kate Nelson, Professor and longtime practitioner of strategic organizational communications and human resources, equip students with the pragmatic knowledge they need to identify and solve ethical dilemmas, understand their own and others' ethical behavior, and promote ethical behavior in their organization. *Managing Business Ethics* is the perfect text to prepare students for a range of roles in the business world--managers across business functions, communications professionals, compliance officers, corporate counsels, human resources managers, and senior executives.

Defining Moments When Managers Must Choose Between Right and Right Harvard Business School Press

Can a good company become a great one and, if so, how? After a five-year research project, Collins concludes that good to great can and does happen. In this book, he uncovers the underlying variables that enable any type of organization to

When Business and Personal Values Collide "Defining moments" occur when managers face business decisions that trigger conflicts with their personal values. These moments test a person's commitment to those values and ultimately shape their character. But these are also the decisions that can make or break a career. Is there a thoughtful, yet pragmatic, way to make the right choice? Bestselling author Joseph Badaracco shows how to approach these dilemmas using three case examples that, when taken together, represent the escalating responsibilities and personal tests managers face as they advance in their careers. The first story presents a young manager whose choice will affect him only as an individual; the second, a department head whose decision will influence his organization; the third, a corporate executive whose actions will have much larger, societal ramifications. To guide the decision-making process, the book draws on the insights of four philosophers--Aristotle, Machiavelli, Nietzsche, and James--who offer distinctly practical, rather than theoretical, advice. *Defining Moments* is the ultimate manager's guide for resolving issues of conflicting responsibility in practical ways.

The New York Times bestselling authors of *Switch* and *Made to Stick* explore why certain brief experiences can jolt us and elevate us and change us—and how we can learn to create such extraordinary moments in our life and work. While human lives are endlessly variable, our most memorable positive moments are dominated by four elements: elevation, insight, pride, and connection. If we embrace these elements, we can conjure more moments that matter. What if a teacher could design a lesson that he knew his students would remember twenty years later? What if a manager knew how to create an experience that would delight customers? What if you had a better sense of how to create memories that matter for your children? This book delves into some fascinating mysteries of experience: Why we tend to remember the best or worst moment of an experience, as well as the last moment, and forget the rest. Why "we feel most comfortable when things are certain, but we feel most alive when they're not." And why our most cherished memories are clustered into a brief period during our youth. Readers discover how brief experiences can change lives, such as the experiment in which two strangers meet in a room, and forty-five minutes later, they leave as best friends. (What happens in that time?) Or the tale of the world's youngest female billionaire, who credits her resilience to something her father asked the family at the dinner table. (What was that simple question?) Many of the defining moments in our lives are the result of accident or luck—but why would we leave our most meaningful, memorable moments to chance when we can create them? *The Power of Moments* shows us how to be the author of richer experiences.

The most widely respected CEO in America looks back on his brilliant career at General Electric and reveals his personal business philosophy and unique managerial style. Nearly 20 years ago, former General Electric CEO Reg Jones walked into Jack Welch's office and wrapped him in a bear hug. "Congratulations, Mr. Chairman," said Reg. It was a defining moment for American business. So begins the story of a self-made man and a self-described rebel who thrived in one of the most volatile and economically robust eras in U.S. history, while managing to maintain a unique leadership style. In what is the most anticipated book on business management for our time, Jack Welch surveys the landscape of his career running one of the world's largest and most successful corporations.

Featuring a new preface, afterword and Radically Candid Performance Review Bonus Chapter, the fully revised & updated edition of *Radical Candor* is packed with even more guidance to help you improve your relationships at work. 'Reading *Radical Candor* will help you build, lead, and inspire teams to do the best work of their lives.' Sheryl Sandberg, author of *Lean In*. If you don't have anything nice to say then don't say anything at all . . . right? While this advice may work for home life, as Kim Scott has seen first hand, it is a disaster when adopted by managers in the work place. Scott earned her stripes as a highly successful manager at Google before moving to Apple where she developed a class on optimal management. *Radical Candor* draws directly on her experiences at these cutting edge companies to reveal a new approach to effective management that delivers huge success by inspiring teams to work better together by embracing fierce conversations. *Radical Candor* is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism – delivered to produce better results and help your employees develop their skills and increase success. Great bosses have a strong relationship with their employees, and Scott has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. *Radical Candor* offers a guide to those

bewildered or exhausted by management, written for bosses and those who manage bosses. Drawing on years of first-hand experience, and distilled clearly to give practical advice to the reader, *Radical Candor* shows you how to be successful while retaining your integrity and humanity. *Radical Candor* is the perfect handbook for those who are looking to find meaning in their job and create an environment where people love both their work and their colleagues, and are motivated to strive to ever greater success. This book examines volatility, uncertainty, complexity and ambiguity (VUCA) and addresses the need for broader knowledge and application of new concepts and frameworks to deal with unpredictable and rapid changing situations. The premises of VUCA can shape all aspects of an organization. To cover all areas, the book is divided into six sections. Section 1 acts as an introduction to VUCA and complexity. It reviews ways to manage complexity, while providing examples for tools and approaches that can be applied. The main focus of Section 2 is on leadership, strategy and planning. The chapters in this section create new approaches to handle VUCA environments pertaining to these areas including using the Tetralemma logics, tools from systemic structural constellation (SySt) approach of psychotherapy and organizational development, to provide new ideas for the management of large strategic programs in organizations. Section 3 considers how marketing and sales are affected by VUCA, from social media's influence to customer value management. Operations and cost management are highlighted in Section 4. This section covers VUCA challenges within global supply chains and decision-oriented controlling. In Section 5 organizational structure and process management are showcased, while Section 6 is dedicated to addressing the effects of VUCA in IT, technology and data management. The VUCA forces present businesses with the need to move from linear modes of thought to problem solving with synthetic and simultaneous thinking. This book should help to provide some starting points and ideas to deal with the next era. It should not be understood as the end of the road, but as the beginning of a journey exploring and developing new concepts for a new way of management.

"Defining moments," according to Badaracco, occur when managers face business problems that trigger difficult, deeply personal questions. In deciding how to act, managers reveal their inner values, test their commitment to those values, and ultimately shape their characters. Badaracco builds a framework for approaching these dilemmas around three cases of increasing complexity, reflecting the escalating responsibilities managers face as they advance in their careers. The first story presents a young man whose choice will affect him only as an individual; the second, a department head, whose decision will influence his organization; the third, a corporate executive, whose actions will have much larger, societal ramifications. To guide the decision-making process, Badaracco draws on the insights of four philosophers--Aristotle, Machiavelli, Nietzsche, and James--because they offer practical rather than theoretical advice. He thus bridges the gap between classroom philosophy and corporate pragmatism. The result is a flexible framework that managers can draw on to resolve issues of conflicting responsibility in practical ways.

*The Future of Leadership* Leadership is a relationship—but that relationship must change, say legendary organizational scholar Edgar Schein and former Silicon Valley executive Peter Schein. The vertical hierarchy, with its emphasis on formal, transactional relationships, professional distance, and all guidance coming from the top, is hopelessly inflexible and outdated. In a complex world, leadership must rely on high levels of trust and openness throughout the organization, and that can be achieved only by what they call personization and Level 2 relationships, which build the agility to make course corrections quickly. This book shows how such humble leadership has built effective cultures in a whole range of sectors: health care, government, the military, tech and innovation, and more.

*When Business and Personal Values Collide* "Defining moments" occur when managers face business decisions that trigger conflicts with their personal values. These moments test a person's commitment to those values and ultimately shape their character. But these are also the decisions that can make or break a career. Is there a thoughtful, yet pragmatic, way to make the right choice? Bestselling author Joseph Badaracco shows how to approach these dilemmas using three case examples that, when taken together, represent the escalating responsibilities and personal tests managers face as they advance in their careers. The first story presents a young manager whose choice will affect him only as an individual; the second, a department head whose decision will influence his organization; the third, a corporate executive whose actions will have much larger, societal ramifications. To guide the decision-making process, the book draws on the insights of four philosophers—Aristotle, Machiavelli, Nietzsche, and James—who offer distinctly practical, rather than theoretical, advice. *Defining Moments* is the ultimate manager's guide for resolving issues of conflicting responsibility in practical ways.

*How to Resolve the Really Hard Problems* Every manager makes tough calls—it comes with the job. And the hardest decisions are the "gray areas"—situations where you and your team have worked hard to find an answer, you've done the best analysis you can, and you still don't know what to do. But you have to make a decision. You have to choose, commit, act, and live with the consequences and persuade others to follow your lead. Gray areas test your skills as a manager, your judgment, and even your humanity. How do you get these decisions right? In *Managing in the Gray*, Joseph Badaracco offers a powerful, practical, and even radical way to resolve these problems. Picking up where conventional tools of analysis leave off, this book provides tools for judgment in the form of five revealing questions. Asking yourself these five questions provides a simple yet profound way to broaden your thinking, sharpen your judgment, and develop a fresh perspective. What makes these questions so valuable is that they have truly stood the test of time—they've guided countless men and women, across many centuries and cultures, to resolve the hardest questions of work, responsibility, and life. You can use the five-question framework on your own or with others on your team to help you cut through complexities, understand critical trade-offs, and develop workable solutions for even the grayest issues.

*Explains the author's concept of "cohorts", a new way of looking at age groups by examining what affected people in their formative years of 17-21. Outlines the seven*

generational groups that are currently affecting the workplace?and the new ones that are emerging. Presents new managing models and practical advice, based on the author's experience with Fortune 500 companies, for working effectively with various age groups. Discusses key physical, socioeconomic, and emotional factors that influence a particular generation's behavior or profile.

Top academic scholars ponder the question of ethics as it pertains to all aspects of leadership in business, government, and nonprofit organizations. • Includes contributions from philosophers, management theorists, and industrial and organizational psychologists • Reveals the roles that deception and self-deception play in exercising power • Explains complex management models in easy-to-understand, accessible language • Examines leadership across a variety of industries

How do today's most successful tech companies Amazon, Google, Facebook, Netflix, Tesla design, develop, and deploy the products that have earned the love of literally billions of people around the world? Perhaps surprisingly, they do it very differently than most tech companies. In *INSPIRED*, technology product management thought leader Marty Cagan provides readers with a master class in how to structure and staff a vibrant and successful product organization, and how to discover and deliver technology products that your customers will love and that will work for your business. With sections on assembling the right people and skillsets, discovering the right product, embracing an effective yet lightweight process, and creating a strong product culture, readers can take the information they learn and immediately leverage it within their own organizations dramatically improving their own product efforts. Whether you're an early stage startup working to get to product/market fit, or a growth-stage company working to scale your product organization, or a large, long-established company trying to regain your ability to consistently deliver new value for your customers, *INSPIRED* will take you and your product organization to a new level of customer engagement, consistent innovation, and business success. Filled with the author's own personal stories and profiles of some of today's most-successful product managers and technology-powered product companies, including Adobe, Apple, BBC, Google, Microsoft, and Netflix *INSPIRED* will show you how to turn up the dial of your own product efforts, creating technology products your customers love. The first edition of *INSPIRED*, published ten years ago, established itself as the primary reference for technology product managers, and can be found on the shelves of nearly every successful technology product company worldwide. This thoroughly updated second edition shares the same objective of being the most valuable resource for technology product managers, yet it is completely new sharing the latest practices and techniques of today's most-successful tech product companies, and the men and women behind every great product.

"*Defining Moments* is a deeply honest, personal and at times moving account of one man's voyage of self-discovery. Through a series of "defining moments," Kees shows how personal crises and professional challenges can not only be overcome but can also be used to help give greater purpose and meaning to life - to help make the individual stronger, the family more cohesive and the organization more united." Paul Polman, Chief Executive Officer, Unilever

This is a book about work choices & life choices & the critical points-or defining moments-at which the two become one. It examines the right-versus-right conflicts that every business manager faces & presents an unorthodox yet practical way for managers to think about & resolve them. According to Badaracco, when making hard professional decisions necessitates using personal values as a touchstone, resolving such dilemmas is not as simple as the inspirational "do the right thing" school of ethics would have you believe. *Defining Moments* reveals an alternative approach that helps managers tackle the more complex & troubling question of what to do when doing the right thing requires doing something else wrong, or leaving another right thing undone. Drawing on philosophy, literature, & three stories that reveal the increasing complexity managers face as their careers advance, *Defining Moments* provides tangible examples, actionable steps, & a flexible framework that managers at all levels can use to make the choices that will shape not only their careers but their characters.

For one semester MBA Managerial Economics courses *Economics for Managers* presents the fundamental ideas of microeconomics and macroeconomics and integrates them from a managerial decision-making perspective in a framework that can be used in a single-semester course. To be competitive in today's business environment, managers must understand how economic forces affect their business and the factors that must be considered when making business decisions. This is the only book that provides business students and MBAs with a thorough and applied understanding of both micro- and macroeconomic concepts in a way non-economics majors can understand. The third edition retains all the same core concepts and straightforward material on micro- and macroeconomics while incorporating new case material and real-world examples that relate to today's managerial student.

"A fascinating examination of how an English-language mandate at a Japanese firm, Rakuten, unfolded over time and how employees reacted to it"--Back of jacket.

The landmark project management reference, now in a new edition Now in a Tenth Edition, this industry-leading project management "bible" aligns its streamlined approach to the latest release of the Project Management Institute's Project Management Body of Knowledge (PMI's PMBOK® Guide), the new mandatory source of training for the Project Management Professional (PMP®) Certification Exam. This outstanding edition gives students and professionals a profound understanding of project management with insights from one of the best-known and respected authorities on the subject. From the intricate framework of organizational behavior and structure that can determine project success to the planning, scheduling, and controlling processes vital to effective project management, the new edition thoroughly covers every key component of the subject. This Tenth Edition features: New sections on scope changes, exiting a project, collective belief, and managing virtual teams More than twenty-five case studies, including a new case on the Iridium Project covering all aspects of project management 400 discussion questions More than 125 multiple-choice questions (PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

*Decision Support and Business Intelligence Systems* provides the only comprehensive, up-to-date guide to today's revolutionary management support system technologies, and showcases how they can be used for better decision-making. The 10th edition focuses on Business Intelligence (BI) and analytics for enterprise decision support in a more streamlined book.

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly

12,000 diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

What does it really take to become a great leader? You need a framework for leading that gives you clarity when chaos is all around you. The framework, called *Leadership in Context* already exists. It's up to you to master it and put it to work. Drawing on over forty years of research and personal experience, the authors of *Achieve Leadership Genius* have helped people develop the skills they need to achieve organizational and personal goals. This guide will teach you how to lead individuals, teams, organizations, alliances, and above all, yourself; the five crucial leadership practices that work no matter who you're leading; how to handle the unique issues that arise in every leadership context and situation. You'll also discover high-level and micro-level techniques that will help you break through the barriers that prevent you from leading. With practice and internalization, you can make these techniques work for you. Stop making excuses, and start benefiting from a new model of leadership. It's not too late to *Achieve Leadership Genius*.

*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?

Explains how to successfully target marketing to seven distinct generational groups.

How do organizations structure themselves? A synthesis of the empirical literature in the field, supported by numerous examples and illustrations, provides images that produce a theory. The author introduces five basic configurations of structure - the simple structure, the machine bureaucracy, the professional bu- reaucracy, the divisionalized form, and the adhocracy. This book reveals that structure seems to be at the root of many questions about organizations and why they function as they do.

Through rich analysis of the main characters in "The Death of a Salesman, The Secret Sharer, The Last Tycoon," and other stories, Badaracco addresses complex issues leaders face, such as the soundness of their vision, their readiness to take on responsibility, the depth of their compassion, and their ability to manage success.

In the wake of ethical scandals and close ethical scrutiny throughout business and the accounting professional today, Brooks/Dunn's *BUSINESS & PROFESSIONAL ETHICS, 9E* provides the ethical insights and strategies you need for corporate and professional success. Learn why ethical behavior is so important and how to recognize potential pitfalls that involve much more than memorizing rules. You master the skills to develop a corporate culture of integrity that maintains stakeholder support and enables directors and auditors to complete their jobs. You also learn how to use ethical strategies to make decisions, as this edition examines the latest information on governance scandals, legal liability and professional accounting and auditing issues. More than 130 cases and readings highlight new and classic cases of fraud, bankruptcy and unprofessional practices to help you better understand appropriate codes of conduct and sound ethical reasoning while strengthening your persuasive and leadership skills for success. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

For MIS specialists and nonspecialists alike, a comprehensive, readable, understandable guide to the concepts and applications of decision support systems.

No idea what you're doing? No problem. Good managers are made, not born. Top tech executive Julie Zhuo remembers the moment when she was asked to lead a team. She felt like she'd won the golden ticket, until reality came crashing in. She was just 25 and had barely any experience being managed, let alone managing others. Her co-workers became her employees overnight, and she faced a series of anxiety-inducing firsts, including agonising over whether to hire an interviewee; seeking the respect of reports who were cleverer than her; and having to fire someone she liked. Like most first-time managers, she wasn't given any formal training, and had no resources to turn to for help. It took her years to find her way, but now she's offering you the short-cut to success. This is the book she wishes she had on day one. Here, she offers practical, accessible advice like:

- Don't hide thorny problems from your own manager; you're better off seeking help quickly and honestly
- Before you fire someone for failure to collaborate, figure out if the problem is temperamental or just a lack of training or coaching
- Don't offer critical feedback in a 'compliment sandwich' – there's a better way!

Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you've always wanted.

Most of us think of leaders as courageous risk takers, orchestrators of major events. In a word: heroes. Although such figures are inspiring, Joseph Badaracco argues that their larger-than-life accomplishments are not what makes the world work. What does, he says, is the sum of millions of small yet consequential decisions that individuals working far from the limelight make every day. Badaracco calls them "quiet leaders"--people who choose responsible, behind-the-scenes action over public heroism to resolve tough leadership challenges. Quiet leaders don't fit the stereotype of the bold and gutsy leader, and they don't want to. What they want is to do the "right thing"--for their organizations, their coworkers, and themselves--but inconspicuously and without casualties. Drawing from extensive research, Badaracco presents eight practical yet counter-intuitive guidelines for situations in which right and wrong seem like moving targets. Compelling stories illustrate how these "nonheroes" succeed by managing their political capital, buying themselves time, bending the rules, and more. From the executive suite to the office cubicle--Leading Quietly shows how patient, everyday efforts can add up to a better company and a better world.

Now in its 10th edition, Business Finance is an essential introduction to financial decision-making in businesses. Taking a user-friendly approach, it explores the type of investments a business should make and how they should be financed, and successfully blends the theoretical, analytical and practical aspects of finance and investments. The new edition has a strong real world focus, exploring the theories surrounding financial decision making and relating these theories to what happens in the real business world. Key features: An extensive range of up-to-date real-world examples Examination of the divergences between theory and practice Expanded explanations of complex theories Comprehensive coverage of the latest international issues Clear design and pedagogical features for enhanced readability and quick reference Visit the companion website for this book at [www.pearsoned.co.uk/mclaney](http://www.pearsoned.co.uk/mclaney) where you will find a variety of resources for students and lecturers alike. Business Finance is suitable for undergraduates in accounting and finance and for those on finance and financial management courses. It is also appropriate for postgraduate students with an option in accounting and finance and will be highly useful for professional accounting students. Eddie McLaney is Visiting Fellow in Accounting and Finance at the University of Plymouth.

For courses in Business Ethics and business courses desiring a brief, readable supplement encouraging business ethics. Brief text shows students how to be ethical business people. Common sense, practical approach to doing good work--emphasizing the need to prepare in advance for ethical dilemmas. Helps improve behavior in the rushed, output-driven business environment.

'This book flips your world upside down. Daniel Markovits argues that meritocracy isn't a virtuous, efficient system that rewards the best and brightest. Instead it rewards middle-class families who can afford huge investments in their children's education ... Frightening, eye-opening stuff' The Times, Books of the Year Even in the midst of runaway economic inequality and dangerous social division, it remains an axiom of modern life that meritocracy reigns supreme and promises to open opportunity to all. The idea that reward should follow ability and effort is so entrenched in our psyche that, even as society divides itself at almost every turn, all sides can be heard repeating meritocratic notions. Meritocracy cuts to the heart of who we think we are. But what if, both up and down the social ladder, meritocracy is a sham? Today, meritocracy has become exactly what it was conceived to resist: a mechanism for the concentration and dynastic transmission of wealth and privilege across generations. Upward mobility has become a fantasy, and the embattled middle classes are now more likely to sink into the working poor than to rise into the professional elite. At the same time, meritocracy now ensnares even those who manage to claw their way to the top, requiring rich adults to work with crushing intensity, exploiting their expensive educations in order to extract a return. All this is not the result of deviations or retreats from meritocracy but rather stems directly from meritocracy's successes. This is the radical argument that The Meritocracy Trap prosecutes with rare force, comprehensive research, and devastating persuasion. Daniel Markovits, a law professor trained in philosophy and economics, is better placed than most to puncture one of the dominant ideas of our age. Having spent his life at elite universities, he knows from the inside the corrosive system we are trapped within, as well as how we can take the first steps towards a world that might afford us both prosperity and dignity.

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.

Leadership is struggle The question of how to lead successfully and responsibly is crucially important in our uncertain, high-pressure, turbulent world. In this book, Harvard Business School Professor Joseph Badaracco answers this question in practical and, at times, provocative ways. Leaders today are surrounded by what Badaracco calls "the new invisible hand"—powerful, pervasive markets that touch and shape almost everything. As a result, understanding the inevitability and importance of struggle is critical. And leaders must go a step further to create what Badaracco calls "the good struggle" in order to meet their goals at work, as well as their goals in life. The Good Struggle helps you meet the relentless challenges of being a leader today by identifying the most important questions you should be asking yourself. New answers to these questions can be found

